

# Assessment of Master Development Plan of La Consolacion University Philippines: From the Stakeholders' Perspective

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**Abstract:-** The present study aims to assess the master development plan (MDP) of La Consolacion University Philippines from the stakeholders' perspectives. The MDP is a long-term strategic plan that details land acquisition, use and development of the University's campus spaces. In order to ascertain the usage of its grounds by the stakeholders and to generate insights going forward, the study takes into consideration the stakeholders' views from the perspectives of students, parents, administration, and alumni. The study uses focus group discussions and survey questionnaires to generate findings and insights to deliver valuable data for future development planning within the University. Findings of the study show that while the stakeholders view that the MDP is in-line with the University's vision, mission, and goals; the stakeholders hold some concerns regarding ground traffic and flow.

## I. INTRODUCTION

Amid the fury and fray of immediate tasks on any campus, a campus master plan can calm the storm. It provides a long-term vision as to how a campus should grow to meet future needs while also reserving the things most valuable to us, such as culture and history. By definition, master plans provide a big-picture perspective of an institution's countless moving parts, offering a "roadmap" for how those parts will grow and shift over time.

The Master Development Plan assessment addresses the issue of master planning and their role in advancing the goals of sustainable development of La Consolacion University Philippines. The empirical research is based on two complementary methods: interviews with planners and the assessment of master plan based on a set of pre-determined criteria. Despite the existence of a campus master plan, they are perceived as a goal in administration rather than a means. Sustainability considerations are often part of this plan; however, planners themselves seem to have difficulties in labelling a certain policy/program as sustainable or not.

### ➤ *Planning School Infrastructure*

Figueroa, Lim and Lee (2015) conducted a spatial analysis on Philippine public school facilities to provide a portrait on the condition of public school facilities in the country. A number of interesting insights had been generated in the study. For one, schools in the northern provinces were found to be in comparably better conditions, while being overcrowded, remains to be well maintained. Meanwhile, schools in the eastern seaboard of the country were found to be in poor conditions due to various circumstances.

The study of Suleman and Hussain (2014) concluded that a conducive classroom environment bears a significant positive effect on the secondary school students' academic achievement scores. The study, having fitted into an experimental setup, further proved that students with a more conducive environment had significantly improved achievement scores comparable to students under less desirable environments. Bordreaux, Martin, and McNeal (2016) further supported the notion of a strong relationship between school facilities and student academic achievement. In their study, they had found that no significant differences between middle and high school teachers were found when conceding on this concept. However, a significant difference lies between teachers who worked in schools with better reading and math proficiency test scores based on standardized tests. A good school physical environment had also been shown to be positively related with the comfort level of teaching and learning in the classroom (Puteh, et.al., 2015). A school's physical environment was also seen to be positively related with a student's moderate-to-vigorous physical activity levels (MVPA) in school. Moreover, school social capital and MVPA had also been found to be significantly positive. The results state that social capital and physical environment were seen to be important factors in making sure students are physically active in school.

Ibrahim, et.al. (2016) conducted a needs assessment for one local school area using geomapping and planning standards and guidelines. Their study showed that proper school planning can be had with proper stakeholder consultation that considers all of the user's needs and abilities. Financial support and the application of an

inclusive design of space is warranted as well. Acharya and Maharjan (2017) facilitated needs assessment through a survey among students. Results of their survey revealed that in Nepal, private school facilities were found to be better compared to their public counterparts. This difference was more pronounced in terms of computer laboratories. The study of Alsuiadi (2015) also found that parents also found computer services, in addition to a good theater/auditorium, is an indicator of their preference to school facilities. In addition, they also found sport activities, particularly good indoor games, as an important consideration in the parents' school choice process. The need to improve facilities in public schools is widely stressed in many studies in the literature. It is important to keep up with global and local initiatives to provide education for all. In pursuit of this goal, countries have started creating policies that subsidize education across all levels. This presents an increase in enrollment, which presents a challenge in ensuring that all enrollees enjoy quality instructional facilities (Kapinga, 2017).

Filippi and Sirombo (2015) further stressed the importance of green initiatives by initiating green audits on existing structures. A "green school implementation" sees the maximization of profits with a lesser environmental impact. The green audit was performed using post occupancy evaluation methods and energy audit procedures. The study of Zepatou, et.al., (2016) of Greek schools showed that the schools have been rated as "good"

in terms of sustainability, and that teachers believe on the importance of selecting construction materials that are friendly to the environment and health.

#### ➤ *Statement of the Problem*

The study sought to conduct an assessment of the Master Development Plan (MDP) of La Consolacion University Philippines from the perspective of its various stakeholders. Specifically, the study aims to answer the following questions.

- How do the stakeholders assess the MDP of LCUP in terms of the following:
  - ✓ Administrative concerns and support?;
  - ✓ Sensible utilization of space?
- What insights did the stakeholders hold concerning the MDP?
- What implications maybe drawn based from the findings of the study?

#### ➤ *Conceptual Framework*

The study makes use of an input-process-output, which explains the recommendatory nature of the study. It seeks to generate insights from both the quantitative and qualitative results of the study towards providing a more nuanced assessment of LCUP's master development plan. Figure 1 presents this framework.

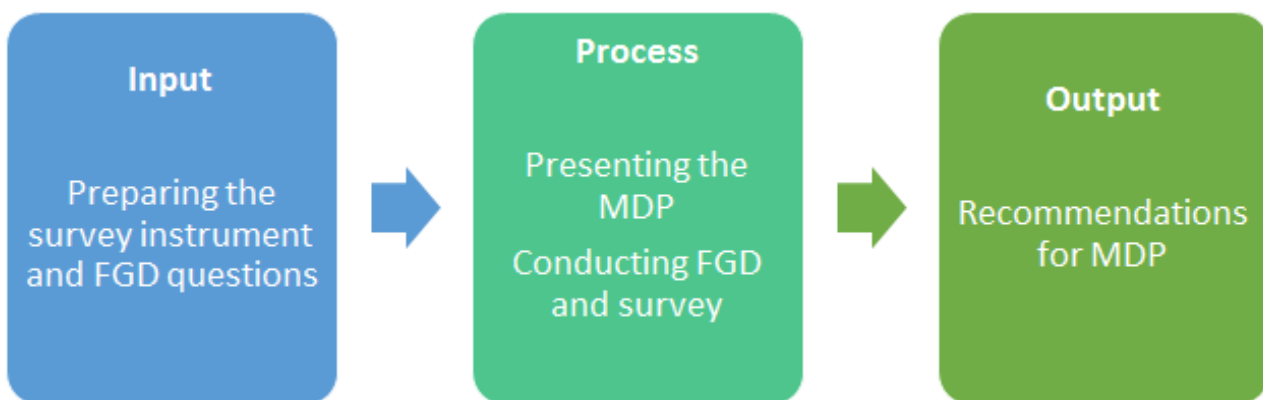


Fig 1:- Conceptual Paradigm of the Study

In the Input phase of the study, the research would facilitate the development of instruments and questions for the focus group discussion. Since the study would undertake a mixed methods design, both of these data gathering processes are important for the study's undertaking. In the Process phase, the researchers would present the master development plan, followed thereafter with the focus group discussion and survey results, respectively. Lastly, in the Output phase, the researchers would formulate recommendations to improve the enactment of the master development plan for LCUP.

#### ➤ *Scope and Delimitation of the Study*

The study's respondents would primarily involve stakeholders: from the students, parents, administration, and alumni. However, not all stakeholder groups were

considered for the study. Several inclusion and exclusion criteria were considered for the study. The student respondents were members of the student councils, and were selected as the representative body of the students. The parents were hence selected because of their function as the Parent-Teacher Circle of the Basic Education Department. The administration and alumni presented further complications, as the alumni selected as respondents also held administrative posts in LCUP. The study was conducted in two sessions: the first session included the students and parents; while the second session included both administration and alumni representatives. All of the stakeholders

## II. METHODOLOGY

The study utilized the mixed methods approach, which typically uses “qualitative results to assist in explaining and interpreting the findings of a primarily quantitative study” (Creswell, Clark, Gutmann and Hanson, 2003). This design was used to provide more nuance into the ensuing quantitative assessment present in this study, which is one of the qualifiers for a study to adapt a mixed-methods approach. The quantitative dimension was conducted using a locally-made survey questionnaire. The instrument has an 18 Likert-type items with four response scales: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1).

Score	Range	Verbal Interpretation
4	3.50-4.00	Strongly Agree
3	2.50-3.49	Agree
2	1.50-2.49	Disagree
1	1.00-1.49	Strongly Disagree

Meanwhile, the qualitative dimension of the study is conducted through a focus group discussion. The discussion has been projected to be short, focusing only on generating insights and responses of the stakeholder groups on their concerns on the master development plan.

In interpreting the results of the study, means were used for interpreting the survey results. On the other hand, insights from the focus group discussion were grouped and enumerated using thematic analysis.,

## III. RESULTS AND DISCUSSION

### ➤ Administrative Concerns and Support

The stakeholders were asked regarding different aspects of administrative concern and support existing in the fulfillment of the master development plan of LCUP. Items under this aspect pertain to the various administrative considerations in fulfilling the master development plan, including aspects on financial and bureaucratic support.

Table 1 shows the responses of the Alumni group.

ITEM	Mean	Interpretation
The existing Master Development Plan (MDP) of LCUP is a useful institutional document (i.e., accreditation).	3.43	Agree
The MDP still reflects the strategic goals of the institution, and more specifically, on LCUP's Five-Year Development Plan and Operational Plan.	3.29	Agree
The proposed projects in the MDP were properly implemented by the University officials.	2.93	Agree
The top management presented the projects to the University administrators before it was approved by the Board of Trustees (BOT).	2.86	Agree
The projects are approved by the Mother General of the ASOLC, its Councils, and by the Board of Trustees.	3.21	Agree
The projects being implemented reflects the University's priorities.	3.07	Agree
The projects being implemented is based on recommendations of accrediting bodies (i.e., PAASCU, PACUCOA).	3.00	Agree
The projects are being supported by the PTA and Alumni Association.	2.86	Agree
The projects for campus development (i.e., buildings, facilities) were executed and finished in a timely manner or in reasonable time.	2.50	Agree
There has been proper coordination and communication to all concerned individuals before, during, and after the project implementation.	2.50	Agree
There is a proper coordination and communication to all concerned individuals before, during, and after the project implementation.	2.57	Agree
The existing MDP is gearing towards the right direction parallel to the University's present directions.	3.07	Agree
<b>TOTAL</b>	<b>2.93</b>	<b>Agree</b>

Table 1:- Administrative Concerns and Support: Alumni Responses

The highest response for the alumni is on the item “The MDP still reflects the strategic goals of the institution, and more specifically, on LCUP’s Five-Year Development Plan and Operational Plan” with an average of 3.29, while the lowest item is “The projects for campus development (i.e., buildings, facilities) were executed and finished in a timely manner or in reasonable time” and “There has been proper coordination and communication to all concerned individuals before, during, and after the project implementation” with means of 2.50. All three items had an interpretation of *Agree*.

Table 2 shows the responses of the Administrative group.

ITEM	Mean	Interpretation
The existing Master Development Plan (MDP) of LCUP is a useful institutional document (i.e., accreditation).	3.50	Strongly agree
The MDP still reflects the strategic goals of the institution, and more specifically, on LCUP’s Five-Year Development Plan and Operational Plan.	3.21	Agree
The proposed projects in the MDP were properly implemented by the University officials.	3.00	Agree
The top management presented the projects to the University administrators before it was approved by the Board of Trustees (BOT).	3.36	Agree
The projects are approved by the Mother General of the ASOLC, its Councils, and by the Board of Trustees.	3.36	Agree
The projects being implemented reflects the University’s priorities.	3.21	Agree
The projects being implemented is based on recommendations of accrediting bodies (i.e., PAASCU, PACUCOA).	3.07	Agree
The projects are being supported by the PTA and Alumni Association.	3.21	Agree
The projects for campus development (i.e., buildings, facilities) were executed and finished in a timely manner or in reasonable time.	3.00	Agree
There has been proper coordination and communication to all concerned individuals before, during, and after the project implementation.	2.93	Agree
There is a proper coordination and communication to all concerned individuals before, during, and after the project implementation.	2.86	Agree
The existing MDP is gearing towards the right direction parallel to the University’s present directions.	3.07	Agree
<b>TOTAL</b>	<b>3.15</b>	<b>Agree</b>

Table 2:- Administrative Concerns and Support: Administrative Responses

The highest item for the administration is the item “The existing Master Development Plan (MDP) of LCUP is a useful institutional document (i.e., accreditation)” with a mean of 3.50 and an interpretation of *Strongly Agree*. Meanwhile, the lowest item is the “There is a proper coordination and communication to all concerned individuals before, during, and after the project implementation” with a mean of 2.86 and an interpretation of *Agree*.

Table 3 shows the responses of the Parents’ group.

ITEM	Mean	Interpretation
The existing Master Development Plan (MDP) of LCUP is a useful institutional document (i.e., accreditation).	3.33	Agree
The MDP still reflects the strategic goals of the institution, and more specifically, on LCUP’s Five-Year Development Plan and Operational Plan.	3.00	Agree
The proposed projects in the MDP were properly implemented by the University officials.	3.33	Agree
The top management presented the projects to the University administrators before it was approved by the Board of Trustees (BOT).	3.33	Agree
The projects are approved by the Mother General of the ASOLC, its Councils, and by the Board of Trustees.	3.33	Agree
The projects being implemented reflects the University’s priorities.	3.33	Agree
The projects being implemented is based on recommendations of accrediting bodies (i.e., PAASCU, PACUCOA).	3.33	Agree
The projects are being supported by the PTA and Alumni Association.	3.33	Agree

The projects for campus development (i.e., buildings, facilities) were executed and finished in a timely manner or in reasonable time.	3.00	Agree
There has been proper coordination and communication to all concerned individuals before, during, and after the project implementation.	3.33	Agree
There is a proper coordination and communication to all concerned individuals before, during, and after the project implementation.	3.00	Agree
The existing MDP is gearing towards the right direction parallel to the University's present directions.	3.33	Agree
<b>TOTAL</b>	3.25	Agree

Table 3:- Administrative Concerns and Support: Parents' Responses

Most of the items for the parents' response rated at 3.33, while only three items; "The MDP still reflects the strategic goals of the institution, and more specifically, on LCUP's Five-Year Development Plan and Operational Plan"; "The projects for campus development (i.e., buildings, facilities) were executed and finished in a timely manner or in reasonable time"; and "There is a proper coordination and communication to all concerned individuals before, during, and after the project implementation" were given a mean of 3.00. All of these items were given an interpretation of *Agree*.

Table 4 shows the responses of the Students' group.

ITEM	Mean	Interpretation
The existing Master Development Plan (MDP) of LCUP is a useful institutional document (i.e., accreditation).	4.00	Strongly agree
The MDP still reflects the strategic goals of the institution, and more specifically, on LCUP's Five-Year Development Plan and Operational Plan.	3.60	Strongly agree
The proposed projects in the MDP were properly implemented by the University officials.	3.33	Agree
The top management presented the projects to the University administrators before it was approved by the Board of Trustees (BOT).	3.47	Agree
The projects are approved by the Mother General of the ASOLC, its Councils, and by the Board of Trustees.	3.80	Strongly agree
The projects being implemented reflects the University's priorities.	3.47	Agree
The projects being implemented is based on recommendations of accrediting bodies (i.e., PAASCU, PACUCOA).	3.67	Strongly agree
The projects are being supported by the PTA and Alumni Association.	3.33	Agree
The projects for campus development (i.e., buildings, facilities) were executed and finished in a timely manner or in reasonable time.	3.47	Agree
There has been proper coordination and communication to all concerned individuals before, during, and after the project implementation.	3.07	Agree
There is a proper coordination and communication to all concerned individuals before, during, and after the project implementation.	3.27	Agree
The existing MDP is gearing towards the right direction parallel to the University's present directions.	3.53	Strongly agree
<b>TOTAL</b>	3.50	Strongly agree

Table 4:- Administrative Concerns and Support: Students' Responses

The highest rated item for the students is the item, "The existing Master Development Plan (MDP) of LCUP is a useful institutional document (i.e., accreditation)" with the highest mean of 4.00, which was interpreted as *Strongly Agree*. Meanwhile, the lowest rated item is "There has been proper coordination and communication to all concerned individuals before, during, and after the project implementation" with a mean of 3.07 and an interpretation of *Agree*.

Findings of the study reveal that most of the stakeholders appreciate the master development plan as a usable and important document for accreditation. However, most of the stakeholders also found that not enough communication was facilitated, or at least a better communication must take place, in order to enact the master development plan.

#### ➤ *Sensible Utilization of Space*

The stakeholders were also asked regarding the utilization of space in the University as per the master development plan, and whether it abides on certain universal design principles. Table 5 shows the responses of the Alumni group.

ITEM	Mean	Interpretation
Considering the impact of recent trends in higher education, campus facilities are compliant to current standards.	3.00	Agree
There are enough green spaces in the University.	2.36	Disagree
Sacred spaces and places of worship are present and well-kept in the University.	3.21	Agree
There is a systematic flow of vehicular and human traffic in the campus.	2.79	Agree
There are sufficient parking spaces in the campus.	2.64	Agree
There is an established, functioning security system in the campus.	2.57	Agree
<b>TOTAL AVERAGE</b>	<b>2.76</b>	<b>Agree</b>

Table 5:- Sensible Utilization of Space: Alumni Responses

The highest rated item from the Alumni responses is the item “Considering the impact of recent trends in higher education, campus facilities are compliant to current standards” with a mean of 3.00 or an interpretation of *Agree*. Meanwhile, the lowest rated item is “There are enough green spaces in the University” with 2.36 or an interpretation of *Disagree*. The succeeding Table 6 shows the Admin’s responses.

ITEM	Mean	Interpretation
Considering the impact of recent trends in higher education, campus facilities are compliant to current standards.	2.86	Agree
There are enough green spaces in the University.	2.86	Agree
Sacred spaces and places of worship are present and well-kept in the University.	3.14	Agree
There is a systematic flow of vehicular and human traffic in the campus.	2.71	Agree
There are sufficient parking spaces in the campus.	2.79	Agree
There is an established, functioning security system in the campus.	2.86	Agree
<b>TOTAL AVERAGE</b>	<b>2.87</b>	<b>Agree</b>

Table 6:- Sensible Utilization of Space: Administrative Responses

The highest rated item is “Sacred spaces and places of worship are present and well-kept in the University” with a mean of 3.14. Meanwhile, the lowest rated item is “There is a systematic flow of vehicular and human traffic in the campus” with 2.71. All of the items were given an interpretation of *Agree*. The succeeding Table 7 presents the parents’ responses.

ITEM	Mean	Interpretation
Considering the impact of recent trends in higher education, campus facilities are compliant to current standards.	3.33	Agree
There are enough green spaces in the University.	3.33	Agree
Sacred spaces and places of worship are present and well-kept in the University.	3.33	Agree
There is a systematic flow of vehicular and human traffic in the campus.	3.33	Agree
There are sufficient parking spaces in the campus.	3.33	Agree
There is an established, functioning security system in the campus.	3.33	Agree
<b>TOTAL AVERAGE</b>	<b>3.33</b>	<b>Agree</b>

Table 7:- Sensible Utilization of Space: Parents’ Responses

All of the items gathered a rating of 3.33, and a verbal interpretation of *Agree*. Lastly, the succeeding Table 8 presents the Students’ responses.

ITEM	Mean	Interpretation
Considering the impact of recent trends in higher education, campus facilities are compliant to current standards.	3.20	Agree
There are enough green spaces in the University.	2.53	Agree
Sacred spaces and places of worship are present and well-kept in the University.	3.40	Agree
There is a systematic flow of vehicular and human traffic in the campus.	2.87	Agree
There are sufficient parking spaces in the campus.	3.13	Agree
There is an established, functioning security system in the campus.	3.13	Agree
<b>TOTAL AVERAGE</b>	3.04	Agree

Table 8:- Sensible Utilization of Space: Students' Responses

The highest rated item from the students' responses is "Sacred spaces and places of worship are present and well-kept in the University" with a mean of 3.20. Meanwhile, the lowest rated item is "There is a systematic flow of vehicular and human traffic in the campus" with a mean of 2.87. All of the items were given a verbal interpretation of Agree.

Findings of the survey show that most of the stakeholders found that a sufficient amount of space was given to sacred spaces and places of worship. As a Catholic university, this can be considered as an important consideration in master planning the campus. Meanwhile, the stakeholders also found it a concern that human and vehicle traffic are not systematic and sensible enough inside the campus.

#### ➤ Focus Group Insights

A number of insights have been addressed by the stakeholders in the ensuing focus group discussion.

- **Safety and security of children during natural calamities.** One of the parents' concerns during the discussion was if the buildings on the campus grounds were earthquake proof, following an earthquake incident a few weeks prior to the focus group discussion. Moreover, administration stakeholders found that there is a lack of emergency exits conformant to the fire code and safety standards. One administrator expressed the need for permit compliances.
- **Lack of green spaces.** The student representatives echoed their views regarding the lack of green spaces in the campus. Since the students have been in a long time inside the campus, most of them have expressed concerns on the growing number of cut trees within the campus. Similar sentiments were also expressed by the administrators and alumni stakeholders present during the focus group discussion.
- **Lack of student common areas.** Moreover, the students also expressed the lack of common areas where students can gather in groups. While they have acceded to the presence of student lounges, they expressed their preference for spaces with breathing areas.

- **Renovation of existing facilities.** The administrators and alumni had a shared opinion regarding the current state or condition of the existing facilities. While it has been addressed that matters of maintenance are irrelevant to the discussion of the master development plan, the number of instances when this topic has emerged brings into perspective the urgency of the matter is for both administrators and alumni. One alumna expressed her concern on the state of the Cassiacum Gym as it needs renovations.

#### ➤ Implications of the Findings of the Study

Insights from both the quantitative and qualitative aspects of the study have given few key points to consider in ensuring that the master development plan is enacted smoothly and responsibly.

- **The Master Development Plan is sufficient in developing the University according to its Vision, Mission, and Goals.** Having seen that no stakeholders expressed a need for additional facilities that were not already included in the master development plan, it is sufficient to say that the existing plan has considered the development of the University from the point of its value statements.
- **The stakeholders need a more active role and participation in the Master Development Plan.** In the results of the survey in terms of administrative concerns and support, communication and coordination of the fulfillment of the plan is seen as a weak point. Thus, future developments may consider a more active stakeholder engagement than what the present condition asks.
- **The development of grounds and traffic is a much more urgent concern for the stakeholders.** Perhaps what would considerably be the closest concern of the stakeholders on the master development plan is the development of grounds and ground traffic. Buildings were not seen to be much of a priority, but more moveable and breathable spaces are much desired.

#### IV. CONCLUSION

The present study sought to assess the implementation of the master development plan of La Consolacion University Philippines. A mixed-methods approach was designed for the study, utilizing insights from a quantitative data gathering and given more nuance by qualitative data generated from focus group discussions. The study has successfully generated insights that would help in the further implementation of the master development plan from hereon.

➤ **How do the stakeholders assess the MDP of LCUP in terms of the following:**

- *Administrative concerns and support:* The stakeholders found that the master development plan as a usable and important document for accreditation. However, they found that better communication should be facilitated in implementing the master development plan.
- *Sensible utilization of space:* The stakeholders found a sufficient amount of space was given to sacred spaces and places of worship. Meanwhile, much is still desired in terms of human and vehicle traffic.

➤ **What insights did the stakeholders hold concerning the MDP?:** The stakeholders expressed concerns on the following matters: safety and security of children during natural calamities; lack of green spaces; lack of student common areas; and renovation of existing facilities.

➤ **What implications maybe drawn based from the findings of the study:** The following implications are herein derived based from the findings of the study:

- The Master Development Plan is sufficient in developing the University according to its Vision, Mission, and Goals
- The stakeholders need a more active role and participation in the Master Development Plan
- The development of grounds and traffic is a much more urgent concern for the stakeholders

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