

My Plans for UP NCPAG, 2019-2022:
Breaking New Grounds for Sustained Excellence in Public Administration
Education, Research, Public Service and Partnership

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26 July 2019

A. Overview: The Past and Now

I ran in 2013 to be the next Dean of the College with the vision of reclaiming the leadership role of the National College of Public Administration and Governance (NCPAG) in influencing efforts for good government, governance and development. Such vision was planned to be achieved by collectively strategizing and working together as one united NCPAG, and living the values we should be living by-participation, consultation, transparency, accountability, predictability and ethical administration. This also required the College becoming and being a national standard and a center of excellence (COE) in trailblazing Public Administration (PA) education, research and public service.

In 2016, I ran for a second term for us to live NCPAG's tradition of excellence in the service to others. Consistent with the NCPAG Vision-Mission that we collectively and collaboratively crafted in 2013-2015, we have to truly make our ethos of excellence, accountability, responsive and innovative engagement, knowledge sharing and participation, a way of life. We should be exemplars in our own little ways, to be of greater service to others.

Two flagship programs were laid out in 2013-2016: 1) academic excellence through quality assurance, and internationalization; and 2) public service in the town and gown approach through being a strategic knowledge hub, doing more of what we have been doing and publishing and working for more knowledge sharing.

In 2016-2019, building on the gains of the first term, we worked on 1) standards setting; 2) sustaining academic excellence, knowledge co-creation and sharing and enhanced town-and-gown engagement; and 3) engendering more strategic administrative efficiency and housekeeping.

Over the past six years, I hope you will concur with me that we have repositioned NCPAG and reclaimed our leadership role in PA education, research and extension, in the Philippines and in the Asia-Pacific region. We have recovered and reclaimed our rightful place under the sun: as the first among the rest in the country and among the best in the region.

NCPAG has been the College of choice- for resources on capacity building, technical assistance, policy and other types of researches, public service requests from here and abroad. The Association of Schools of Public Administration in the Philippines (ASPAP) always looks up to NCPAG as the beacon of light-wisdom, trailblazing ideas, publication and other services. The Commission on Higher Education has also relied on our College for quality assurance and for regulating the schools of public administration with standards of excellence above bar.

Our curricula are the models. And we are happy we have contributed in upgrading the policies, standards and guidelines for the Bachelor (BPA), Master (MPA) and Doctor of Public Administration (DPA) programs. We have also revised our own BPA and in due time, we will be revising our DPA, MPA and Diploma (DipPM) programs and enhance them to be at par with the International Standards of Excellence for PA Education in the World.

Our research and publication productivity has improved. Most of our faculty and staff have embraced the culture of excellence in instruction, research and public service. As evidenced by recent awards for International Publication (IPA), we have received around 25 IPA from 2014. Most of our faculty received the One UP Professorial Chair and Faculty Research Grant Awards from 2016-2018, and recently, for 2019-2022. Most of our faculty members have also been granted PC and FRG awards at the CU level (UP Centennial Awards) and many of our faculty and staff, and students have been participating in international conferences as plenary and parallel session speakers. We have also been active in international student and faculty exchanges in the region and beyond.

Our training, capability building programs and extension activities has reached and touched many satisfied countrymen and women. Our knowledge hub has become a thriving repository of open educational resources for all policy and other stakeholders to mine. In addition, more international and local publics have more aggressively sought our services, technical assistance and partnership.

We have also hosted and organized three international conferences lately- Future Perfect, NCPAG 65th, and 2018 Asian Group of Public Administration (AGPA). This year, we will be organizing the 2019 international conference and general assembly of the Eastern Regional Organization of Public Administration (EROPA) and the Philippine Public Policy Network (PPPN). We have also co-organized the international conferences of the Asian Association of Public Administration (AAPA), AGPA, Taiwan Association of Schools of Public Administration and Affairs (TASPAA), Philippine Society of Public Administration (PSPA) and ASPAP, and with partner universities, Mahasarakham University of Thailand, Education University of Hong Kong, Taichung University and the National Kaohsiung University of Taiwan, to name a few.

We have improved our facilities by renovating and repainting our 30 year-old Main Building. Recently, we constructed a new building called the International Center of Public Administration (ICPA) and improved our classrooms with new chairs, air conditioning units, projectors and the like. We have upgraded our computer laboratory and the laptop needs of our faculty and classrooms.

All these accomplishments are summed up in a Productivity-Based Bonus (PBB) award of 'Better' in 2017 and 'Good' in 2016. Hopefully in 2018, we will retain the 'Better' classification. Also these are captured in an internal Academic Assessment Data System (iAADS) summative score of 74.97 in 2015 and 86.69 in 2018. The latter means our academic productivity has significantly improved from number 3 to number 2 in UPD; from number 9 to number 3 in the UP System.

More importantly, and which I am consider as my greatest achievement in shepherding the College as your 15th Dean, the College today is more united, proud and happy to belong to the NCPAG family. Marami na po sa atin ang hindi na nahihiyang masabing taga-NCPAG ako. Marami na pong mas masaya at ngumingiti. Marami na pong mas nakikipagkapwa dahil nakita na muli natin ang ganda ng pagiging maka-pamilya, maka-kapuso at maka-kapatid ditto sa Colegio nating mahal. The College has been harmonized and humanized bringing in happiness and contentment to most. The latter has rubbed in and infected other institutions and individuals who want to belong, be affiliated or associated with NCPAG because NCPAG has reclaimed her being a great and relevant institution.

These accomplishments mean that we at the College have engendered a culture of change, creativity and innovation; we have embraced exemplary public administration in the service of the nation and the world and made it a way of life. And for these, we have to congratulate everyone!

I did not do all these accomplishments alone. We all did these together through everyone's dedication; love for NCPAG, our University and country; hard work, passion and resolve to always do the extraordinary.

We had our share of problems and challenges that in some instances weakened me as your mother, colleague and friend. But in the end, these were overcome and we are here, proudly standing, working and serving, and holding hands together as one, proud family of leaders, change agents and public servants.

B. Why I am Offering to Serve for a Third Term: For NCPAG to Sustain the Gains and Break New Grounds

We have done the extra-ordinary despite challenges, difficulties and disputes, because we have been a team with a common shared vision for our beloved NCPAG. We have now the momentum to achieve more and the political capital and respect we have earned from our networks, partners, other stakeholders and the community of practice of the College are currently solidly in our favor. Moreover, I was told by most of you that I should continue and serve for a third term, to continue empowering and enabling you and I to complete the tasks and unfinished businesses ahead while we prepare the transition to the successor generation.

Another three years will be fast but we hope to work on the following together as One NCPAG, the leader and enabler in excellent PA education, research, public service and partnership in the country and the region:

1. Quality Assurance in Everything We Do. We need to start working to be ISO-certified; if not, strive and work to meet the standards of the Philippine Quality Challenge (PQC) and be accredited as a regional center of excellence. We should improve our data management system, complete our annual reports, revise our graduate programs, and offer innovative and trailblazing programs. We should also be a green College, mindful of the R's (reduce, reuse, recycle, recover, rescue, respond, rehabilitate, etc.) in climate change and disaster risk management. We should use energy and resources wisely. Be clean and green.

- a. *ISO-certified or PQC eligible.* Since the CHED Technical Committee on PA has not yet met to develop the metrics for Center of Excellence and Development for PA, we should be working on national and regional accreditation either through the ISO-PQC or peer rating with experts in the field route. We can start digitizing our data management systems, working on manuals of operations and the like, to achieve eligibility status for ISO or PQC-eligible. We may request assistance from the System by submitting another Academic Productivity Incentive (API) proposal for this purpose.
- b. *Revise our Academic and Other offerings with Innovation and Creativity.* By the end of this year, our MPA and DPA Curricular revision Teams, after two years of rigorous research, shall have completed their proposals. In addition to their revisions of our graduate programs, we hope we can explore designing an MPA Executive program patterned after Harvard, and a Master of Public Policy (MPP) program, patterned after Lee Kwan Yew School of Public Policy at National University of Singapore, with international faculty members in our roster. We could also explore dual degree programs (such as the one proposed with Meiji University earlier) or a common MPA with ASEAN universities like University of Indonesia, Gadjah Mada University, National Institute of Development Administration of Thailand, National Academy of Public Administration of Vietnam, and Korea University, where our students may be able to enroll in any university in the region and get credit. We should also capitalize on our exploratory partnership with Korean universities, particularly with the Sunkyunkwan (SKK) University on e-schools, to maximize advanced technology to improve pedagogy and enrich course contents with international and comparative perspectives. We should get the support of UP Diliman and the System to make these happen.

For our revised BPA, we should be working on Minor programs from within our courses and from other disciplines, to make PA more relevant, substantially expansive and appealing to next generation public servants.

We should be offering Certificate training courses on policy analysis, local governance and leadership, with learning visit components to other countries to expose our participants with global practices and trends. We could revive our Local Administration Development Program by exploring the return of the national budgetary support for the Local Government Center, now our Center for Local and Regional Governance.

We should also be expanding our research and extension services. We should be analyzing not only political dynasties but also matters related to institutions of governance. We should also inform the electorate because if they are mature and wise, our future will be assured. Maybe we should be reviving our research on the bureaucracy under challenged democracy, corruption and the elites, institutions of governance and their strengths and weaknesses, regulation, competition and poverty alleviation, social equity and the rule of law, leadership and development. Maybe we should also be thinking of offering programs on human rights and governance (with the CHR), sustainable development goals (with UN) and good governance (with PSA, UNDP and ASPAP).

We should also be working on comparative research with our partners, either across regions in the country, or across countries in the region. We should be working on networking to secure funding for this cross-region or cross-country comparative researches.

Maybe it is also about time that we restart our (text) book writing project on Philippine public administration, fiscal administration, policymaking and analysis, local governance, public enterprise and voluntary sector management, spatial information and knowledge management. Securing enough funds and incentives to researchers and writers for this proposal, is needed.

- c. *Clean and Green, Smart and Resilient College.* With the help of stakeholders in the College, particularly the students, we can embark on an advocacy of 'less trash, no plastic in our College.' Or 'self-busing in the Canteen. We should also finalize our Disaster Preparedness and Management Plan, together with the UP Resilient Institute. We should be more concerned with our water and electricity consumption, so that we consume judiciously and not excessively. This would require cooperation of everyone and the focal role of our administrative services staff. We should also work on the strong wi-fi access in the College, with the help of UP Diliman.

2. Continue to Engender the Culture of Excellence in Instruction, Research, Publications and Extension.

- a. We should continue to commit: One research; one paper presentation at international conference; one publication a year for faculty; for staff, one publication every two years. With or without incentives, I know, you will all deliver.
- b. Continue to be Abreast with Current Trends and Events and Say Your Piece. Do research and prepare well-informed stands and policy options. NCPAG needs to play a more central role in governance on behalf of the voiceless and marginalized, especially with the context of post-traditional network governance. For this reason, we have an obligation to take a wider view that reveals what is taken for granted and to facilitate participation in the governance process. It needs to inspire people to demand change. It also needs to instill hope and help facilitate real change from the ground up. Our Usapang NCPAG, NCPAG Guest Lecture Series, Symposia and Research Colloquia are venues for these activities.
- c. Sustain the Professional Momentum at Hosting and Organizing International Conferences and other Activities at Internationalization. In May, we will have the AAPA and in September, we will have the EROPA international conferences in the country. Our two esteemed members of the faculty are part of a UN Task Force to develop a curriculum for public servants in Asia and the Pacific on sustainable development. A handful of our students are going out as exchange students in universities in Korea and Japan.

We hope to attract visiting fellows, researchers and faculty to infuse fresh perspectives at things. For as they say, what used to work before, will not work now. So let us find new ways at solving things, with the help of external experts.

- d. Continue the reforms done at the Publications Office to make the oldest journal of PA in the region, the Philippine Journal of Public Administration (PJPA at least Scopus-indexed by 2022
- e. Knowledge sharing through our Knowledge Hub and other platforms, e.g., lecture series, symposia, colloquia, forums, etc. should continue. The e-schools with SKK University should be enhanced.
- f. *Continuation of NCPAG Flag Raising Ceremony, Usapang NCPAG and Wellness Program* to make the NCPAG community happier, healthier and more informed. Of course, we have to ensure that we always rekindle our love for country.

3. Improve NCPAG's Facilities.

- a. We should be improving our existing buildings by making them more accessible and friendly to persons with disabilities, senior citizens and pregnant women. The proposal for a scenic elevator at the 30 year-old NCPAG Main Building has to be aggressively followed through with the Office of Campus Architect (OCA).
- b. Landscaping to make the NCPAG Complex more harmonized and 'talking to each other' has to be designed with the OCA. Road and sewerage improvement across the NCPAG Complex has also be followed through with the Department of Public Works and Highways. Lighting around the Complex and towards Raul P De Guzman St. has to be improved , in coordination with the Campus Maintenance Office.
- c. We will explore the construction of a new four- or eight-storey building near the International Center of Public Administration (ICPA), in coordination with the Office of the Chancellor, Office of the Vice President for Planning and Development, and the Office of the UP President.

All these will hopefully increase one's pride of place for NCPAG.

4. Faculty and Staff Welfare

- a. Work with the Staff and Faculty Regents and the Offices of the Chancellor and the UP President for the Omnibus policy on service recognition pay (SRP) for faculty members who earlier worked as research, extension and professional staff (REPS). About 75% of the NCPAG faculty used to be REPS and we should ensure that when they retire, their service as REPS will be recognized.
- b. Work for the incentivization of REPS and staff research and publication productivity as existing fund facilities are allocated only to faculty and students.
- c. Follow up the ten faculty items to be provided by the Department of Budget and Management (DBM) to UP next year to aggressively recruit new and women faculty. Our ageing faculty complement will result to 7 senior faculty members retiring in the next 5 years.

5. Successor Generation

- a. The College has cohorts of leader-dean-eligible with at least a ten year gap in between. This is seen in the cohort of Ledivina Carino et al., which has at least a ten year-gap with the cohort of Alex Brillantes et al. It took a while for the latter to level up with the former and mature to lead the College effectively and progressively.

I belong to the second cohort where succession has been from Brillantes to Co to Mendoza. I hope by the time the third term is completed, the cohort of Erwin Alampay et al. will be more than able to lead the College with wisdom, selflessness, charity, heart and mind for the best interest of NCPAG, the University and the nation.

- b. *Leadership Mentoring* in order that my successors in 2022 will be more than ready and able, and become a better Dean of NCPAG than I. Mentoring of other faculty and staff will be cascaded in order that we have ready pool of mentors and leaders.

C. Concluding Note

My vision for NCPAG for the next term is to sustain the gains of the last 6 years and break new grounds that will solidify its position as the great and relevant center of excellence in PA education, research, public service and partnership in the service of the nation and the world. The momentum to achieve this is here and with the political and leadership capital we have, most of the programs laid out above could be achieved. However, I cannot do this alone. I need your help, cooperation, support and commitment.

Please help me achieve these vision and plans. Together as One NCPAG, we can do more. With more passion in doing our best in being the role model, innovator and standard in exemplary Public Administration, being humble and rooted on the ground in spite or despite our accomplishments, and more importantly, being respectful of the rights and better qualifications of others, I know we will continue to find joys in what we are doing for our College, UP and country.

Salamat po. Magandang buhay sa lahat!