



STRATEGIC AND TACTICAL PLANS

2021-2025

MABALACAT CITY
COLLEGE

THE MISSION AND VISION

Mabalacat City College (MCC) envisions itself to be the TOP CHOICE in the COMMUNITY it serves for QUALITY EDUCATION and TRAINING by 2025. To be the top choice means to be the first choice higher education institution in terms of learning and employment. MCC aims to be the top choice of the Mabalacat City community to enroll themselves into, especially the less fortunate families living in the poverty line. It seeks to be the top choice for human resources of the businesses in Mabalacat City and Clark Freeport Zone. For it is the purpose of a local college to ensure that the locals are productive and contributive to the economy of the city by providing quality education and training.

The mission of MCC is to meet the NEEDS of its community as a CENTER FOR LEARNING aiming for OPEN ADMISSIONS POLICY. MCC intends to satisfy the higher education needs of the aforementioned target communities and hopefully be able to admit all Mabalaqueños who are applying for College in the institution. However, the open admissions policy is conditioned on the skills and competencies of the applicants that are aligned and compliant with the admission and retention policies of the institution. It is the goal of MCC that all applicants can be placed in a program that fits not only their academic achievements and acquired skills and talents, but more so that which will maximize their potentials.

THE BALANCED SCORECARD

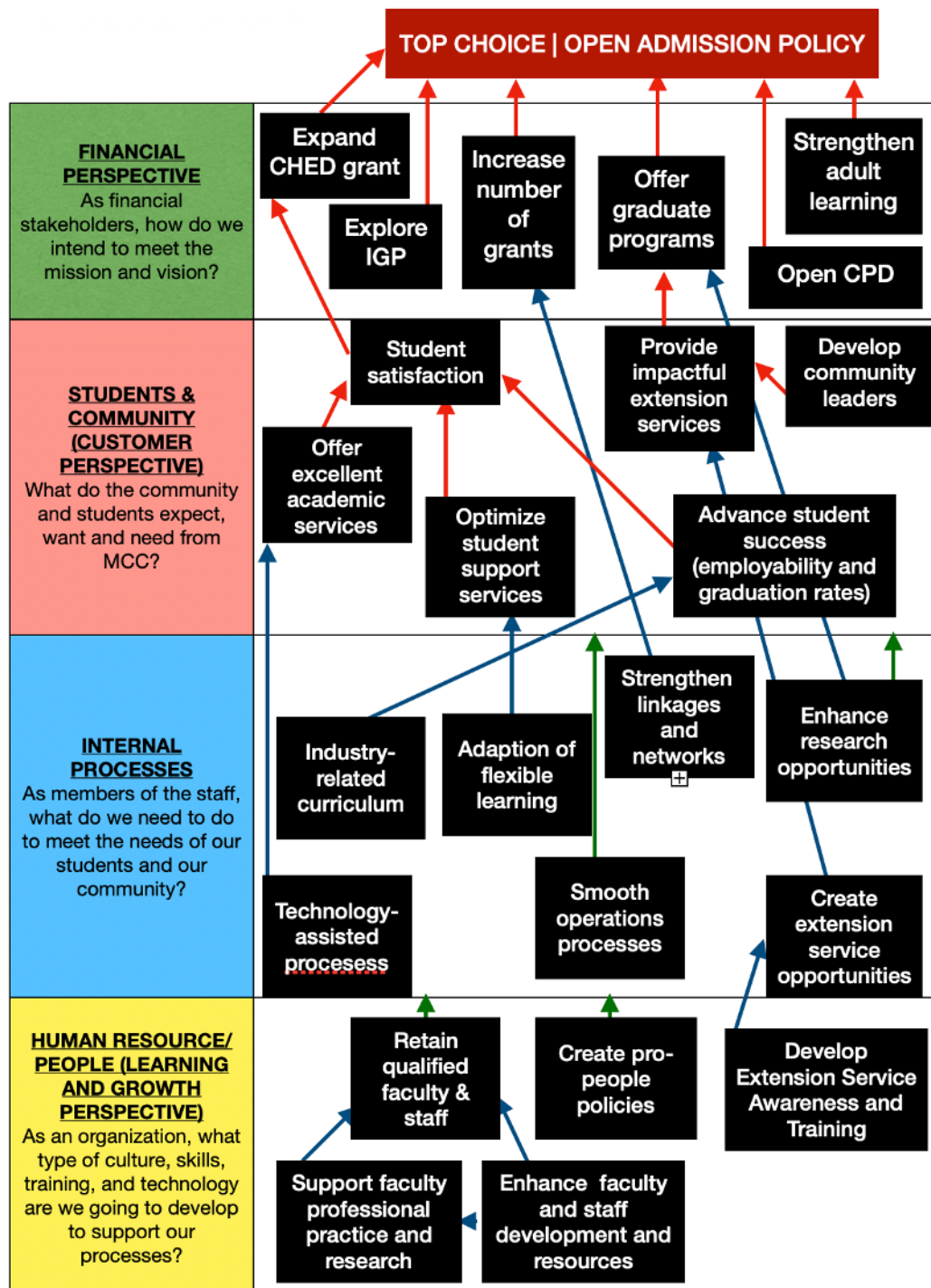
The MCC Executives chose the balanced scorecard (BSC) as its strategy management tool in formulating its strategic plan. With the rapid transformation of industries, education must be able to fulfill its manpower needs of highly competent individuals. To produce topnotch additions in the workforce, education must invest in technology, infrastructure and quality personnel. Financing the advancement of the higher education requires local colleges to embrace its intended nature, which is to become a local economic enterprise. MCC was created to be financially independent from the local government unit and since its establishment, it has not realized this. The BSC is a tool developed for profit institutions as its main goal is to be financially viable and profitable, which is exactly what a local economic enterprise should be. To primarily depend on the local government funds will not make MCC achieve its well-intended purpose and will definitely stagnate its expansion and eventually make open admission policy a probable.

The BSC allowed MCC to identify strategies under different perspectives, which are essential in establishing the direction of the Institution as it is passed on from the top management to the personnel. All strategies discussed below are adopted by the Institution in pursuit of becoming the top choice in the community and in implementing an open admissions policy.

Thus, MCC will be run with **gears of an enterprise** and **public service at its core**.

THE STRATEGY MAP

The BSC of MCC was developed by first formulating its strategy map. It summarizes all four (4) perspectives of the plan — namely, financial, student & community, internal processes, and human resource — and shows the cause-and-effect relationship of the strategies in each perspective.



MCC, as an organization, must initially lay out its foundation to ensure the success of implementing the plans. That said, MCC formulated strategies that centers on the people, culture, and training to support its business processes. It shall develop extension service awareness and training, enhance faculty and staff development and resources, support faculty professional practice and research, retain qualified staff, and create pro-people policies.

As it is in the mission of the Institution to meet the needs of the community, MCC shall develop extension service awareness and training among its employees, therefore creating various opportunities in extending service to the community. With the appreciation of the value of extension service in the organization, MCC shall be able to provide impactful extension services. Ultimately, this gives the Institution an opportunity to be establish itself in the community and offer graduate programs.

Moreover, MCC plans to enhance the resources provided to its employees, and it shall further faculty and staff development as well. This strategy will allow the Institution to support also faculty professional practice and research. With this, MCC shall be able to retain qualified employees to better support its internal business processes.

MCC shall also create and implement pro-people policies over the next five years. Aside from ensuring employee retention, this strategy shall also contribute in supporting the Institution's business processes.

On top of defining strategies that focuses on the people, MCC also determined ways to develop its internal processes that shall allow efficient and effective delivery of services to meet the needs of the students and the community. More specifically, MCC shall create extension service opportunities, which was previously discussed, strengthen linkages and networks, develop technology-assisted processes, implement an industry-related curriculum, adapt flexible learning, enhance research opportunities and ensure smooth operations processes.

One of the initiatives of the Institution in improving its internal processes is to strengthen its networks and linkages. This refers to local and global partners and stakeholders. This strategy shall eventually translate into an increase in the number of grants provided to the students.

Moreover, MCC shall continue to develop technology-assisted processes, which shall speed up some, if not all, processes in delivering quality service. Then, MCC shall be able to offer excellent academic services—an example would be the online admission and enrolment process via the official MCC website. MCC shall also continue to implement industry-related curriculum in all its programs. In providing access to education beyond theoretical concepts, the Institution shall contribute in advancing the success of its students in terms of employment. In addition, the Institution shall continue the adaption of flexible learning, allowing it to optimize student support services. These strategies shall then lead to an increase in student satisfaction, allowing MCC to expand its CHED grant.

To further improve internal processes of the Institution, MCC shall ensure that all its units have smooth operations processes. It shall also enhance research opportunities to faculty members, which is useful in offering graduate programs. These strategies are crucial to meet the expectations of its students and the community.

In the perspective of the students and the community, MCC laid out plans outlining how the needs, wants and expectations of its customers shall be met. Therefore, it discusses strategies addressing the delivery of the Institution's services. In the next five years, MCC shall continue to offer excellent academic services, optimize student support services, advance student success, ensure student satisfaction, provide impactful extension services and develop community leaders.

Ensuring student satisfaction is vital in the success of an academic institution. For this reason, MCC formulated various strategies linking to the success of this strategy. One of which is offering excellent academic services to its students, even to potential students of the Institution. MCC shall also advance student success in terms of employment and graduation rates and it shall optimize student support services in support of this strategy.

MCC shall also develop community leaders. This shall prove useful in providing impactful extension services, allowing students and faculty to participate or even lead community extension activities. Eventually, the efforts of the students, faculty

and staff shall increase public knowledge and pave a way to opening graduate programs.

The strategies discussed above, linked with one another, ultimately allows the Institution to implement financial strategies that will lead it to be the top choice and to implement an open admissions policy. These financial strategies are expanding CHED grant, exploring income-generating projects (IGPs), increasing the number of grants, offering graduate programs, strengthening adult learning, and opening Continuing Professional Development (CPD) in MCC.

Most of the financial strategies stated are end-results of plans from the other three perspectives. That said, the success of these are largely based on the success of strategies linked to them.

Although, MCC also formulated other strategies aiming to increase the Institution's funding that are independent of other plans. One of these is to explore and expand the Institution's IGPs. Also, since MCC is now a certified CPD training provider, it shall open CPD programs for professionals. Finally, MCC plans to strengthen adult learning, which is a step towards open admissions policy.

The Institution's strategy map shows the overview of the plans that shall be implemented in the course of five years. It also goes to show that ensuring the success of this takes institutional effort, regardless of position. For better understanding, these strategic plans are summarized in the illustration attached.

THE STRATEGIC AND TACTICAL PLANS

MCC has created a 5-year strategic plan, creating a roadmap for all stakeholders in actualizing the vision and mission of the institution. This plan was eventually divided into sizable, more realistic, chunks that shall be cascaded to all offices, therefore creating MCC's tactical plan.

The tactical plan answers the "how" of the strategic plan of MCC. The plan creates a more definitive outline in achieving the strategic objectives of MCC by setting annual targets and determining offices that oversee and ensure implementation of these targets.

I. Financial Perspective

Although MCC is a local college funded by the local government, it aims to achieve financial sustainability in the long term. With this, the Institution shall explore opportunities and open possibilities for it to continuously provide services to the students and the community. MCC aims to expand its financial capability in the next five years by expanding CHED grant, exploring different income-generating projects (IGP), opening continuing professional development (CPD) for professionals, strengthening adult learning, increasing the number of grants and donations, and offering graduate programs.

Strategy 1: Expand CHED Grant

MCC aims to be the top choice of the residents of Mabalacat in furthering their tertiary education. Moreover, as an LCU, MCC caters to those who cannot afford quality higher education offered by private institutions. That said, MCC shall exhaust all possible alternatives in providing these students with opportunities in obtaining higher education.

One of these alternatives is acquiring grants from the Commission on Higher Education (CHED). These grants shall then be offered to students coming from households that are below the poverty line. In fact, the strategic objective of MCC, through the OVPEA and OVPAA, is to double the amount of CHED grants provided to MCC by the end of 2025.

In 2021, the target is to increase by 33% the CHED grants acquired by MCC. In the following year, MCC shall have an additional 16% of grants obtained. Then, from 2023 to 2025, the targets are consistently allocated at 17%.

It is apparent that the target in the first year was higher than the rest. The figure explains that the increase in admissions in 2021 shall also mean an increase in MCC's beneficiaries in CHED grant programs.

Another financial strategy is for the Office of the Vice President for Finance and Administration (OVPPFA), OVPEA and OVPAA to **explore more income-generating projects (IGP)**. By 2025, the Institution aims to collect a gross income of ₱30,000,000 from IGPs alone. The offices in-charge shall be able to generate an income of ₱500,000 by the end of 2021, ₱1,000,000 in 2022, ₱5,000,000 in 2023, ₱10,000,000 in 2024, and finally, ₱13,500,000 in 2025.

Strategy 2: Explore IGP

One of the financial strategies of MCC is to explore income-generating projects (IGPs). In doing so, MCC shall further support its operations, and even support its expansion projects. By 2025, the target income from IGPs alone is PhP 30,000,000.

With the projects and partnerships of the OVPEA, OVPAA and OVPPFA, MCC shall be able to obtain a total of PhP 500,000 from these projects in 2021. Then, the target income from IGPs is doubled in 2022. Once MCC establishes the Balacat café, among other projects, target income in 2023 jumps to a forecast of PhP 5,000,000 and again, targets to increase by 100% in 2024. Finally, the target income in 2025 is PhP 13,500,000.

These figures are based on the projection that MCC shall further establish its brand to the public by providing its students with various learning resources and facilities that level with private higher education institutions. These may also come from income gained from the college's alumni, partners and other stakeholders.

Strategy 3: Open Continuing Professional Development (CPD) program

MCC targets to open continuing professional development (CPD) programs in 2022, since it has acquired a certificate for offering such programs in 2021 and is currently processing its application to operate. CPD programs target professionals with a PRC license that need seminars, trainings, and other activities for renewal of their license.

In 2022, MCC targets to open these programs for said professionals and targets to acquire income of PhP 90,000. From there, MCC shall increase marketing of these programs to professionals, thus explaining the increase in target in 2023 to PhP 150,000. Once this has been achieved, it is expected that income from CPD programs to become more stable, thus explaining the targets of PhP 130,000 in the years of 2024 and 2025.

Strategy 4: Strengthen adult learning

Part of the initiatives of MCC in aiming for open admissions policy is by strengthening adult learning. This strategy allows adults who would like to pursue teaching as a profession with an opportunity to further their study to becoming an educator. Considering the perspective of MCC, on the other hand, strengthening adult learning would allow the institution to generate revenue, supporting the operations and expansion of the college.

In fact, one of MCC's strategic objective, through the OVPAA, is to strengthen adult learning, and eventually generate a revenue of PhP 500,000 by the end of 2025.

Strategy 5: Increase number of grants and donations

Aside from expanding CHED grants previously discussed, MCC shall further increase the amount of grants and donations from its external stakeholders. In doing so, MCC shall strengthen its relationships with external partners. Aside from increasing financial means to provide education opportunities to Mabalaqueños, this strategy shall also help the institution to expand and improve its facilities. That said, MCC aims to collect a total of PhP 15,000,000 worth of grants over the next five years.

The target set in 2021 is PhP 2,000,000. Then, it increases to PhP 4,000,000 in 2022 since the OVPEA is anticipating a grant that shall be provided by an international partner that year. In 2023, the target is set to PhP 2,000,000, which increases by PhP 1,000,000,000 in 2024 and increases again by the same amount in 2025.

Strategy 6: Offer graduate program

One of the financial strategies of MCC is to offer professionals graduate programs, which shall help in their professional advancement. However, one of the requirements of CHED in allowing an HEI to offer such programs is by obtaining a level III accreditation or equivalent. That said, MCC shall first secure level III accreditation from the ALCUCOA, justifying the PhP 50,000 target being set in 2025.

FINANCIAL PERSPECTIVE - Summary of Strategies and Tactics

Strategy	Measure	Yearly Targets				
		2021	2022	2023	2024	2025
Expand CHED Grant	Increase by 100%	33%	16%	17%	17%	17%
Explore IGP	₱30M gross income	₱500,000	₱1,000,000	₱5,000,000	₱10,000,000	₱13,500,000
Open CPD	₱500,000 revenue	-	₱90,000	₱150,000	₱130,000	₱130,000
Strengthen adult learning	₱500,000 revenue	-	₱100,000	₱130,000	₱130,000	₱140,000

Increase number of grants and donations	₱15M worth of grants (gross)	₱2,000,000	₱4,000,000	₱2,000,000	₱3,000,000	₱4,000,000
Offer graduate program	₱50,000 tuition fees	₱50,000				

II. Students & Community (Customer Perspective)

MCC is a local college offering its services to the Mabalacat community, especially to those who cannot afford education offered by private higher education institutions. MCC does not only aim to offer affordable quality education, but it also aims to exhibit excellence in the services it provides, both to the community and its students. With this, MCC developed strategies that centers on its customers—the students and community. This includes ensuring student satisfaction, offering excellent academic services, providing impactful extension services, optimizing student support services, advancing student success, and developing community leaders.

Strategy 1: Improve student satisfaction

The institution shall deliver excellent academic services, optimize student support services, and even support their professional success. That said, MCC shall continue to exhibit excellence in teaching methods and non-academic support. It shall also further student success by holding job fairs for students and coaching them for board exams, to cite some examples.

With this, MCC aims to consistently achieve a “very satisfied” feedback rating from at least 85% of the student body in the years of 2021, 2022 and 2023. In 2024 and 2025, the goal of MCC is to obtain said rating from at least 90% of the students.

Strategy 2: Offer excellent academic services

MCC offers degree programs that require graduates to pass the board exam to engage in professional practice. These disciplines include BS in Accountancy (BSA), BS in Customs Administration (BSCA), BS in Secondary Education (BSEd) and Bachelor of Elementary Education (BEED). In the PRC report on the national passing rate across board courses, it was reported that the passing rate in the board exam of BSA in 2018 is 26.73%, then 51.07% in BSCA, 21.77% in Elementary Education (LET) and 41.46% in Secondary Education (LET).

MCC, through the OVPAA used this to benchmark in setting the target passing rate in board courses across disciplines. The strategic objective is to achieve an overall passing rate in all board courses that is above the national passing rate. Thus, MCC set the target of 65% in 2021, 70% in 2022, 75% in 2023, 90% in 2024 and 95% in 2025.

Strategy 3: Optimize support services

In addition to giving excellent academic service, MCC aims to optimize student support services. MCC aims to have students fully utilize these services by promoting support services in social media platforms and in student orientations, among others. That said, MCC targets to have 90% of the students to avail of support services by the end of 2025.

Strategy 4: Advance student success

On top of providing excellent academic services, MCC shall advance student success. Meaning, MCC intends to provide its graduates with various opportunities in pursuing their chosen career. With the initiative of OVPAA and OVPEA MCC aims to advance student success in terms of graduation, employment and aligned employment rates. MCC aims to obtain graduation rates that are above the national graduation rate for tertiary education by 2025. In 2022, the target is that 5% of the graduating students will graduate by the end of the academic year. Then, in 2023, 2024 and 2025, the target is 15% in each year. MCC measure student success as

well by setting a target of 95% employment rate by 2025. With this, the target in 2022 is that 80% of the graduates become employed. The targets in the following years accumulate by 5% until 2025. Another way for the Institution to advance student success is by measuring the aligned employment rate, which is the rate of employed graduate students working in an industry aligned with their degree. The target aligned employment rate is 50% starting 2022, increasing by 10% in each year until 2025. By the end of 2025, MCC's graduates shall have an aligned employment rate of 80%.

To achieve these targets, the OVPEA shall conduct job fairs, linking students to industries. It shall also conduct tracer studies, gauging the professional success of MCC's alumni. The OVPAA, on the other hand, shall ensure implementation of industry-related curricula. The OVPAA shall also provide support by offering board reviews and LET coaching for all students taking board courses. MCC shall also **provide impactful extension services** to the community, which shall be evident by the end of 2025, showing the improvement in the quality of life of the Institution's adopted communities. With OVPRES taking the lead in extension services, it shall conduct needs-assessment of at least two (2) adopted communities in 2021. Then, the implementation of the project for the adopted communities shall be from 2022 to 2024. Finally, OVPRES shall conduct an impact assessment in 2025, to determine whether MCC indeed improved the quality of life in the chosen communities.

Strategy 5: Provide impactful extension services

One of the core values of MCC is to extend service to the community, aiming to improve the quality of life of residents in adopted communities. Aside from this, community extension is also a means of imparting knowledge to communities and learning from them as well.

That said, MCC, through MCC Kayantabe, shall adopt at least two communities and conduct needs assessment of chosen communities in 2021. Then, MCC shall deliver projects to said chosen community in the next three years, addressing their needs – be it in the form of developmental projects, facilitative projects and/or

supplemental projects. Finally, in 2025, MCC Kayantable shall conduct an impact assessment, determining the outcomes of the project(s) carried out by the institution.

Strategy 6: Develop community leaders

On top of aiming for academic excellence, MCC aims to also equip its students to acquiring skills and knowledge necessary for effective leadership. With the initiative of the OVPRES, MCC shall have conducted a total of 30 community leadership programs by 2025. These programs shall be conducted in the form of capacity-building activities, establishing a student congress, voters’ forum, and even leading and/or participating in community extension programs.

Strategy	Measure	Yearly Targets				
		2021	2022	2023	2024	2025
Students						
Improve student satisfaction	90% of students are "very satisfied"	85%			90%	
Offer excellent academic services	Overall passing rate in all board courses: above national passing rate	65% of takers	70% of takers	75% of takers	90% of takers	95% of takers
Optimize student support services	90% of students availed of the services	60%	70%	75%	85%	90%
Advance Student Success (Employability & Graduation Rates)	Graduation rates - above the national graduation rate for tertiary education	5%	15%	15%	15%	15%
	Employment rate - 95%	-	80%	85%	90%	95%

	Aligned employment rate - 80%	-	50%	60%	70%	80%
Provide impactful extension services	Improved quality of life of adopted communities	Needs-assessment of at least 2 adopted communities	Project Implementation			Impact Assessment
Community						
Develop community leaders	30 community leadership programs	3 programs	5 programs	5 programs	7 programs	10 programs

CUSTOMER PERSPECTIVE - Summary of Strategies and Tactics

III. Internal Processes

In the efforts to grow as an educational institution, MCC shall set forth different strategies that are necessary in streamlining business processes to achieve efficiency and effectiveness in the delivery of services. With this, MCC shall continue to develop technology-assisted processes, continue an industry-related curriculum, strengthen networks and linkages, continue the adaption of flexible learning, develop smooth operations processes, enhance research opportunities and create extension service opportunities.

Strategy 1: Development of technology-assisted processes

The education sector, like all other industries, have embraced advancement in technology. Thus, MCC intends to embrace these changes as well, not only in the teaching/learning process, but also in its internal processes.

MCC, with the expertise of the MIS Unit, plans to develop and improve the school management systems of the institution in the next five years. Some of these systems are the student access system, college information system, inventory management system, HR system, and library system.

These shall be implemented in all offices, thus increasing the efficiency in the delivery of services.

Strategy 2: Smooth operations process

In relation to integrating technological innovation in the institution's processes, all units and offices of MCC shall ensure that the delivery of services is efficient and the process flows in all operations are smooth. That said, units and offices shall ensure that end-users of their services are highly satisfied with various aspect of their services.

Since business operations require constant improvement, the targets set annually is also increasing. In 2021, it is expected that 75% of end-users provided a "very satisfied" feedback rating. The target increases in 2022 by 3%, and then by 2% in 2023, totaling 80%. In 2024, the target increases to 85%, and increases again by 5% in 2025.

Strategy 3: Adaption of flexible learning

Because of the pandemic that started in the previous year, operations in all industries were put to a halt. This massive disruption has forced organizations to quickly adapt to a change that no one saw coming. Academic institutions had to create alternatives just to continue providing students access to education.

MCC created various solutions by taking advantage of digital innovation. The institution established Digital Hubs, divided semesters into cycles, created alternatives for OJT training, and shifted to online classes and modules, among others.

Although face-to-face classes were often necessary and helpful in personal development, it was found that flexible learning was possible and necessary as well. It was evident from the past year that learning no longer requires students and teachers to be in the same space. That said, MCC intends to adapt flexible learning across all courses and programs.

Strategy 4: Industry-related curriculum

As an academic institution, MCC must also go along with the changes in industries to equip students with skills and knowledge that shall help students in pursuing their chosen profession. To prepare the students in constant changes in business industries, MCC shall continually conduct an annual revision of course syllabi in all programs. With this, the institution shall always be up to date with industry changes in programs that it offers.

Strategy 5: Strengthen linkages and networks

Part of the business processes of MCC is forming linkages and networks locally and globally, through the OVPEA. Aside from forming impactful relationships and collaborations with partners, this strategy shall support MCC's strategic objective in expanding financial means through grants and donations.

That said, the OVPEA set a target of creating partnerships with at least 150 local organizations and at least 3 international partners over the course of 5 years.

Strategy 6: Enhance research opportunities

Evident in several policies created by MCC, with some even adopted by the local government, that such policies were formulated based on evidence-based research. This goes to show that research is an important part of policymaking, among other things. Not only that, research is also significant in advancing professional development of faculty and staff.

That said, MCC aims to produce at least 13 researches from various offices. Aside from that, MCC shall also require at least 75% of faculty member to produce research outputs by 2025. Since research requires time, MCC set a steady but increasing trends of targets from 2021. These targets are 30%, 50%, 60%, 65% and 75%, respectively from 2021 to 2025.

Strategy 7: Create extension service opportunities

For MCC to provide impactful extension services to its adopted communities, MCC must fully engage its community—meaning, the faculty, staff and students—by providing them opportunities to such. That said, MCC shall mandate at least 75% of the faculty members to engage in extension services in the next 5 years. In each year, MCC aims to gradually engage faculty members in extension services, thus setting targets of 20% in 2021, 50% in 2022, 60% in 2023, 65% in 2024 and finally, 75% in 2025.

INTERNAL PROCESSES - Summary of Strategies and Tactics

Strategy	Measure	Yearly Targets				
		2021	2022	2023	2024	2025
Technology-as-sisted processes	School management systems are in place	School management systems are in place.				
Smooth operations processes	90% of end-users are “very satisfied”	75%	78%	80%	85%	90%
Adaption of flexible learning	All courses are adapting flexible learning.	All courses are adapting flexible learning.				
Industry-related curriculum	All curricula are industry-related	Yearly revisions of course syllabi.				
Strengthen linkages and networks	Local - 150 partners	30	30	30	30	30
	Global - 1 per continent (Asia-Pacific, Europe, Americas, Africa)	Asia-Pacific, Americas	-	Africa	-	Europe
Enhance research opportunities	13 researches + 75% of faculty have produced research	30% of faculty	50% of faculty	60% of faculty	65% of faculty	75% of faculty
Create extension service opportunities	75% of faculty have engaged in extension services	20% of faculty	50% of faculty	60% of faculty	65% of faculty	75% of faculty

IV. Human Resource/People

It is imperative that everyone in the organization be involved in executing the strategic plan of MCC, from the top-level management to the employees. With this, MCC has made five (5) strategic plans that shall be implemented over the course of 5 years. MCC shall continue to retain qualified faculty & staff, support faculty professional practice and research, enhance faculty and staff development and resources, create pro-people policies, and lastly, develop extension service awareness and training.

Strategy 1: Retain qualified faculty and staff

To ensure that the internal processes and delivery of service of MCC is at par with MCC and industry standards, MCC shall continue retain qualified faculty and staff. By the end of 2025, the target is that 95% of the faculty have obtained an MA degree and that 90% of the employees should have a performance rating not less than a “very satisfactory” (4) rating. The tactics for this strategy are created in such a way that anticipates personal and professional development—with an increasing trend.

For faculty members, the annual targets for the next 5 years are 50%, 60%, 70%, 85% and 95% of faculty personnel should have obtained their MA degree. In addition, the annual targets for employees having a rating not lower than 4 or “very satisfactory” are 80% in 2021 and 2022, 85% in 2023 and 2024, and 90% in 2025.

Strategy 2: Support faculty professional practice and research

Furthering faculty professional practice and research is essential in the development of the institution’s teaching personnel. Continuous learning in the form of research, trainings, seminars and other capacity-building activities is believed to directly translate to the teaching effectiveness.

Considering this, MCC shall provide the means in supporting faculty professional development. Along with the increasing learning and research opportunities

being provided to faculty is the increasing budget allocated for such opportunities. Over the 5 years, MCC aims to provide a budget allocation of PhP 11,500,000 in support of this strategy. In 2021, the allocated budget is PhP 500,000, which shall increase by 100% in 2022. Then in 2023, MCC shall allocate a budget of PhP 2,000,000, again increasing by 100% in the following year. Finally, a budget of PhP 5,000,000 shall be allocated for this strategy.

Strategy 3: Enhance faculty and staff development and resources

The educational landscape is constantly changing and evolving, mainly because of technological advancement. Though in the past year, these changes have occurred drastically. This led to the realization that MCC shall equip its employees with necessary tools and resources to further their professional development in the organization. MCC shall equip all units with necessary IT equipment and gadgets, and it shall provide all faculty and staff with various learning resources.

In 2020, the pandemic created a communication barrier among faculty, staff and students, especially since there was a lack of equipment provided to them. That said, MCC included in its strategic plan that all offices be provided with the necessary communication tools. MCC shall provide all faculty with phone subscriptions in 2021, since the conduct of online classes are still ongoing. In 2022, all officers shall be provided with laptops. Then in 2023, faculty and staff will be provided with gadget plans. In 2024, mobile phones shall be upgraded, and in 2025, laptops and desktops shall be upgraded.

In addition, MCC shall contribute in the professional development of its employees by providing them with learning resources. In fact, the OVPEA has formed a partnership with edX, a massive open online course (MOOC) provider, in 2021. This has allowed all faculty and staff to subscribe in the platform and take online learning courses for free. Partnership with e-learning resource providers such as this is intended to be increased by 50% in 2022. Then in 2023, MCC shall increase in-service professional development by 100%, which is a fundamental aspect to further teacher professionalism. This means that MCC, through the OVPAA, shall engage faculty

members in seminars, trainings and other capacity-building activities, updating their skills and therefore, improving their teaching effectiveness.

In 2024, MCC aims to establish a lounge resource center for researchers, through the OVPRES. This research facility shall house all research outputs and publications by MCC. It shall also be a space for faculty and staff researchers to conduct consultations, conferences, and all other activities relevant to research.

Strategy 4: Create pro-people policies

In the past year, MCC implemented the Employees Wellness Program, which marked the beginning of employee-centered programs and policies. Then comes the Juana at Work policy, safe space policy, and the celebration of Sanitation Workers Appreciation Day, among others. The positive impact of an employee-centered workplace has become apparent since employee performance improved, hence also improving the delivery of services. This goes to show that once an organization includes in its priorities the well-being of its employees, everything else follows.

That said, one of the tactical plans of MCC is to implement 10 pro-people policies per year until 2025, totaling a target of 50 policies. These policies, once proposed by the OVPFA, shall be passed on to the OP for the approval of the Board of Trustees.

Strategy 5: Develop extension service awareness and training

Meeting the needs of the community is part of the mission of MCC. The goal is to deliver the highest level of extension service that the institution may provide to the community. In doing so, the institution shall engage, not only its students, but all faculty and staff in community extension activities.

To provide communities the best, MCC stakeholders must first understand and appreciate the essence of community extension. With the OVPFA and the OVPRES, MCC shall develop extension service awareness and conduct training for all employees. The strategic objective is to conduct a total of 30 activities on awareness and/or training, with targets gradually increasing every year – the target for 2021 is 2 activities, 5 in 2022, 6 in 2023, 7 in 2023 and 10 in 2025. The purpose of doing such is to, slowly but surely, integrate community extension as part of the routine, not just an occasional activity for employees.

HUMAN RESOURCES - Summary of Strategies and Tactics

Strategy	Measure	Yearly Targets				
		2021	2022	2023	2024	2025
Retain qualified faculty & staff	95% of all faculty should be MA degree	50% (IASTE - 30%)	60%	70%	85%	95%
	90% of NTP (IPCR) should have no rate lower than 4 or "very satisfactory"	80%	80%	85%	85%	90%
Support faculty professional practice and research	₱11.5M budget allocation	₱500,000	₱1,000,000	₱2,000,000	₱3,000,000	₱5,000,000

Enhance faculty and staff development and resources	All units are equipped with necessary IT equipment and gadgets.	Phone subscriptions for each faculty	All officers have laptops each	Gadget plans available to all faculty & staff	Upgrade of mobiles	Upgrade of PCs/ laptops
	Learning resources are available for all faculty and staff	Subscribe e-learning resources	Increase by 50% the e-learning resources	Increase by 100% in-service professional development	Create a lounge resource center for researchers	Upgrade of lounge resource center for researchers
Create pro-people policies	50 policies	10 policies	10 policies	10 policies	10 policies	10 policies
Develop Extension Service Awareness and Training	30 activities	2 activities	5 activities	6 activities	7 activities	10 activities