2012 - 2018

END OF TERM REPORT

UNIVERSITY OF THE PHILIPPINES BAGUIO
As I approach the end of my second term as Chancellor of the University of the Philippines Baguio, some thoughts come to my head. One is that in order to reach greater heights, we must be able to dream big; we need to assure ourselves that it is alright to dream big. Second, dreams could be realized with collective determination and commitment to see through its fruition. And third, seeing the dream become a reality is never easy; it never ends.

I also think of the term “primus inter pares” or first among equals—and I describe my role in this University, in these terms. But as first among equals, there is a great burden on my part to steer this institution towards a particular direction in the hope that we end up better than we were, previously. I believe that one is limited only by imagination as far as setting directions and goals are concerned. Thus, we build from the gains of the previous leadership and set our sights further and higher, in consideration of the good of the multitude.

From the beginning I have resolved to conduct an administration that is inclusive, consultative, and democratic. I hope that what we have achieved thus far was realized because of our staunch adherence to these leadership principles. One of the innovations of this role is that we have endeavored to bring the university closer to our home community, the city of Baguio. As we play a more active role in civil society, we do so in the name of our University and the ideals of honor and excellence which we live by each day of our lives.

Personally, I dream of leaving behind a legacy as any individual would, especially if she or he is in a position of leadership. But I leave this to your perception and judgment. What I can show, however, is a record of the past six years. On these bases and premises, the shape of this administration is yours to make, even as I thank all of you sincerely, for helping me do my duty as well as could be imagined.
Six years ago, I stood before you as a candidate for the College of Social Science (CSS) deanship, with a vision, and call to a broad-based action for change: “Let Us Bring the College of Social Sciences to Greater Heights!” That shared vision, I am delighted to report at this juncture, has become a reality for the college, as we have collectively accomplished most, if not all, of what we had set out to do. We have worked together to make these happen, and witnessed with much pride, the substantial changes in curriculum development, innovative instruction, disciplinary and multi-disciplinary research, increased faculty publishing and relevant, transformative extension work at the CSS. Actively mobilizing available resources, we have acquired and enhanced the facilities necessary for our work, and even contributed considerably to institutional development beyond the college.

It is therefore on solid grounds that I stand before you again, ready and confident to declare my bid for the UPB Chancellorship. Before you, ready and confident to bring the College of Social Sciences to Greater Heights! That shared vision, I am delighted to report at this juncture, has become a reality for the college, as we have collectively accomplished most, if not all, of what we had set out to do. We have worked together to make these happen, and witnessed with much pride, the substantial changes in curriculum development, innovative instruction, disciplinary and multi-disciplinary research, increased faculty publishing and relevant, transformative extension work at the CSS. Actively mobilizing available resources, we have acquired and enhanced the facilities necessary for our work, and even contributed considerably to institutional development beyond the college.

The foregoing general philosophy of higher education informs and shapes my vision for UP Baguio which, in its specific components, challenges every member of our academic community to help UPB scale greater heights than it already has, and play a distinctive role in the attainment of the vision for a UP in equal standing with the great universities of the modern world (in particular, we want a UPB that makes crucial contributions to the development of the Cordillera and Northern Luzon region and the nation).

Professors who teach at the university, to my mind, must first be scholars, who never cease to engage in the advancement of knowledge through research and scholarly publication even as they are simultaneously engaged in the diffusion of knowledge through teaching. This is a role and mission of the university professoriate that remains an ideal for many UP Baguio colleagues.

Research productivity is a function of the quality of faculty and research staff profiles, as well as such other enabling conditions as release time, financial incentives, and good facilities for its sustained, successful conduct. Toward this end, the present UP System administration has already instituted proposals, policies, and programs such as the Expanded Modernization Program. We at UP Baguio ought to take full advantage of these opportunities and complement them with other support mechanisms within our means and capacities as a constituent university, such as maximizing the mission and potentials of the UPCB educational foundation by launching an endowment drive, directed toward alumni-giving and income-generating initiatives, and the successful applications for research grants from national/ local and international funding agencies.

The objective is for UP Baguio to emerge as the premier university in the region and a unique one in the UP System and the nation, engaged in pioneering research in Cordillera Studies, Indigenous Peoples/Ethnicity Studies, Sustainable Development and Language and Literature Studies, among others. I envision the Cordillera Studies Center, the research arm of the University, continuing to perform what it was envisioned to do, but even more maximally so: which is to serve as the nexus for multidisciplinary, inter-college research programs that are relevant and responsive to the context and needs of the Cordillera region and Northern Luzon. Within the first year or so of my term, if appointed, at least five (5) programs shall have been established and fully operational, meaning with ongoing research projects, faculty researchers, and start-up funding.

“Let Us Bring UP Baguio to Greater Heights!”

Raymundo D. Rovillos, Ph.D.
(Vision paper presented during the Search Process for Chancellor in 2012)
1) Climate Change Program, 2) Governance and Public Policy Program, 3) Health Research Program, 4) Language and Literature and 5) Material and Visual Expressions of Cordillera Cultures. While some versions of such programs already exist, they require further boosting from the next administration, if not radical reconfiguration by it, to make them more efficient and viable. Seasoned faculty researchers and research managers shall be called upon to serve as heads of these programs with offers of Research Load Credits, for instance, to enable them to organize, conceptualize, and develop such research programs/projects and mobilize available and newly-raised resources to support them. Increased faculty interest and participation in research, improved capacity to pursue research through completion given the mentoring system inhering in collaborative or tandem research, and heightened potential for refereed publications by faculty and graduate students, are only some of the expected results of a targeted approach to institutional research of this kind.

It is in the complementary and dynamic combination of pioneering research and innovative instruction that the distinctiveness of UP education is probably best achieved, in my opinion. One tends to become a better and exciting teacher in higher education when one is seriously engaged in scholarship or knowledge-production. While seminars and training in the art of pedagogy must remain a fixture of faculty development, the UP teacher “must at the same time be adding to existing knowledge for others, and not simply receiving it from others.” (Pelikan, 1992: 93)
UP Baguio must continue to formulate intellectually enterprising graduate and undergraduate programs in the arts and sciences. Colleges and departments will be highly encouraged to seriously evaluate and decisively act on programs with very low enrolment and/or without sufficient faculty complement to sustain them. Simply copying or duplicating existing academic programs in other CUs within the UP System will not do in circumstances where the strengths of current faculty profiles might actually suggest the venturesome renovation of both old and new programs if considered for retention or institution within the present array of program offerings.

The first order of business under a new administration then must be a systematic review of the strengths and weaknesses of faculty, staff, and student profiles to be able to identify pertinent university promotion and recruitment strategies. A globally competitive university should have the ability to attract the best talents. In the case of students, a more pro-active promotion of UP Baguio as a choice school among high school graduates in the urban as well as rural areas, primarily in the region (but also in other parts of the nation), is clearly a must. In keeping with the major ambition to turn UPB into a university with a flourishing research culture, we must not only improve our graduate admission policies and their implementation but actively reconceptualize them to keep them apace with those of comparable and competitive graduate programs, and look to raise and offer more scholarships and financial aid to deserving students. The most crucial of all these concerns is targeted faculty profile development in terms of retention and recruitment to provide the infrastructure for high-quality instruction and highly-productive research. Although there are current system-initiated programs and incentives that we could avail of and optimize toward these ends, the intended endowment drive must prioritize this three-pronged development of student, staff and faculty ranks. UP Baguio should be able to offer additional incentives like housing with better amenities especially for faculty and students whom we are seeking to attract from elsewhere, for example. A goal toward internationalization, now the trend for most universities interested in creating and maintaining vibrant and cosmopolitan communities, may begin to emerge as a possibility from the effort to make our academic programs and community attractive and unique, especially if coupled with more active engagement with colleagues and institutions with similar interests abroad.

Photo credits: R. Rabang
Focus on Cordillera Studies and the promotion/protection of Cordillera/Northern Luzon heritage, culture and arts

The expressed goal to make UP Baguio the acknowledged center for indigenous studies, particularly Cordillera Studies, in the country is one that I seek to retain, but with more aggressiveness and commitment. It is time to deploy, with more focus and refinement, our accumulated expertise on indigenous communities in the Cordillera to approach the study of other indigenous peoples in other ethnolinguistic regions. What should stop us from leading in the conduct of comparative studies across these regions about problems and issues confronting indigenous Philippine communities when we have clearly established and secured our strengths in research on region and indigeneity, at least for the Cordilleras? Results of such expanded, comparative studies may then be forwarded to relevant national government agencies for their consideration and action, for instance, aiding us in our aspirations both toward meaningful extension work and the practical application of the knowledges we have produced and continue to produce in the context of our own national and culture area/s.

In this spirit of expansiveness, Natural Science-based research not exclusive to or limited by a Cordillera Studies focus ought to be encouraged and supported as well. It is time to seriously conceptualize and establish a separate center for science and technology research in the context of an upland/terrestrial ecosystem, for one. Such a center can pursue interdisciplinary research on inland water systems, biodiversity, ecological conservation and restoration issues in the Cordillera and related or similar environments.

One more area we can address with achievable distinction is the now-avowed role and mission of UP Baguio as an institutional custodian of the collective memory and identity of the peoples of the Cordillera and Northern Luzon. We should aspire to make UPB a center for the advancement of intellectual and aesthetic expressions of Cordillera/Northern cultures and arts. A new UP Baguio administration should provide ample intellectual, aesthetic, and physical spaces for free and unhampered pursuits in artistic and creative work and the celebration of their various and plural expressions—both in form and content. Elements of a “cultural core” within UP Baguio are already in place or in the process of development and it is my intention to solidify it further: the Galerya Kordilyera which serves as a space for the exhibition of visual arts; a museum and the Cordillera/Northern Luzon Historical Archives now being proposed on my initiative through the CSS; and, finally, the Program for Indigenous Cultures (PIC).
Sustained social and intellectual linkages with our alumni can be done by putting more resources into our alumni relations work, especially with the aim in view to tap their expertise and accomplishments in their respective professions and endeavors for support of UPB academic programs and faculty/staff development. Most leading universities abroad tend to rely on alumni and alumni-giving for their endowment drives, often with considerable success: it is a model worth emulating given how largely untapped alumni still tend to be in our case.

The long desired Office of Alumni Relations should be fully established, with a full-time staff, remunerated from the revenues of the Alumni Association.

Abundant resources through increased access to public budgetary sources, aggressive partnerships with the private sector, and other creative forms of resource mobilization often follow from a strong base of alumni support (we have produced distinguished alumni in government and private sectors, for one). Resources would flow when we have something interesting to offer, especially if it is related to the public good, hence my proposal here to prioritize research program development in areas like climate change, governance, health, material culture, literary/language studies and creative/artistic work.
Administrative efficiency and efficacy; modernized physical facilities

There is so much to be learned from the outgoing administration’s efficient use of resources such that considerable savings are generated at the end of each fiscal year. But much remains to be accomplished in terms of quicker response to the expressed needs of individual faculty members, departments, colleges and other units of the University. It would be good to decentralize and devolve some administrative functions and support services toward the college and lower levels, so that requests for repairs of facilities, technical assistance, and other support services are immediately addressed without having to go through so many bureaucratic channels.

Transparency and accountability I mean to foster through an annual budget planning process that shall be collectively undertaken by the Executive Staff, with the participation of the Budget Office and the Finance Committee. The mechanism I have in mind of developing, on consultation with sectoral leaders of the University, seeks to ensure the rational use of resources, and requires better informed or trained, and thus more empowered staff.

We now have impressive infrastructure and physical facility projects for UP Baguio. Succeeding administrations stand to benefit from these efforts. The challenge that remains is not only the maintenance of the modern infrastructures that were previously built but to install additional and upgraded technological infrastructures in them for the efficient discharge of teaching, research, and administrative tasks in supportive and well-appointed environments. There is also the need to allocate and build more spaces for student activities both for learning and recreation purposes.

*It would be good to decentralize and devolve some administrative functions and support services toward the college and lower levels, so that requests for repairs of facilities, technical assistance, and other support services are immediately addressed without having to go through so many bureaucratic channels.*
Improved degree of “happiness” and well-being among faculty, administrative staff and employees

People—our faculty, administrative staff, REPS and students should be at the center of our institutional transformation. All our lofty ideals shall be brought to naught if they are not owned by people and if they are not inspired to contribute towards the realization of our institutional vision. We should welcome current initiatives at improving the lot of our faculty and staff, and again, complement them through our own revenue-generating projects.

Above the monetary and non-monetary benefits that our colleagues deserve, we should provide spaces and facilities for physical, mental and spiritual wellness. The multiple load of working women should be eased by reviving the day-care center, in partnership with stakeholders in the University, like the All-UP Workers’ Union, ONAPUP and the UP Baguio Multipurpose Cooperative.

It is most important that our administrative staff, administration, faculty and students treat each other with mutual respect and collegiality. A stronger sense of belonging and self-actualization among our colleagues will push our University to unimaginable, greater heights. This objective can be achieved by creating more opportunities for multi-sectoral interaction, such as the regular convening of the University Assembly, joint planning, co-management of special programs and projects, as well as sports and other social activities.
The tasks ahead are indeed enormous, but, as history and experience have shown us, a good vision that is matched by broad-based action and a highly motivated, committed leadership that gets things done, shall bring us closer to our goals. Let us not allow cynicism, apathy and division to hinder the realization of our shared vision. I reach out to all of you -- Join me in this journey towards bringing UP Baguio to ever greater heights!

Thank you very much.

When Dr. Raymundo D. Rovillos accepted his nomination for the Chancellorship of UP Baguio in February 2012, he vowed to stir the University to greater heights, at par with the premier arts and sciences universities in the country and abroad. This bold vision stood on two pillars—academic excellence and operational/administrative excellence. These pillars were further articulated and translated into a ten (10)-point strategic initiative, namely: 1) strong research productivity, 2) innovative pedagogy, 3) enterprising academic programs, 4) faculty development and recruitment, 5) promotion/protection of Cordillera /Northern Luzon Heritage, Culture and the Arts, 6) administrative efficiency and efficacy, 7) modernized physical facilities, 8) improved degree of happiness and well-being among students, faculty and administrative staff and employees, 9) effective public service and community extension and 10) working linkages with Alumni towards an alumni-giving /endowment drive.

Six (6) years after, under the transformative leadership of Chancellor Rovillos, UP Baguio has changed significantly in many ways. Research productivity is stronger as seen in the increased number of completed researches (448); increased number of published research outputs (96 ISI /SCOPUS indexed publications); improved quality of research outputs, as indicated by more international publication awards (87 awards); and increased faculty and REPS participation as presenters in local/national and international conferences (388 presentations). Teaching and learning are more interesting and exciting with the continuing faculty training for teaching effectiveness, use of new/state-of-the-art teaching technologies and modalities (e.g. blended learning) and refurbished or new learning spaces. There are two new graduate programs, the MS Conservation and Restoration Ecology and PhD in Mathematics. One certificate and nine (9) baccalaureate programs and the General Education programs have been revised and new ones instituted in view of the K to 12 Basic Education Program and the opportunities/challenges of internationalization. Faculty profile is stronger, with a significant increase, from 31.8 percent in 2012 to 40.4 percent Ph.D. holders in 2017 and more MA/MS degrees completed within the period. UP Baguio's niche in Cordillera Studies is reinforced with a revitalized Cordillera Studies Center, strengthened Cordillera/Northern Luzon Historical Archives and Program for Indigenous Cultures and the establishment of the Museo Kordilyera, the UP Baguio Ethnographic Museum.

System initiatives towards operational/administrative excellence have been implemented in UP Baguio: e-UP, Green Campus and improved ICT (note: there is 6150 percent increase in bandwidth!). The physical landscape of the campus has strikingly improved, with the completion of five (5) new and modern buildings, renovation of the ladies' dormitory and the improvement of walkways and campus grounds. The working environment has improved faculty and staff morale. Several policies, programs, projects and activities were carried out to improve the well-being and degree of happiness of students, faculty, administrative staff and research, extension and professional services (REPS) personnel.

UP Baguio’s “presence” in Baguio City and the Cordillera/Northern Luzon region is now greater than ever. Individual, group and institutional public service and community extension initiatives have multiplied and intensified in the last six years. Through the efforts of Chancellor Rovillos and other faculty, UP Baguio’s leadership in research and development consortiums, social development networks and civil society organizations is now more effectively felt. The dream of establishing an endowment fund from alumni donations was not achieved, but alumni support of UP Baguio’s strategic initiatives was considerably substantial, relevant and will have an enduring impact on the University, especially the students.

All these outcomes are measurable and verifiable. Beyond the statistics and performance indicators is the overall feeling and perception of the UP Baguio community and the general public that UP Baguio has changed quite considerably.
INTRODUCTION

Chancellor Raymundo D. Rovillos’s vision statement was deliberated upon and adopted during a multi-stakeholder participatory planning workshop held in May 2012. The vision statement and the proposed strategic plans of the departments and colleges converged and resulted in a 10-point strategic initiative:

1. strong research productivity
2. innovative pedagogy
3. enterprising academic programs
4. faculty development and recruitment
5. promotion / protection of Cordillera / Northern Luzon Heritage, Culture and the Arts
6. administrative efficiency and efficacy
7. modernized physical facilities
8. improved degree of happiness and well-being among students, faculty and administrative staff and employees
9. effective public service and community extension and
10. working linkages with Alumni towards alumni-giving / endowment drives

This report covers the period AY 2012-2013, the first academic year of the Rovillos administration, up until AY 2017-2018, the end of his second term. The report highlights the OUTCOMES in each of the 10 strategic initiatives. Data presented in this report were obtained from the 2012-2016 UP Baguio Accomplishment Reports, Performance-based bonus (PBB) reports and from pertinent offices and colleges.

In its bid to become a research-intensive university, the UP Baguio administration, faculty, research extension and professional staff (REPS) vigorously worked together to produce and disseminate knowledge through publications and participation in national and international conferences. A good mix of policy reforms, incentives, administrative support and physical infrastructure improvement resulted in the following outcomes: increased number of completed researches (448); increased number of published research outputs (96 ISI / SCOPUS indexed publications); improved quality of research outputs as indicated by more international publication awards (77 awards); and increased faculty and REPS participation as presenters in local/national and international conferences (558 presentations).

Completed Researches. The period 2012 to 2017 may be characterized as a period of strong and sustained research productivity. Figure 1 shows the number of individual and collaborative researches that were completed from 2012 to 2017. The total number of completed researches is 448, with the highest number of researches recorded in FY 2014 at 114. A steady increase in the number of completed researches is noted from 2012 to 2017, with the College of Science (CS) in the lead.

**Fig. 1: Number of completed researches from 2012-2017**
Prof. Aris Reginaldo beside a plant reproductive organ after a chance discovery of a new species of Amorphophallus in Adams, Ilocos Norte by the Biology department and followed through by junior faculty, Lizel Magtoto, Deemson Mones and Karen Ballada. Photo credits: R. Dizon, L. Magtoto and D. Mones.

Biology students identify, classify and catalogue small aquatic species as part of their learning and instructional activities in the field. Photo credits: J. Floresca.


Department of Mathematics and Computer Science faculty at the Bayfront Hotel, Cebu City for the Mathematical Society of the Philippines’s 41st Annual Convention held last May 30-31, 2016.

College of Science Dean Rosemary Gutierrez attends the 20th International Congress on Nitrogen Fixation (ICNF) held in Granada, Spain. The congress is a gathering of scholars, academicians, researchers, scientists and students discussing a common goal: to provide a mechanism through which proponents of all aspects and approaches to this process would work together to understand in total how nitrogen fixation works and how it could be used to better the human condition.
Dr. Romeo Dizon, a marine biologist participates in an exploration of the Benham Rise, a vast submarine plateau that rises from the sea floor some 25 kilometers east of Luzon. He was with some 28 assembled researchers from UP Baguio, UP Diliman, UP Los Baños, UP Mindanao, Xavier University and Ateneo de Manila University.
Dean Elizabeth Calinawagan’s paper titled “Multilingual, Multicultural, Multidisciplinary Approach to Mother Tongue-based Multilingual Education: The Case for Northern Philippines” was also presented at the Fourteenth International Conference on New Directions in the Humanities held at the University of Illinois at Chicago, USA last June 8-10, 2016. Founded in 2003, the New Directions in the Humanities Knowledge Community is brought together by a common interest in the established traditions in the humanities while at the same time developing innovative practices and setting a renewed agenda for the future. Dean Calinawagan is seen here during her Chicago paper presentation.
Dr. Maria Nela Florendo and Dr. Analyn Salvador-Amores represented UP Baguio in the 36th National Conference on National and Local History on October 22-24, 2015 at the Casa Real de Iloilo. The event was organized by the Philippine National Historical Society.

Dr. June Prill-Brett, Professor Emeritus of Anthropology presents her paper on the Bontok aratey bridge during the 1st Regional Conference on Material Culture Studies held at UP Baguio on May 30-31, 2014.

The College of Social Sciences conducted a round table discussion on April 4, 2014 on researches related to citizenship and poverty. The one-day event brought together discussants coming from the Department of Economics and Political Science of CSS and the Department of Philosophy of Ateneo de Manila University. (Front row, from left) Adonis Elumbre, Mark Pasco, Marie Chris Ramoya, Maileenita Peñalba, Lorelei Mendoza, Athena Lydia Casambre, Topin Ruiz, Nela Florendo, Julius Mendoza (Back row, from left) Agustin Rodriguez, Alejandro Criciia, Jr., Chancellor Raymundo Rovillos, Steven Rood, Albert Lagliva.

Historians Analyn Munoz, Charita delos Reyes and Jose Mathew Luga facilitate a discussion on Northern Luzon’s World War II experience on October 15, 2015. The lectures presented by the History faculty were their research outputs from a recent international conference entitled “Occupation & Liberation: An International Conference on the Pacific War in the Philippines” held in UP Diliman last September 3-5.

The business of social science is what people do and how they behave, as citizens, consumers, producers, shapers and holders of opinions: it is them we seek to understand and explain.” This, according to the Dean of the College of Social Sciences Dr. Santos Jose O. Dacanay III, is what the College has been concerned with, since its creation as a division, for the past 35 years, during the Conference on Social Science Teaching, Research and Practice held at the Crown Legacy Hotel on November 12-14, 2015.
Publications. Strong research productivity is also indicated by the significant improvement in published research outputs from 2012-2017. A total of 305 publications was recorded for the six-year period. Of this number, 39.67 percent was published in international refereed publications, 31.48 percent in ISI or SCOPUS-indexed journals and 20 percent in local and institutional refereed publications (Table 1). Figure 2 shows a marked increase in the number of ISI or SCOPUS-indexed publications in 2015 while the highest number of publications in international refereed journals was recorded in 2017.

<table>
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<tr>
<th>Type of Publications</th>
<th>YEAR</th>
<th>Total</th>
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<tr>
<td>ISI and Scopus-Indexed Publications</td>
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<td>11</td>
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<tr>
<td>Book Chapters</td>
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<td>International Refereed Publications</td>
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<td>Local Refereed Publications</td>
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Table 1: Type and number of publications from 2012-2017

Research Grants and Publication Awards. Research outputs of faculty members were recognized through the International Publication Award (IPA) which is given by the UP System. From 2012 to 2017, a total of 87 awards were given, as seen in Figure 3.

Sustained research involvement of faculty members was also made possible through various research grants, professorial chairs and faculty grants (Table 2). Faculty members were recipients of UP System grants under the Emerging Interdisciplinary Research (EIDR) and Enhanced Creative Work and Research Grant (ECWRG) programs. External institutions like the Department of Science and Technology (DOST), Commission on Higher Education (CHED), World Food Programme, and others also granted funding assistance to faculty members. Faculty fellows returning from their doctorate studies were also given Ph.D. Incentive Grants to continue their research interests and projects.
Institutional Support to Research. Participation of faculty members and REPS in international conferences was also made possible through grants from outside institutions as well as from the Research Dissemination Grants (RDG) of the University. The RDG provides a maximum amount of USD 1,800.00 for research dissemination in the USA, Europe or Japan; USD 960.00 for Asian countries and USD 1,200.00 for Australia. The RDG serves as an incentive to faculty members to encourage them to share their research outputs to their peers or community of scholars and to publish their researches. From 2012-2017, the University supported a total of 98 international presentations or an average of 16 presentations every year (Table 5). The total amount of RDGs granted to faculty and REPS for this entire period was USD 128,540.00 or about PhP 5.7 million, as seen in Figure 5 (conversion to peso depends on the prevailing exchange rate).

<table>
<thead>
<tr>
<th>Type of research grants and awards</th>
<th>YEAR</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<th>2016</th>
<th>2017</th>
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<td>2</td>
<td>2</td>
<td>6</td>
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<td>UP System Grants (EIDR and ECWRG)</td>
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<td>10</td>
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<td>Externally funded Grants</td>
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<td>Professorial Chairs</td>
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Table 2: Type and number of research grants and awards from 2012-2017

From 2012 to 2017, the University received research funds amounting to PhP 99,477,498.00 covering 15 research projects of faculty members from different disciplines (Table 3).

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<th>2013</th>
<th>2014</th>
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<th>2016</th>
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<td>27,052,022.00</td>
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<td>99,477,498.00</td>
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Table 3: Amount of research funds from 2012-2017

**Research Dissemination.** Faculty members and REPS actively disseminated their research outputs in various conferences in the form of paper and poster presentations. For the years in review, 43.9 percent of paper and poster presentations were held in international conferences while 56.1 percent accounted for paper and poster presentations in local and national conferences (Table 4). The data on participation in international conferences also show an increasing trend from 2012 to 2017 (Figure 4).

<table>
<thead>
<tr>
<th>YEAR</th>
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<th>2014</th>
<th>2015</th>
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</table>

Table 4: Number of presentations in conferences from 2012-2017

**Institutional Support to Research.** Participation of faculty members and REPS in international conferences was also made possible through grants from outside institutions as well as from the Research Dissemination Grants (RDG) of the University. The RDG provides a maximum amount of USD 1,800.00 for research dissemination in the USA, Europe or Japan; USD 960.00 for Asian countries and USD 1,200.00 for Australia. The RDG serves as an incentive to faculty members to encourage them to share their research outputs to their peers or community of scholars and to publish their researches. From 2012-2017, the University supported a total of 98 international presentations or an average of 16 presentations every year (Table 5). The total amount of RDGs granted to faculty and REPS for this entire period was USD 128,540.00 or about PhP 5.7 million, as seen in Figure 5 (conversion to peso depends on the prevailing exchange rate).

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of RDGs</td>
<td>13</td>
<td>16</td>
<td>16</td>
<td>12</td>
<td>23</td>
<td>18</td>
<td>98</td>
</tr>
<tr>
<td>Total Value of RDGs in PhP</td>
<td>754,965.02</td>
<td>1,081,680.42</td>
<td>2,550,086.82</td>
<td>2,357,765.64</td>
<td>2,060,878.00</td>
<td>1,098,620.44</td>
<td>7,143,922.25</td>
</tr>
</tbody>
</table>

Table 5: Number and amount of Research Dissemination Grants (RDG) from 2012-2017
LEFT: (above) Chancellor Raymundo D. Rovillos and fellow administrators of higher education institutions in Asia and Europe met for the 5th ASEM Rectors’ Conference held at Charles University in Prague, Czech Republic on 6-8 April 2016 for “deliberation of curricula towards a better quality of employability for students.” (below) Prof. Andrei Domogo with conference posters behind him during the World Engineering, Science and Technology Conference held at Kuala Lumpur, Malaysia last August 15-17, 2016.

RIGHT: (clockwise) Orville Tatcho with other paper presenters during the 5th International SEARCH Conference held at Taylor’s University, Malaysia; Learane Ampaguey, paper presenter during the 5th International Conference on Multicultural Encounters held at the Faculdade de Filosofia, Letras e Ciências Humanas of the University of São Paulo (USP) in São Paulo, Brazil from November 29-December 1, 2016; Prof. Jennifer Inovero at the backdrop of the 8th Asia-Pacific Conference on Exercise and Sports Science at Kasetsart University, Bangkok, Thailand; The closing lecture delivered by Dr. Gary Stacey, a microbiologist from the University of Missouri, Columbia, USA, at the Aula Magna Lecture Theatre, Faculty of Science, University of Granada, which was attended by CS Dean Rosemary Gutierrez.
The University also provides support to faculty researchers in the form of Research Load Credit (RLC) ranging from 1.5 to 6 units per semester. The RLC deloads the faculty researchers from their teaching load to give them more time to work on and finish their researches. Faculty researchers are expected to submit manuscripts of their research outputs which are ready for publication in refereed journals as their deliverables for the RLC grant. For the period 2012-2018, a significant increase of about 250 percent in RLC was noted, i.e., from 39 units in SY 2012-13 to 138 units as of the current school year (Figure 6). The College of Science leads the two other colleges in requesting for RLC within this six year period. The RLC grant has also significantly contributed to enabling faculty to devote more time for research.

Teaching remains to be the primary duty of a UP faculty. This is why UP officials (from UP System to UP Baguio administration) continue to provide substantial resources in support of an enabling environment for excellent teaching and learning. Cognizant of the needs and expectations of 21st century learners, the UP Baguio administration has encouraged innovations in pedagogy through the continuation and enhancement of the annual teaching effectiveness seminar; adoption and implementation of the UP Visiting Professorship Program and Teaching Assistantship Program; acquisition of new technologies and modalities for instruction (e.g. blended learning); and modernization of learning spaces such as laboratories, libraries, establishment of the museum and archives and improvement of audio-visual rooms. The overall outcome of all these inputs and initiatives is improved knowledge, skills and attitudes of faculty resulting in better delivery of instruction and ultimately, better learning for students.

**Teaching Effectiveness Seminar.** The Office of the Vice Chancellor for Academic Affairs conducts the annual orientation and teaching effectiveness seminar for new faculty members every first semester of the school year. The activity is also attended by regular faculty who opt to retool themselves on updated teaching pedagogies.
**UP Visiting Professorship Program.** The three colleges of UP Baguio actively pursued the Visiting Professorship Program and hosted prominent scholars from foreign universities. Although the visiting professor joins the college for a limited time, the faculty and graduate students are able to intermingle with prominent academics from other institutions. From 2012 to 2018, UP Baguio hosted a total of 14 visiting professors who delivered lectures, collaborated with faculty researchers, conducted seminars in their areas of specialization, in addition to their active interaction with the faculty and students.

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Dr. Rocío Casanova is the first visiting professor under UP Baguio’s internationalization program. Dr. Casanova holds a First Class BA (hons.) in Spanish Studies, a First Class (hons.) in English Studies at the University of Alicante, an MA in Spanish Literature at the University of Manchester, and a PhD. in Spanish Literature at the University of Salamanca. She also completed a postgraduate course in didactics at the University of Barcelona.

Visiting Professor Tomas Vetrik, a Slovak mathematician who is presently affiliated with the Department of Mathematics and Applied Mathematics at the University of the Free State, Bloemfontein in South Africa. Prof. Vetrik did his Bachelor and Master of Science studies in Mathematics from 1999 to 2004 at the Constantine the Philosopher University in Nitra, Slovakia. His thesis is about Isomorphic Factorization of Graphs. He earned his PhD Mathematics degree at the Slovak University of Technology in Bratislava, Slovakia.

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Top (L-R): Visiting Professor Aurelio Solven Agcaoili. He is a recognized expert in Philippine Studies and Ilokano Studies who serves as the coordinator of the Ilokano Language and Literature Program of the University of Hawaii at Manoa. He is Associate Professor at the College of Linguistics and Literature in the same university; Prof. Dr. Franz Kappel is a Professor Emeritus at University of Graz, Austria since 2008.

Middle (L-R): Visiting Professor Dr. Rhudaina Z. Mohammad. A young Filipino expert in Free Boundary Problems and currently a faculty at the Department of Mathematics and Statistics, College of Science and Mathematics in Western Mindanao State University; Dr. Shelton Woods, Professor of East/ Southeast Asian History / Associate Dean of the College of Social Sciences and Public Affairs at Boise State University.

Bottom (L-R): Dr. Lawrence Reid of the University of Hawai'i delivered a lecture entitled “Cordillera Languages: What are they and how do we know?” last October 30 at the College of Social Sciences Audio-Visual Room. He discussed how linguists compare languages and decide how they are related to each other to develop a better appreciation of our history; Dr. Villa Jefremovas, Canada Research Chair in Development and Social Change at the Department of Sociology in Queen’s University in Kingston, Ontario, Canada.
UP Teaching Assistantship Program. In April 2015, UP Baguio availed of the UP Teaching Assistantship Program with an initial recruitment of four student scholars enrolled in the MS Math Program. In SY 2016-17, two more Teaching Assistants were hired under the MS Conservation and Restoration Program. The TAs were given 6 units teaching load which enabled more faculty members to pursue research projects and activities.

Enhanced Instruction through the Use of Technology. The College of Arts and Communication conducted several trainings on blended learning which culminated in a workshop, entitled “Enhancing Pedagogy in Teaching Communication through Online Platforms,” with funding support from the API. Blended learning enhances the capacity of faculty to utilize new media technology in teaching by learning how to migrate and transform their course modules into massive online open courses (MOOCS). Interspersed with classroom or face-to-face learning, blended learning enables the student to have more time for studio and research activities.

The College of Social Sciences introduced the use of “clickers,” an interactive device to enhance learning in the classroom. It also acquired Turnitin software to assist faculty in evaluating the originality of written work of students such as reports and theses.

Improved Learning Spaces. Classroom and learning spaces in the University have also considerably improved within this six-year period. Classrooms have been equipped with built-in Digital Light Projectors (DLP); audio-visual rooms for lectures and seminar courses have been refurbished and upgraded; computer laboratories in all colleges have been set-up with Apple iMac computers, especially in the College of Science; laboratories for science courses have also been upgraded with the acquisition of equipment to improve delivery of instruction. For example, the Department of Biology has acquired a digital microscope that allows the faculty to project slides that facilitate post-laboratory discussions, thermocyclers and other equipment that have allowed students to do their thesis on molecular studies. The College of Arts and Communication has acquired state-of-the-art equipment for its multi-media laboratory while the College of Social Sciences acquired teaching aids and models to enhance learning.

The UP Baguio Library has also been modernized with the setting-up of a discussion room and student lounges, the Learning Commons, increased e-resources, increased number of computers for student use, and increased subscription to electronic and print journals.
The last six years marked a productive period for faculty of UP Baguio as they carried out intensive curricular development and review. Their initiatives resulted in the institution of two (2) new graduate programs, a new General Education (GE) program and revised undergraduate programs. These were made possible by an increased Academic Program Improvement (API) funding. The administration of the new graduate programs was also enhanced through the creation of the Graduate Program Office (GPO).

New programs. Two new graduate programs were instituted in UP Baguio within this six-year period. The institution of the Master of Science in Conservation and Restoration Ecology (MS CaRE) was approved by the BOR in its 1307th meeting, dated 29 April 2015. It accepted its first batch of students in August 2015 with an initial enrolment of 9 students. As of the first semester, SY 2017-2018, total student population of this program is 21. On 5 April 2017, the BOR in its 1326th meeting approved the institution of the Ph.D. in Mathematics Program which is the first doctorate program in the campus. It accepted its first batch of students in the first semester, SY 2017-2018. With the institution of these two programs, the number of graduate programs offered by the University increased from four (4) in 2012 to six (6) in 2017.

Institution of the Graduate Program Office. One of the first initiatives of this administration was the establishment of the Graduate Program Office (GPO). On 25 November 2013, the proposal for the establishment of the UP Baguio Graduate Program Office was presented to the University Council and subsequently endorsed. In early 2014, the GPO was formally launched and it has continued to offer frontline services to all graduate students assisted by the colleges in establishing linkages with other academic institutions, market and provide information on all graduate programs of the University.
General Education Program. As early as October 2013, faculty representing various disciplines from the three colleges participated in a General Education workshop with the objectives of reconfiguring and designing GE courses in view of the K-12 Basic Education Program. This was followed by a series of 11 system-wide mini conferences held in various units from July to October 2014. In October 2015, the University held its own workshop where faculty endorsed the proposal entitled “A Framework for General Education in the University of the Philippines in the 21st Century” and agreed on the curriculum structure of the proposed GE program. Finally in its 57th meeting, dated 29 February 2016, the UPB University Council unanimously endorsed the framework and structure of the proposed new GE program which was subsequently approved by the BOR in its 1317th meeting on 28 April 2016. In December 2017, the BOR approved the institution of new courses and reconfiguration of existing GE courses that will comprise the new GE program. This will consist of 36 units, 27 units of which are required GE courses and 9 units are electives. The new GE program will be implemented in the first semester of SY 2018-2019.

Undergraduate programs. With the new GE program and implementation of the K-12 Basic Education Program, the academic units conducted several workshops within the six-year period to review their curricular programs. The revisions of the BA Social Sciences program includes a change from Social Anthropology to Anthropology as a major and the institution of a minor in Sociology. The BA Communication curricular revision includes the addition of a new major in Broadcast Communication in addition to its majors in Journalism and Speech Communication. The BS Biology program revisions will introduce two new areas of specialization, namely, Ecology and Systematics; and Microbiology. As of the first semester, SY 2017-2018, the curricular revisions of the BA Social Sciences, BS Management Economics, BS Mathematics and BS Computer Sciences have been approved by the Office of the President.

Academic Program Improvement (API). UP Baguio has been a recipient of API funding from 2012 to the present. In 2012, it received an API grant of PhP 4M which increased to PhP 10,796,000.00 starting FY 2013. The total actual amount of API grants within this six-year period is PhP 61,926,999.56 (Table 6). The API grants were utilized by academic units and other offices for curricular development and review, enhancement of laboratories, acquisition of materials for the archives and library, acquisition of instructional materials, review of programs in preparation for accreditation and quality assurance, training programs and workshops on pedagogy, as well as for academic conferences.

<table>
<thead>
<tr>
<th>Program/Activity</th>
<th>Number of projects</th>
<th>Amount of API (in PhP)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curriculum Development and Innovation</td>
<td>18</td>
<td>9,454,350.00</td>
<td>15.27</td>
</tr>
<tr>
<td>Development of Instructional Materials</td>
<td>24</td>
<td>20,080,950.00</td>
<td>32.43</td>
</tr>
<tr>
<td>Modernization of Pedagogy</td>
<td>28</td>
<td>21,300,573.00</td>
<td>34.40</td>
</tr>
<tr>
<td>Support for Research and Publication</td>
<td>23</td>
<td>8,535,126.56</td>
<td>13.78</td>
</tr>
<tr>
<td>Academic Conferences</td>
<td>7</td>
<td>2,556,000.00</td>
<td>4.13</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
<td><strong>61,926,999.56</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Table 6: Academic Program Improvement (API) grants from 2012-2017
The remarkable academic accomplishments as presented in this report are largely attributed to the inputs of the University’s greatest resource, its faculty. The faculty profile of UP Baguio has significantly improved over the last six years. Improved faculty profile was the outcome of a sustained faculty development program and meticulous and vigorous faculty recruitment.

UP Baguio has a total of 107 regular faculty items. Table 7 shows the distribution of faculty members according to rank. In SY 2012-2013, Instructors consisted of 29 percent of the total number of faculty members; 39 percent, Assistant Professor rank; 18.7 percent, Associate Professor rank, and only 13.1 percent were in the Professor rank. In SY 2017-2018, a significant decrease in the number of instructors was noted from 29 percent in 2012-2013 to only 15 percent (Figure 7). Improved profile of faculty members was also evident in the increase in the number of faculty with higher ranks. An increase of 17.5 percent is noted for the rank of Professor within this six-year period.

Some faculty members of UP Baguio have been recognized for excellence in teaching such as Dr. Teodora Balangcod and Dr. Analyn Salvador-Amores. Not only do they belong to the roster of UP Scientists, they were also recognized by Metrobank as outstanding teachers.

Table 7: Profile of faculty according to rank (in %)

<table>
<thead>
<tr>
<th>SCHOOL YEAR</th>
<th>Instructor</th>
<th>Assistant Professor</th>
<th>Associate Professor</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>29.0</td>
<td>39.2</td>
<td>18.7</td>
<td>13.1</td>
</tr>
<tr>
<td>2017-2018</td>
<td>15.4</td>
<td>45.2</td>
<td>24.0</td>
<td>15.4</td>
</tr>
</tbody>
</table>
The profile of faculty members of UP Baguio with respect to degrees earned also showed significant improvement from 2012 to 2017 (Table 8). Figure 8 shows a decrease in the number of faculty members with the bachelor’s degree while the number of faculty with Ph.D. degrees increased from 31.8 percent in 2012 to 40.4 percent in 2017.

<table>
<thead>
<tr>
<th>SCHOOL YEAR</th>
<th>BA / BS</th>
<th>MA / MS</th>
<th>Ph.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>26.2</td>
<td>42.0</td>
<td>31.8</td>
</tr>
<tr>
<td>2017-2018</td>
<td>16.3</td>
<td>43.3</td>
<td>40.4</td>
</tr>
</tbody>
</table>

UP Baguio has also vigorously encouraged and generously supported the advanced studies of its faculty members from 2012 to 2017. From SY 2012 to 2018, a total of 21 faculty members availed of study leaves, Local Faculty Fellowships, Master’s Study Program to allow them to pursue their master’s degree in their fields of specialization. Forty-three percent (43%) of these faculty members have earned their degrees while the others continue to pursue their degrees (Table 9). Most of faculty members with new Master’s degrees are from the College of Arts and Communication; hence from 8 faculty with MA degrees in 2012, the number of faculty with the Master’s degree has increased to 15, or 87.5 percent as of the first semester, SY 2017-2018.

<table>
<thead>
<tr>
<th>Number of faculty members who pursued Master’s degrees for the period SY 2012-2018</th>
<th>Number of faculty who earned their Master’s degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local fellowship</td>
<td>19</td>
</tr>
<tr>
<td>Foreign fellowship</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>21</strong></td>
</tr>
</tbody>
</table>

Table 9: Number of faculty members who pursued and earned Master’s degree from 2012-2018
For the period 2017-2018, a total of 22 faculty fellows pursued their doctorate degree with 41 percent (41%) in foreign universities. Fifty-nine percent (59%) earned their Ph.D. degrees while the rest are still continuing their studies (Table 10). A significant increase in number of Ph.D. degree holders is seen in the College of Science (CS). In 2012, there were only 13 Ph.D. holders in the CS. As of the end of first semester, SY 2017-2018 however, the College of Science had the highest number of faculty members with doctorate degrees at 20, or an increase of 53 percent (53%). The Colleges have also been able to recruit lateral entrants with Ph.D. degrees.

<table>
<thead>
<tr>
<th>Local fellowship</th>
<th>13</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign fellowship</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>22</strong></td>
<td><strong>13</strong></td>
</tr>
</tbody>
</table>

Research productivity was also stimulated by the revitalization of the Cordillera Studies Center (CSC), the research arm of UP Baguio. With its revitalization, the CSC reclaimed its central position and pivotal role in the promotion/protection of Cordillera and Northern Luzon heritage, culture and the arts. This particular strategic initiative (“promotion/protection of Cordillera...heritage...”) was further enhanced and cemented by: the inauguration of the Museo Kordilyera, UP Baguio’s Ethnographic Museum on 31 January 2017; the expansion of the Cordillera/Northern Luzon Historical Archives and the consolidation of the Program for Indigenous Cultures (PIC). The overall outcome is increased regional, national and international awareness and appreciation of UP Baguio’s niche in Cordillera and Indigenous Studies.

**CORDILLERA STUDIES CENTER (CSC)**

**CSC Research Programs.** As early as 2013, the CSC implemented its Research Grants program and the Interdisciplinary Team Research Grants (ITRG). The research grants support individual and team research projects on topics that promote the understanding of Cordillera studies while the ITRG promotes inter-college and interdisciplinary team researches and publications in the areas of governance and public policy, material culture, sustainability science, climate change and local languages and literatures. There were 15 CSC-funded researches for the period 2012-2015 and 36 projects from 2016-2018, representing an increase of 140 percent (140%) in the last three years.
Externally-funded Researches. A marked buildup of externally-funded researches began in 2014. Most of these were collaborative projects offered by international organizations and government agencies such as the International Institute for Environment and Development (IIED), World Fish Center through their Economy and Environment Program for Southeast Asia Program (EEPSEA), International Council for Local Environmental Initiatives (ICLEI) through their Asian Cities Adapt Program and the United Nations World Food Programme (UNWFP). Government agencies like the Department of Agriculture (DA) through their Cordillera Highland Agriculture Resource Management Project (CHARMP), National Economic and Development Authority (NEDA) and National Commission on Indigenous Peoples (NCIP) also partnered with the CSC to handle the formulation of their research as well as public activities. A total of 37 externally-funded research projects was implemented by the CSC; 19 projects from 2012-2015 and 18 from 2015-2018.

With funding from the UNWFP, the CSC implemented four multi-component phases of a Disaster Preparedness and Response Program which included components on training trainers, information and education campaigns, research dissemination, and module production and the establishment of UPB’s Knowledge and Training Resource Center (KTRC).
Publications. The CSC released four issues of *The Cordillera Review* (TCR), including a double issue centering on the Indigenous Peoples’ Rights Act (IPRA), two regular issues and a special issue on Cultural Studies. Between 2014 to 2017, the CSC also published 10 non-serial publications, in collaboration with different editors, artists and reviewers. Of these publications, *Tradition and Transformation: Studies on Cordillera Indigenous Culture*, by June Prill-Brett with Delfin Tolentino, Jr. as editor, was given the distinction of Best Book in the Social Sciences in the 35th National Book Awards, conferred by the National Book Development Board and the Manila Critics’ Circle.

International Conferences. The CSC successfully organized three (3) international conferences within this six-year period. On June 26-28, 2013, the CSC in coordination with Tebtebba Foundation (Indigenous Peoples’ International Centre for Policy Research and Education), held the “International Seminar-Workshop on Indigenous Studies (ISWIS)” at The Legend Villas, Mandaluyong City, Philippines with 74 local and foreign participants. This conference was designed to be a venue where local and foreign scholars, indigenous scholars, researchers and educators, advocates, activists, policymakers, and practitioners can engage in provocative discussions and fruitful exchanges on the subject of indigenous studies.

In January 2015, the International Conference on Building Resilience and Developing Sustainability (ICBRDS) was held in Baguio City as a response to the urgent need for academic engagement in disaster preparedness and climate change mitigation in the Philippines and elsewhere. It provided a venue for the sharing of valuable information and experiences in typhoon- and earthquake-prone regions (like the Philippines and Japan), as well as an opportunity for the creation of a regional information sharing network for DRRM practitioners. As an output of this conference, a book entitled *Resilience and Sustainability: Fourteen Narratives* was published by the CSC. This book underlines best practices and future directions in the fields of disaster mitigation and management.

On July 15-17, 2017, the second International Conference on Cordillera Studies was held in Baguio City to address the general theme “Indigenous Studies in the Philippines: Issues and Prospects. The conference served as a venue for debate on Indigenous Studies, as a distinct field of inquiry and fostered collaborative work between academics, national government agencies, civil society, and communities in the Northern Luzon Cordillera and elsewhere.
The conference featured the Keynote address of Dr. Albert S. Bacdayan, a native of Sagada and former chairperson of the Department of Anthropology at the University of Kentucky, and the plenary presentations of noted scholars in Indigenous Studies, Dr. Deirdre McKay of Keele University in England and former UP Professor of Law and current Justice Marvic Mario Victor F. Leonen of the Supreme Court of the Philippines. The conference consisted of three (3) plenary sessions, 40 parallel sessions and featured 157 researches / abstracts with 535 participants.

Knowledge and Training Resource Center (KTRC). Recognizing the knowledge gap on the science of climate change and disasters especially among vulnerable local communities, the CSC with funding from the UN World Food Programme, established the Knowledge Training and Resource Center (KTRC) in 2013. The KTRC now serves as a repository and technical center for capacity building on DRRM and climate change in the Cordillera and Northern Luzon.

It has trained local community members, government officials, non-government organizations, and teachers on their needs in relation to climate change and DRRM. These trainings led to the incorporation of scientific knowledge and “best practices” into policy formulation, planning, and implementation activities of LGUs and local level councils. From 2013 to 2017, it has trained 1006 persons and produced 10 science-based capacity building modules and training designs on DRRM for local government units and communities.
CORDILLERA/NORTHERN LUZON HISTORICAL ARCHIVES

The UP Baguio Cordillera and Northern Historical Archives and the CSC Library continue to play a major role in the delivery of information and data on the Cordillera to both UP and non-UP Baguio researchers. It conducted a capacity building workshop on archives management in 2014 for librarians, records officers and local government personnel from state and private universities, LGUs and regional government agencies. It also embarked on a digitization project and has acquired a planetary scanner for this purpose. In 2013, it launched the Archives Faculty Research and Publications Database which is linked to the UP Baguio website. This database features the abstracts and bibliographic information of academic and creative work of faculty on various topics in the humanities, social sciences, natural sciences and mathematics. The Archives has also acquired personal papers of historians and anthropologists on the Cordillera, historical photographs of Baguio City and other archival materials.

PROGRAM FOR INDIGENOUS CULTURES (PIC)

The Program for Indigenous Cultures (PIC) continues its mission of culture education, awareness and revitalization of indigenous practices for the UP Baguio community. It celebrates the annual Indigenous Peoples Month every October by conducting its Living Traditions lecture series and organizing discourses on contemporary IP identities and practices.
The Museo Kordilyera is one of the most important tangible expressions of our vision and mission as a Constituent University. It has three (3) specific contributions:

• The Museo Kordilyera accentuates UP Baguio’s niche in Cordillera and indigenous studies at the same time that it reinforces the role of the University as a premier arts and science institution in Northern Luzon.

• It serves as a repository of the tangible and intangible heritage of the Cordillera, and will be distinguished by its integral connection to the scholarly work of the faculty from the different colleges of the University. The museum is a vital learning resource center, a “living museum,” and a venue for disseminating the fruits of faculty research; and

• It serves as a platform for dialogue with various communities in the wider world through themed exhibitions, symposia, lectures, internet presence, cultural performances, and demonstration of knowledge and skills of local artisans and cultural bearers from the Cordillera and other ethno-linguistic groups.

The museum is part of the emerging “cultural hub” of UP Baguio that will also include the renovated Bulwagang Juan Luna, an art gallery, the Cordillera Studies Center (to be relocated beside the art gallery) and a cultural quad. The physical structure of the Museum includes a permanent collection and curatorial space for ethnographic materials; a temporary exhibition space for loaned exhibitions and collateral activities by students, faculty and alumni; a visitor’s room for museum orientation purposes; an audio visual room; and a museum shop and café.
The Museo Kordilyera was formally inaugurated on 31 January 2017. Its inaugural offering consisted of three distinct exhibits, namely: “Batok (Tattooing): Body as Archives”; “Jules de Raedt: Life Works, Lived Worlds” and “The Indigenous in Flux: Reconfiguring the Ethnographic Photograph.” For the inaugural exhibit of the Museo Kordilyera, a total of 6,323 visitors were recorded from April to December 2017.

Over the period 2012-2017, administrative efficiency and efficacy was pursued based on a participatory and consultative leadership philosophy. The Vice-Chancellor for Administration convened the General Assembly of administrative personnel and REPS every quarter during which issues of interest and concern, such as those pertaining to personnel benefits and entitlements, duties and responsibilities were openly discussed. The voices of the non-teaching personnel were heard and considered at the highest levels of the University administration.

The key accomplishments in the area of administrative efficiency and efficacy during the period under review are the following:

**Formulation of the UP Baguio Campus Master Plan**

Through a consultative process starting in 2012, various sectors of the UP Baguio community defined their vision of the UP Baguio campus in the next 20-30 years. This vision is contained in the UP Baguio Campus Masterplan of 2017, to provide the framework for campus development. The campus masterplan has the following goals: 1) to plan for campus growth by developing a program for future facility needs and development; 2) to create a well-designed campus that is environmentally and economically sustainable; 3) to build consensus and opportunities for multi-sectoral, inter-college and interdisciplinary collaboration; 4) to better utilize existing buildings and facilities; and, 5) to provide guidelines to direct the future physical development of the campus. The master plan also declares that campus development in the coming years shall adhere to a set of overall guiding principles, as follows: 1) good design leading to a healthier, more productive and creative campus; 2) sustainability and introduction of alternative energy; 3) preservation of existing ecology and wildlife; and 4) future proof development or minimal maintenance requirements in the future. Already, infrastructure development in the past six years has been guided by the principles and goals contained in the masterplan. The UP Baguio Campus Master Plan was approved by the Board of Regents on 26 January 2018.
Formulation and implementation of UP Baguio’s Green Campus

The University’s Green Campus Policy was unanimously approved by the UP Baguio University Council on December 3, 2012. With the policy, the University committed itself to observe sustainable practices in its campus operations, preservation of campus green spaces, adherence to green building design, attention to efficient use of water and energy, climate change adaptation and mitigation, and efficient waste management. Among the specific initiatives undertaken were transition to low-energy and high-efficacy LED lighting, vermiculture and vermicomposting, construction of a materials recovery laboratory, establishment of a campus-wide rain harvesting system, implementation of carless Wednesday, observance of a ban on the use of disposable plastics and styrofoam food packaging at the University canteen and during official university functions, prohibition on the sale of carbonated drinks and drinks and water in disposable PET bottles. The efforts of UP Baguio in sustainable campus operations has been widely recognized in the UP System and in the Baguio community.
eUP
UP Baguio is currently using the following eUP Core Information Systems on a regular basis: Financial Management Information System (FMIS) and Human Resource Information System (HRIS) which have now been integrated into the University Information System (UIS); Student Academic Information System (SAIS), Supplies, Procurement and Campus Management Information System (SPCMIS), Socialized Tuition System, UP Mail.

DRRM Plan
In 2013-2014, UP Baguio formulated a comprehensive Disaster Risk Reduction and Management (DRRM) Plan to enhance the preparedness of the UP Baguio Community in coping and dealing with natural or man-made calamities. The University DRRM Plan was formulated with the support from the UN-World Food Program for the project, “Change Starts Here”, aimed at transforming UP Baguio into a climate-smart and disaster-ready campus. The Plan was adopted by the UP Baguio Executive Staff on 24 November 2014.

The administrative staff are kept abreast with the latest issuances of government through regular trainings on government systems such as finance. Trainings on first aid as well as cultural sensitivity are also held, and a host of others, for a well-rounded grasp of institutional administration.
MODERNIZED PHYSICAL FACILITIES

From 2012-2018, UP Baguio achieved significant advances in its physical infrastructure, guided by a campus masterplan developed over the same period. The campus development principles laid down in the plan include green design, sustainability, future proof development, minimal impact on the natural landscape and existing flora and fauna; provision of open spaces for congregation, collaboration and interaction; and, maximum use of existing and new facilities by establishing multifunctional spaces.

During the period under review, the following infrastructure projects were initiated and completed:

**Renovation and Expansion of the UP Baguio Residence Hall**
Total redesign of the building interior to maximize space utilization resulting in an increase in dorm capacity, featuring a glass curtain wall allowing daylight penetration into the dormitory corridors and the provision of a fire stairwell at the south side of the building. (Project cost: PhP 11.2M)

**UP Baguio Science Research Center**
Erected to replace the old and dilapidated two-storey wooden structure that was the Psych Lab, the SRC is a modern two-level laboratory building creatively designed and built to allow maximum daylight and natural ventilation, not just into the new building but also into adjacent buildings. Its multi-use timber-clad roof deck provides a much-needed outdoor venue within the College of Science complex. (Project cost: PhP 40M)
**Museo Kordilyera**

Developed from the rehabilitation of the existing Galerya Kordilyera and its conversion into an entrance pavilion connecting to a two-level subterranean museum exhibition space. The museum is brought underground to maintain the plaza above it, further expanding the open space by removing the old covered walks and bringing the pedestrian passage ways below. The building was a People’s Choice Award Nominee of the 2017 Haligi ng Dangal (Citation of Merit in Architecture and Allied Arts) of the National Commission on Culture and the Arts (NCCA). (Project cost: PhP 30M)

**Teatro Amianan**

A contemporary addition to the CAC complex with a 100-seating capacity mini-theater for academic functions and as a performance venue. The building features a stepped standing seam roof, shaped according to the very constrained site to an almost clamshell shape, built on a unique glue-laminated timber structure of slanted columns and beams, with the Darnay Demetillo Art Space at the ground level. (Project cost: PhP 22.2M)
Green Campus
A comprehensive project with the following components: a) a campus-wide rain harvesting and rain recovery system featuring a network of filters, tanks and solar pumps for rainwater collection and reuse; b) a materials recovery laboratory as an essential component of an efficient campus solid waste management system featuring a laboratory layer to accommodate experimentation by students, faculty and researchers on materials recovery from waste; c) campus services spine establishing a new underground network of electrical, plumbing and communication lines for ease of connection and maintenance; and d) replacement and redesign of existing concrete pavements and other ground surfaces to porous pavers, at the same time making the lower levels of buildings accessible via ramps instead of stairs. (Project cost: PhP 36.4M)

586-Drum Capacity Steel Cistern Tank
Establishment of an additional tapping point to a more stable potable water supply from the Baguio Water District and a two-section steel cistern tank to serve the potable water requirements of the residential zone and the campus academic core and address the long-standing problem of water shortage. (Project cost: PhP 4M)
Montane Field Research
Initial development in the densely-forested University property in Sabkil, Itogon designed and located to minimize impact on its surroundings, featuring an accessible flat roof for research instruments, fire resistant exterior walls and floor in case of forest fires, and a rainwater collection system. This can serve as the model for the future Eco-Research Village planned for the area. (Project cost: PhP 2M)

The following projects were initiated with construction ongoing as of April 2018

UP Baguio Gymnasium
Rehabilitation of the existing covered court into a standard-sized basketball court and adding a complete fitness center, faculty rooms and multi-sport turf. This was made possible by stratifying functions into multiple levels with the fitness center on the ground level, the ball court on the second level, and the faculty rooms in between the trusses that carry the roof level where the multi-sport turf is located. Target completion in 2018. (Project cost: PhP 68.5M)
Renovation of the UP Baguio Auditorium Building
Transformation of the old auditorium building including the refurbishment of the Bulwagang Juan Luna into a modern multipurpose performance theater and establishment of an art gallery (Galerya Kordilyera) and the new offices of the Cordillera Studies Center. This is to be connected via a glass-covered atrium to the Museo Kordilyera. This centrally-located complex will henceforth become the UP Baguio Cultural Hub, which will be the major pedestrian route connecting all the different sections of the campus. (Project cost for structural phase PhP 53M, with ongoing fund sourcing in the amount of PhP 79M for completion and finishing)

Balay International
Mixed-use housing facility intended to accommodate visiting professors, researchers and international students, as well as UPB faculty and staff, situated in the residential zone of the campus overlooking the campus academic core on the north side and the Military Cut-off and Kennon Road areas on the south. The rooms are provided with ample access to outdoor spaces and indoor common areas. (Project cost: PhP 48M)
In 2017, the UPB Bids and Awards Committee successfully conducted a public bidding for the Innovation and Biodiversity Research Center. New TBP Construction and Development Corporation was awarded the project in December 2017. Due for construction in 2018, this building will feature a fabrication laboratory, research rooms and offices and, as it is adjacent to Sunshine Park, will also connect the campus and park spaces. (Project cost: P95M)

Finally, GAA 2018 appropriates PHP 100 million for the Campus-Wide Interconnectivity and Accessibility Project which aims to establish a universally navigable and barrier-free campus. This will introduce an elevated timber pedestrian boardwalk in the campus forest from the HKP to the CSS to connect the two boundaries of the campus, outdoor learning and relaxation spaces, outdoor elevators, erosion control and sustainable storm management.

In addition to the above-mentioned infrastructure projects, UP Baguio has also made significant strides in Information and Communication Technology resources. Notably, between 2012-2017, UP Baguio acquired an additional 353 desktop computers, 70 laptop computers, 102 printers, 32 scanners and 33 LCD projectors for the various academic and support units of the University. Network infrastructure was also significantly enhanced with the installation of network cabling at the CSS-CSC, CAC, KA research room and computer lab, FA faculty room and the LRC-ILC; 127 wireless access points (WAPs) at various locations to improve WiFi coverage on campus, new WAN router at SNO for BGP peering and multi-homing, 10 enterprise-grade managed switches for the UPB core and distribution LAN, and a new fiber optic network facility and equipment to connect existing and new buildings to the UPB core LAN. Internet connectivity was also considerably upgraded with the installation and integration of a 360Mbps eUP fiber optic leased line connection from Comclark superseding other WAN connections in 2016 and a 1Gbps fiber optic leased line connection from DOST/ASTI iGovNet Project in 2017, resulting in a remarkable bandwidth increase of about 6150 percent from 2015 to 2018 (Figure 10). Other improvements in ICT during the period under review include the restoration of the UP Baguio IP-PBX system. A DIY Private Branch Exchange for handling voice traffic via plain old telephone system (POTS) traversing the existing LAN and the installation of videoconferencing facilities at the OC, OVCAA, OVCA and SNO was built for this purpose.

Fig. 10: Increase in bandwidth (in Mbps) from 2012-2018
IMPROVED DEGREE OF HAPPINESS AND WELL-BEING AMONG STUDENTS, FACULTY, ADMINISTRATIVE STAFF AND EMPLOYEES

The delivery of student services and implementation of policies for improved well-being of personnel were facilitated by the Office of the Director for Student Affairs and the Office of the Vice Chancellor for Administration. The ODSA implemented the scholarship and financial assistance programs of the University. Enhanced personnel welfare is seen in the reopening of the Day care Center, regularization of contractual personnel, increased budget for medical allowance and Administrative Development Fund, sustained physical fitness activities and representation of REPS in personnel committees.

IMPROVED STUDENT SERVICES

Scholarships and Financial Assistance
Financial assistance was provided to students by the Socialized Tuition (ST) program of the University. For the period 2012-2016, 37.44 percent of the ST program applicants belonged to Bracket PD 60 (or partial discount 60 percent); 20.8 percent were in Bracket PD 80. Figure 11 also shows that 15 percent of students were given Full Discount (FD), of which 7.51 percent received stipends. Effective SY 2017-2018, the University implemented Free Tuition Program and of 1157 undergraduate students, 1094 or 94.55 percent were recipients of this new program. The Free Tuition program includes tuition fees as well as all other miscellaneous fees.

Fig. 11: Average distribution of students according to ST brackets (2012-2016)
Various scholarships were also awarded by the Office of Scholarships and Financial Assistance. These include some private scholarships (Rotary Club of Baguio, Beta Gamma Phi, NGCP, etc.), UP scholarships (UP Presidential Scholarship and UP Presidential Leadership) and government-sponsored scholarships like the DOST, CHED, AFP (Armed Forces of the Philippines), OWWA (Overseas Workers Welfare Administration), and others.

The Department of Science and Technology (DOST) continued to lead in the number of scholarship grantees and engage the scholars in its Science and Technology Learning Assistance Program. The number of recipients of these scholarships ranges from 194 in 2014-15 to 291 in SY 2015-16 (Figure 12). It should be noted that for the current school year (2017-2018), 20 percent or 231 of the total undergraduate population of 1157 students were recipients of various scholarships.

Financial assistance to students was also given in the form of Student or Graduate Assistantships. Data on the number of SA/GAs as of the first semester of each school year is seen in Figure 13. A total of 314 student and graduate assistants were hired within the six-year period. The decrease in SA/GAs for the current school year could be due to reduced enrollment in the gap years (i.e., UP Baguio did not accept freshmen due to the implementation of the K-12 Basic Education Program).
The Student Loan Program ensured that loan programs were available as part of the student financial assistance programs. Their loan purpose/s may be for academic-related expenses like field trips, paper requirements, and also for daily allowance or for board and lodging fees. The Safe Cash Loan of PhP 5,000.00 is most availed of through the years. Figure 14 shows the number of students who availed of different kinds of loans within the six-year period. The significant reduction in number of students who availed of loans is due to the implementation of the Free Tuition program in SY 2017-2018.

Other services offered to students include counseling and guidance services, medical and dental services, tutorial services by the Learning Resource Center (LRC) as well as support to student organizations. Effective SY 2017-2018, the online application for recognition of student services was initiated by the Office of the Student Relations Officer (SRO).
Personnel Welfare
The welfare of employees of UP Baguio continued to be a priority of the administration. In January 2014, the Board of Regents approved the increase in the subsidy for the annual medical examinations from PhP 800 to PhP 1500 per employee. There was also an increase in the budget of the Administrative Development Fund to enable non-teaching personnel to attend more seminars and workshops for their career growth and development. On 20 July 2015, a participatory strategic planning workshop was conducted for the UP Baguio administrative sector which served to affirm the important role of the administrative personnel in the realization of the University’s goals. The Batang Oble or the UP Baguio Day Care Center was inaugurated on 20 March 2015 and the University hired two personnel to serve as fulltime staff of the center. Effective 2014, the University hired the services of an outside provider to implement its physical fitness program. This includes an hour-long physical exercise program in the form of zumba, yoga and the like which are held thrice a week. The OVCA also holds regular quarterly meetings with administrative personnel while the REPS’ representation in the University’s Academic Personnel and Fellowship Committee (APFC) has been implemented effective 2012. Team building activities have also been conducted every summer in out-of-town venues to enable personnel to reconnect with each other outside of the work place. Finally, a total of 12 contractual personnel have been regularized within the six-year period and are now on permanent status.
UP Baguio has continued and has sustained its commitment to fulfill one of the mandates of the University as a public service university. Effective extension and public service have brought the University of the Philippines Baguio closer not only to its home community, Baguio City, but also its regional constituencies in the Cordillera region and Northern Luzon. This has resulted in a heightened visibility of the University in the region; a wider reach through proactive participation and engagement in various networks, consortia and organizations and increased service to the community through its institutional and individual extension services.

**Extension Programs and Services**

The academic units have continued to offer their institutional extension programs, namely the Summer Institute in the Natural Sciences and Mathematics (SINSM), the Summer Arts Program (SAP) and the Social Sciences Research and Extension Institute (SS REI). The SINSM is a yearly activity of the College of Science which offers training and upgrading in the disciplines of Biology, Chemistry, Physics and Mathematics. For the past two years, the Human Kinetics program has also participated in this endeavor. The SINSM does not only provide lectures and updates to its clients but also hands-on training in laboratory techniques and field work.

The Summer Arts Program is organized by the College of Arts and Communication in collaboration with the University’s Cultural Committee. It offers a wide range of workshops ranging from writing, painting, drawing, dance, photography, basic broadcasting and journalism among others. On 5 December 2017, the Summer Arts Program was granted the UP Gawad Pangulo award for excellence in public service.

The SS REI held its most recent training in 2016 with a workshop on Field Methods in Anthropology with Ethnographic Filmmaking which introduced participants to the fundamental techniques of doing fieldwork through ethnographic research, writing and filmmaking.

The expertise of faculty was also tapped as resource speakers, lecturers, judges in technical clock wise: The Summer Institute of Natural Sciences and Mathematics (SINSM) is an annual extension program of the College of Science that draws on participants from the region for a period of training on natural sciences and mathematics pedagogy facilitated by the faculty of the College of Science; Jhoan Medrano facilitates young participants in the Basic Cartooning workshop; Participants present their output at the culminating activity of the Basic Theater workshop; Dean Elizabeth Calinawagan and Prof. Jo Jularbal along with other awardees received their 2017 Gawad Pangulo for Excellence in Public Service plaques; Broadcasting mentor Jermaine Beltran guides high school students into the workings of filmmaking to include scriptwriting and cinematography.
competitions, facilitators, moderators, members of technical working groups, members of thesis and dissertation panels and others in various training programs and workshops that were organized by external agencies and institutions. Data from the 2012-2014 UP Baguio Accomplishment Reports show that a total of 631 clients benefited from the extension services of the faculty. With more efficient means of capturing data and based on PBB (Performance-based Bonus) reports from 2015-2017, Figure 15 shows an increasing number of persons trained or an increase of 51.47 percent (51.47%) for 2017 compared to 2015.

A team from the College of Arts of Communication was deployed to Balbalasang town in the province of Kalinga to study the Banao language purposely for codification in a dictionary. The research component is balanced by the conduct of workshops for the people in the community facilitated by the same research team.

The total number of persons provided with technical advice also increased from 1183 in 2015 to 1346 in 2017 based on PBB reports. This signifies an increase of approximately 14 percent, as seen in Figure 16.
Increased Visibility in the Community

UP Baguio’s role in the community and in the region is also seen in its wider engagement and participation in consortia, networks and other organizations. In 2012, the University served as prime mover in the Balili River System Revitalization Coalition with Baguio and Benguet LGUs, DENR, DOST and Higher Education Institutions as members. Under the initiative of the Office of the Chancellor, UP Baguio has a key role and actively participates (serving as its Chairman) in the Cordillera Regional Health Research and Development Consortium (CRHRDC), Center for Pangasinan Studies (CPS) and the Baguio Heritage Foundation, Inc. (BHFI). The CRHRDC consists of 25 members from Higher Educational Institutions (HEI) and regional agencies such as DOH and DOST. It focuses on health research and development and this has also served as an avenue for faculty to do their research on health-related issues. On 24 February 2015, the University hosted a people’s summit (600 participants) on “The Baguio We Want” with the Chancellor as facilitator in one of its workshops. He eventually was elected Chairman of the “The Baguio We Want Forum” in 2017 and serves until the present.
For the past six years, the faculty have also been involved as members of Technical Working Groups in the Cordillera such as the Balili River Water Quality Management Area, Amburayan River Water Quality Management Area; Regional Councils in the Cordillera such as the Regional Statistics Committee, Committee on Indigenous Peoples Concerns, and the Committee on Watershed.

Enhanced visibility of UP Baguio in the community is also evident in visits to the webpage of the University. In 2015, UP Baguio launched a redesigned webpage and for the period 16 February 2015 to 25 January 2018, a total of 1,031,182 page views have been recorded.

UP Baguio is at the forefront of a civil society coalition called This Baguio We Want that provides a counter-argument to some contentious initiatives such as the building of a podium parking system at Burnham Park and the cutting of trees at Mt. Santo Tomas.
The UP Baguio administration sustained its agreeable relations with its alumni by working closely with the UP Baguio Alumni Association (UPBAA) and the alumni of student organizations. The dream of having an endowment fund was not realized. However, alumni donations both in cash and in kind were timely, relevant and meaningful. The current and future students of UP Baguio stand to gain (as the direct beneficiaries) from these alumni contributions.

The UP Baguio Alumni Association has continuously implemented its projects with the support of the University. In 2015, it held a homecoming on the occasion of the University’s Foundation Day which featured a sportsfest and an outreach activity. Through the years, it has implemented its “Food for Thought” program which provides free meals to financially challenged students.

Equipment such as two power generators and other operational sundries such as emergency lamps, rain gear, megaphones and other similar tools for use in emergency situations were also donated by the Alpha Phi Omega Fraternity, the Beta Sigma Fraternity, the Sigma Delta Phi Sorority and the Vanguard Baguio Northern Luzon Chapter.

Alumni including former faculty members of the University donated materials for the Library and artifacts to the Museo Kordilyera which are currently on display in the museum. In 2015, an alumni group based in the USA donated a lifetime institutional access to JSTOR, a digital library of academic journals, books and primary resources which are useful to students, faculty and researchers. Alumni of student organizations and fraternities have also donated audio-visual equipment, electronic billboards or message boards and television monitors which are now displayed in the lobby as well as paintings for the Art Gallery of the College of Arts and Communication. A number of students have also been recipients of scholarship grants from fraternities.

In December 2016, the University activated the Alumni Affairs Desk under the Office of Public Affairs with a faculty as administrator. This office is primarily tasked to establish a database of UP Baguio alumni.
The UP Baguio executive staff for the academic year 2013 are (left to right) Prof. Jocelyn R. Rafanan (University Registrar), Dr. Anna Christie V. Torres (Dean, College of Arts and Communication), Dr. Rosemary M. Gutierrez (Dean, College of Science), Dr. Wilfredo V. Alangui (Vice Chancellor for Academic Affairs), Dr. Raymundo D. Rovillos (Chancellor), Prof. Jessica K. Cariño (Vice Chancellor for Administration), Dr. Lorelei C. Mendoza (Dean, College of Social Sciences), Dr. Corazon L. Abansi (Director for Student Affairs), and Prof. Ma. Victoria R. Costina (Director, Office of Public Affairs).

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