

Alfredo E. Pascual

President, University of the Philippines

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PROFILE

Alfredo E. Pascual is the 20th President of the University of the Philippines (U.P.), the country's national university. He assumed the position in February 2011 for a term of six years. He teaches finance and management.

Founded in 1908, U.P. is now a system of seven constituent universities and a constituent college with a total of over 58,000 students and 12,000 faculty and staff spread in 17 campus sites across the Philippines.

President Pascual is implementing a strategic plan to launch U.P. on a trajectory of becoming a great university in the 21st century—a university that takes leadership in the development of a globally competitive Philippines. He has carried out reforms, programs, and projects to transform U.P. into a research-intensive university, promote internationalization, modernize pedagogy, formalize quality assurance, and strengthen public service and sports development. He has ensured that qualified students with financial difficulties are able to enroll, while continuing to address the challenge of increasing the admission to U.P. of students from the underserved sectors. To strengthen the faculty, he has allocated more funds for doctoral studies abroad, interdisciplinary research grants, professorial chairs, international publications, and other performance awards.

To create a supportive environment for academic excellence, President Pascual has worked on improving the financial and administrative operations of U.P. He has achieved substantial increases in government funding for U.P.; raised donations from alumni and friends for student scholarships, professorial chairs, and physical facilities; and generated income from U.P.'s land assets. He is implementing a university-wide integrated information system to sharpen decision making, speed up service delivery, and strengthen contro

Prior to U.P., President Pascual worked at Asian Development Bank (ADB) for 19 years in various positions including Director of Private Sector Operations, Director of Infrastructure Finance, and Advisor for Public-Private Partnership. He spent most of his ADB career at the bank's headquarters in Manila, but also had postings in New Delhi and Jakarta.

For eight years in the 1970s, he was among the pioneers of investment banking in the Philippines, holding executive positions in Bancom Development Corporation, Philippine Pacific Capital (now RCBC Capital), and First Metro Investment Corporation.

As an educator, President Pascual spent 9 years as the American Express Foundation Professor of Financial Management at the Asian Institute of Management (AIM). Early in his career, he taught for about a year at U.P. and for four years (part-time) at the Ateneo de Manila University.

President Pascual obtained BS Chemistry (*cum laude*) and MBA from U.P. He attended the EEC-ASEAN Teacher Programme at the Euro-Asia Center in INSEAD, France. He was conferred the honorary degrees of Doctor of Sciences by the Pamantasan ng Lungsod ng Maynila (University of the City of Manila), Doctor of Humanities by the Partido State University, and Doctor of Pedagogy by Angeles University Foundation.

In college, he was a science scholar and student leader. He enjoyed scholarships from U.P. and the government (through NSDB, now DOST), and served as President of the U.P. Debating Society and as Councilor-at-Large in the University Student Council, among others.

Among his more recent awards are the Presidential Lingkod Bayan Award, the Rotary Golden Wheel Award for Higher Education, and the U.P. College of Business Administration Distinguished Alumnus Award.

Currently, President Pascual is also a Professorial Lecturer at the College of Economics and Management of U.P. Los Banos, the Chairman of the U.P. Foundation, Inc., a Trustee of the International Rice Research Institute (IRRI), and a Trustee of the Philippine Institute for Development Studies (PIDS). At the international level, he is the President of the Korean Studies Association of Southeast Asia (KoSASA), and a Steering Committee member of the Association of Pacific Rim Universities (APRU) and of the Southeast and South Asia and Taiwan Universities (SATU).

President Pascual is a member and has served as a Governor of the Management Association of the Philippines (MAP), a lifetime member of the Financial Executives Institute of the Philippines (FINEX), and a member of the Rotary Club of Makati. In the run up to the Presidential election in May 2010, he served as a lead convener and spokesman of the Automated Election System (AES) Watch.

He was a member of the U.P. Board of Regents before becoming U.P. President.

EDUCATION & TRAINING

University of the Philippines

Master of Business Administration (MBA), 1972

BS in Chemistry (*cum laude*), 1969

Euro-Asia Center, INSEAD, Fontainebleau, France

EC-ASEAN Teacher Program, 1988

Rotary International's Group Study Exchange, 1975

(to New York, U.S.A. and Ontario, Canada)

EMPLOYMENT

2011-present **University of the Philippines**

President & CEO

Co-Chair of the Board of Regents

Professorial Lecturer, College of Economics and Management

- 1989-2008 **Asian Development Bank** (Manila Headquarters, Jakarta, New Delhi)
Advisor for Public-Private Partnership (Jakarta Resident Mission)
Director, Private Sector Operations (Manila HQ)
Director, Infrastructure Finance (Manila HQ)
Head, Project Finance (Manila HQ)
Senior Investment Officer (Manila HQ & New Delhi Resident Mission)
- 1980-1989 **Asian Institute of Management**
The American Express Foundation Professor of Financial Management
Director, Advanced Bank Management Program
Chair, MBA I Program
- 1978-1979 **State Investment House, Inc.**
Vice President for International Finance
- 1976-1977 **First Metro Investment Corporation**
Vice President for Investment Banking
- 1974-1976 **Philippine Pacific Capital Corporation (now RCBC Capital)**
Assistant Vice President for Corporate Finance
- 1972-1974 **Bancom Development Corporation (merged with Union Bank)**
Project Manager / Assistant Treasurer
- 1969-1970 **University of the Philippines**
Instructor, Department of Chemistry
- 1973-1978 **Ateneo de Manila University**
Part-time Lecturer, Department of Management Engineering
Part-time Lecturer, Department of Business Management

PUBLICATIONS

Public-Private Partnership in Infrastructure Development

Routes. No. 332. Paris: Mondiale de la Route, 2006. pp. 52-61.

Private Sector Participation in Infrastructure: Experience in Asia.

The Transnational Lawyer (Pacific McGeorge Global Business & Development Law Journal).
Vol. 18. Sacramento, California: Pacific McGeorge School of Law, 2004. pp. 107-115.

Risk and the Multinational Enterprise.

The Asian Manager. June 1988. Makati: Asian Institute of Management. pp. 4-11.

Financial Institutions and Markets in the Philippines.

A chapter in **Financial Institutions and Markets in Southeast Asia**,
edited by Michael T. Skully. London: Macmillan Press Ltd, 1984.

AWARDS & HONORS (Recent)

The Presidential Lingkod Bayan Award, Civil Service Commission, Malacañan Palace, 2014

Doctor of Sciences (*honoris causa*), *Pamantasan ng Lungsod ng Maynila*
(University of the City of Manila), 2015

Doctor of Pedagogy (*honoris causa*), Angeles University Foundation, 2012

U.P. Vanguard Oblation Award, 2015

The Ulirang Ama Award for Education, 2014

The Rotary Golden Wheel Award for Higher Education, 2013

UP Alumni Association Presidential Award, 2013

Outstanding ROTC Alumni Award, ROTC Centennial, Armed Forces of the Philippines, 2012

Distinguished Alumnus Award, U.P. College of Business Administration, 2009

INSTITUTIONAL BOARDS & COUNCILS (Current)

Member, Board of Trustees, International Rice Research Institute (IRRI)

Member, Board of Trustees, Philippine Institute for Development Studies (PIDS)

Member, Board of Trustees, Philippine Center for Economic Development (PCED)

Member, Board of Trustees, Philippine Science High School (PSHS) System

Member, Board of Trustees, Small Enterprises Research & Development Foundation (SERDEF)

Member, Scientific Career Council, Philippines

Member, Foreign Service Institute Board, Philippines

Member, Armed Forces of the Philippines (AFP) Multi-Sector Governance Council (MSGC)

Member, National Industry-Academe Council (NIAC)

Chair, Board of Trustees, U.P. Foundation, Inc. (UPFI)

Chair, Board of Trustees, U.P. Provident Fund, Inc. (UPFI)

Chair, Board of Trustees, NEC Foundation, Inc.

PROFESSIONAL, CIVIC & OTHER ASSOCIATIONS (Current & Past)

Management Association of the Phils (MAP), Governor (2013-2014), Member (2009-present)

Financial Executives Institute of the Philippines (FINEX), Member (1977-present)

Rotary Club of Makati, Member (2002-present)

Rotary Club of Ortigas Center, Charter Member (1992-1993)

Rotary Club of Diliman, Charter Member (1976-1989)

Manila Jaycees (now JCI Manila), Past Member (1980s)

University of the Philippines Alumni Association (UPAA), President (2009-2010)

Automated Election System (AES) Watch, Lead Convener, 2009-2010 (AES Watch was convened as an independent, broad-based and multi-sector coalition to monitor the preparation for and conduct of the Philippines' first ever nationwide poll automation of May 2010.)

INTERNATIONAL UNIVERSITY ASSOCIATIONS & NETWORKS (Current)

Korean Studies Association of Southeast Asia (KoSASA): President (2015-present)

Association of Pacific Rim Universities (APRU): Steering Committee (2014-present)

ASEAN University Network (AUN): Annual Presidents Meeting (2011-present)

Southeast Asia & South Asia & Taiwan Universities (SATU): Steering Committee (2012-present)

CORPORATE BOARDS (Past)

Director, Everbright Bank of China, China

Director, Xiamen International Bank, China

Director, AIG India Sectoral Fund, India

Director, Andhra Petrochemicals Ltd., India

Director, Creditcapital Venture Fund Ltd., India

Director, DCL Polyesters Ltd., India

Director, Global Trust Bank Ltd., India

Director, Indian Acrylics Ltd., India

Director, Infrastructure Development Finance Company Ltd., India

Trustee, SARA Fund Trustee Company Ltd., India

Director, Twentieth Century Finance Corporation, India

Trustee, ShoreCap International Ltd., Netherlands

Director, Mutual Fund Company of the Philippines, Philippines

AWARDS BOARDS (Past)

Chair, Board of Judges, FINEX-ING Chief Financial Officer of the Year Award, 2011 & 2012

Member, Philippine Stock Exchange Bell Awards Panel of Judges, 2013

Member, Board of Judges, 48th Anvil Awards,
Public Relations Society of the Philippines (PRSP), 2013

Member, Board of Judges, The Outstanding Philippine Soldiers (TOPS) Awards,
Metrobank Foundation. 2013

Member, Board of Judges, The Country's Outstanding Policemen in Service (COPS) Awards,
Metrobank Foundation, 2011

WORLD PANEL (2002-2003)

Member representing ADB, World Panel on Financing Water Infrastructure, 2002-2003

Chaired by Michel Camdessus (former IMF Managing Director), the panel held consultations with investors, bankers, policy makers, academics, NGOs, and civil society organizations in Manila, Washington D.C., The Hague, Johannesburg, Paris, and London. The panel's final report was presented at the 3rd World Water Forum in Kyoto in 2003.

SELECTED SPEECHES AND PRESENTATIONS (2004-2015)

Keynote Speech: The Internationalization of Higher Education and the University of the Philippines. U.P. Diliman Symposium on Intensifying International Engagement. College of Engineering Theater, Melchor Hall, U.P. Diliman, 25 April 2016

Keynote Speech: Culture, Creativity, innovation. U.P. Research and Creative Work Leaders Conference (U.P. Knowledge Festival). Taal Vista Hotel, Tagaytay City, 18 April 2016.

Education as the Great Equalizer. Rotary International District 3830 Conference, Sofitel Philippine Plaza, Pasay City, 16 April 2016.

Commencement Speech: Graduates Moving Towards Advanced and Innovative Educational Communities. Partido State University. Goa, Camarines Sur, 28 March 2016.

Pleanary Talk on Human Capital Development. Conference on Building Urban Platforms for Innovation, Inclusion and Resilience. NXCities Philippines and Bases Conversion and Development Authority (BCDA). Shangri-la at the Fort, Bonifacio Global City, 8 March 2016.

Keynote Speech: Internationalization of Graduate Education in the Context of ASEAN. International Symposium of U.P. Los Banos. Acacia Hotel Manila, Muntlupa, 8 March 2016.

Keynote Speech: What binds is greater than what divides us. Conference on Asian Development & Peace. Balay Kalinaw, U.P. Diliman Campus, Quezon City, 29 January 2016.

Keynote Speech: Competitiveness in the ASEAN Integration. Launching of the Design Engineering Seminar Series. National Engineering Center, U.P. Diliman, 18 January 2016.

University Ranking: Do We Need It. 2nd Public University Leadership and Governance Conference. Pullman Hotel, Kuala Lumpur Bangsar, Malaysia, 16 December 2015.

Philippine Education Revolution through Open and Distance e-Learning. 4th National Conference on Open and Distance eLearning. Crowne Plaza, Quezon City. 5 November 2015.

Korea and Southeast Asia: Building Partnerships in Education. Academy of Korean Studies (AKS) International Conference. Intercontinental Seoul COEX, Seoul, Korea, 15 September 2015.

Enriching Graduate Students' Experience and the Imperatives of a Research and Graduate University. Leadership & and Research Conference. U.P. Los Banos, 15 May 2015.

Molding the Next Generation of Innovative Leaders. Panel speaker, Management Association of the Philippines, Makati City, 26 May 2015.

Knowledge Partnerships. Thought Leaders Panel discussant, 3rd Asia Think Tank Summit. Asian Development Bank, Mandaluyong City, 21 May 2015.

Developing 21st Century Innovators for Sustainable and Inclusive Growth: the role of the Association of Pacific Rim Universities (APRU). APEC High Level Policy Dialogue on S&T in Higher Education Preparatory Conference. Boracay Island, Aklan, 19 May 2015.

Success and Fulfillment after College: Four Tip. Commencement address at the *Pamantasan ng Lungsod ng Maynila* (University of the City of Manila), 13 April 2015.

Academic Leadership in a Globalized, Technology-Driven World. U.P. Academic Leadership Conference. Taal Vista Hotel, Tagaytay City, 9 March 2015.

The Internationalization of U.P. as a Research and Graduate University. Graduate Faculty Conference. UP Los Banos Graduate School. TICC, Tagaytay City, 15 February 2015.

Partnerships in Scientific Endeavors. International Symposium on Crust-Mantle Evolution in Active Arcs, National Institute of Geological Sciences (NIGS). Sequoia Hotel, Quezon City, 12 February 2015.

University of the Philippines: Linking with Korea & ASEAN through Student and Faculty Mobility. Korea-ASEAN Rectors Conference of the Korea Educational Development Institute (KEDI). Busan Exhibition and Convention Center (BEXCP), 11 December 2014.

ASEAN Integration: Challenges and Opportunities for Agribusiness. 1st Global Agribusiness Management and Entrepreneurship (GAME) Conference. Dusit Thani Manila, Makati City, 23 October 2014.

University of the Philippines: Responding to Disasters and the Challenges of Climate Change. International Scientific Conference on Fisheries and Aquatic Sciences: Towards Disaster and Climate Resilience (ISCFAS). Diversion 21 Hotel, Iloilo City, 22 October 2014

Construction Opportunities in the Development of U.P. Properties. General Membership Meeting, Philippine Constructors Association (PCA), Oakwood Premier Joy-Nostalg Center, Pasig City, 26 September 2014.

University Reform and Internationalization: the U.P. Experience. 6th Biennial International Conference, Korean Studies Association of Southeast Asia (KoSASA). Kuala Lumpur, 24 September 2014

Agribusiness for Sustainable Development: Trends and Challenges. 6th International Conference on Agribusiness Economics and Management (ICAEM). Waterfront Insular Hotel, Davao City, 2 September 2014.

University of the Philippines: the Path to Greatness in the 21st Century. Monthly Membership Meeting, Philippine Constitution Association (Philconsa). Manila Golf Club, 26 August 2014.

Management Education in the Philippines: Preparing for ASEAN Integration. 4th National Convention, Council of Management Educators and Practitioners in the Philippines (COMEPP). Baguio Country Club, 24 July 2014.

U.P.'s Internationalization Strategy for Academic Excellence. Round Table Discussion on U.P.'s Internationalization Thrust, U.P. College of Social Work and Community Development (CSWCD). Diliman, Quezon City, 22 July 2014.

University of the Philippines: Building Resiliency in a Changing World. 18th Annual Presidents Meeting, Association of Pacific Rim Universities (APRU). Australian National University, Canberra, 24 June 2014.

Change and Renewal: Key Strategic Initiatives. U.P. Alumni Council Meeting 2014, U.P. Alumni Association. Ang Bahay ng Alumni, Diliman, Quezon City, 20 June 2014.

Universities in an Era of Open Education. 2nd International Conference on Open and Distance e-Learning, U.P. Open University. Crown Plaza Hotel, Quezon City, 19 June 2014.

Preparing Higher Education for ASEAN Integration. General Membership Meeting, People Management Association of the Philippines (PMAP). Sofitel Philippine Plaza, 30 April 2014.

The Shift in U.P.'s Academic Calendar. U.P. Diliman Forum on the Academic Calendar. NIP Auditorium, 10 February 2014.

Intellectual Freedom and Industry-Academe Partnership for High-Impact Research and Sustainable Public Service. Institute of Cooperative and Bio-Enterprise Development. U.P. Los Baños, 17 January 2014.

Philippine Public Higher Education in an ASEAN Integrated Era. Publicus Asia Inc. Forum on Education Competitiveness in an ASEAN Integrated Era. EDSA Shangrila, 18 November 2013.

The Promise and Perils of Automated Elections: 2013 and beyond. AES Watch 2nd Post-Election Conference. U.P. Law Center, Diliman, Quezon City, 12 November 2013.

UP's Mandate as a Regional and Global University. U.P. System Faculty Conference. Hotel Elizabeth, Baguio City, 26 September 2013.

Leadership in a Changing Educational Environment. Network of Calabarzon Educational Institutions (NOCEI). Tagaytay City, 8 August 2013.

Greater Heights through Internationalization. 45th Charter Day Celebration, Mindanao State University-Iligan Institute of Technology. Iligan City, 12 July 2013.

Partnering on Solutions for Biodiversity and Resilience, 7th Annual Presidents Meeting, Association of Asia Pacific Universities (APRU). Far Eastern Federal University, Vladivostok, Russia, 27 June 2013.

A Call to Technology Entrepreneurship. Summer TechnoEntrepreneurship Class Final Pitch, Engineering Research and Development for Technology (ERDT), U.P. College of Engineering. Diliman, Quezon City, 15 May 2013.

Quality Graduates: Responding to the Call for Societal Transformation and Development. Commencement Exercises, Partido State University. Goa, Camarines Sur, 21 March 2013.

Doy Laurel, U.P. and the Nation, Book Launch of *Doy Laurel in Profile*, Laurel Museum and Library, San Pedro, Laguna, 27 January 2013.

The Changing Role of the Chief Financial Officer, ING-FINEX CFO of the Year Awarding Ceremony, Peninsula Hotel, Makati City, 21 November 2012.

The University of the Philippines: Innovation and Academia-Industry Collaboration, Southeast and South Asia and Taiwan Universities (SATU) Presidents Forum, Tainan, 31 October 2012.

The University of the Philippines in a Globalized World: Practices and Programs, 3rd ASEM Rector's Conference (ARC3), Groningen, The Netherlands, 25 September 2012.

Regional Solidarity and Cooperation for Asian Development, World Korean Forum on New Asia for Peace and Prosperity, EDSA Shangrila, Mandaluyong City, 25 June 2012.

The U.P. System: Significant Issues in Governance, Leadership and Financing, Conference on the S.P. Lopez Legacy: Issues and Challenges. U.P. Diliman, Quezon City, 19 January 2012.

Making U.P. a Great University. Investiture as 20th President of the University of the Philippines. Diliman, Quezon City, 15 September 2011.

Perspectives on Challenges Facing Universities in Southeast Asia. ASEAN University Network (AUN): Third Annual Presidents' Meeting. Luang Prabang, Laos, 27 July 2011.

In the service of the nation: Rizal's relevance toward a great university. Rizal Sesquicentennial Conference. U.P. Diliman, Quezon City, 22 June 2011.

Nurturing Filipino Researchers in Science and Technology. 31st Annual PAASE Meeting and Symposium (APAMS). Quezon City, 15 June 2011.

Upholding Children's Health Rights: the Role of U.P. 13th Anniversary of the National Institutes of Health. Century Park Hotel, Manila, 11 February 2011.

Achieving Peace and Prosperity in Mindanao: the Role of U.P. U.P. Alumni Association (UPAA) Regional Alumni Institute. Marco Polo Hotel, Davao, 12 February 2011.

The Automated Election System (AES) of 2010: System Trustworthiness, Accountability, and Readiness Scorecard (STAR Card). Hearing of the Joint Congressional Oversight Committee (JCOC) on the AES. Senate of the Philippines, Pasay City, 27 January 2010.

Public-Private Partnership (PPP): Introduction, Risk Allocation, Models, Development Program for Indian Government Officials, Asian Institute of Management, Makati City, 2009.

Strengthening Private Sector Participation for Infrastructure in the Pacific Region, ADB Institute Program on PPP, Brisbane, Australia, 2008.

Strengthening Public-Private Partnership for Infrastructure Investment in Vietnam, ADB Institute Program on PPP, Hanoi, Vietnam, 2008.

Private Sector Participation in Infrastructure Provision, ADB Institute, Tokyo, 2007.

Public-Private Partnership in Infrastructure Provision: some lessons from experience, IRSA International Institute, Bandung, Indonesia, 2007

Metro Manila Water Concessions: a case study, EU-Indonesia Infrastructure Forum, Eurocham & Kadin, Jakarta, 2007.

Investing in Energy Infrastructure: the PPP Solution, India Energy & Infrastructure Finance & Investment, Terrapinn, New Delhi, 2007.

Infrastructure Investment Needs: The PPP Solution, Vietnam Public-Private Partnership in Infrastructure, Ho Chi Minh City, Vietnam, 2006.

Investing in Infrastructure to Sustain Growth: the role of PPP, ASEAN Business & Investment Summit, Cebu City, 2006.

PPP in Infrastructure Development, Asian Infrastructure Congress, Hong Kong, 2006.

PPP: some lessons from experience, India PPP Workshop Series for State Secretaries, Goa, Kolkata, Bangalore, 2006.

Investment Opportunities in the Mekong Region, UBIFRANCE, Paris, 2006.

South Asia Financing Mechanism for PPP, SAARC, Kathmandu, Nepal, 2006.

Mekong Development Forums in Stockholm, Singapore, New Delhi, Tokyo, 2005-2006.

Financing Municipalities & Sub-National Governments, IADB, Washington, D.C., 2004.

Financing Private Investment, Pacific Basin Economic Council (PBEC), Beijing, 2004.

Private Sector Participation in Infrastructure: Experience in Asia & the Role of ADB, McGeorge Law School International Symposium, Sacramento, California, 2004.

Investment Climate in the Philippines, Asia Society, Mandaluyong City, Metro Manila, 2004.

Policies of Multilateral Development Banks in Promoting Private Finance for Local Government Infrastructure, Financing Municipalities & Subnational Governments, Washington, DC, 2004.