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B. Proposed Policies and Guidelines on the Selection of Deans

Among the academic positions in the university the 4 most crucial is that of the dean. The dean is principally the 5 college's chief academic leader whose responsibilities 6 7 include not only clarifying the mission of the university within and outside the college, but also enhancing the academic 8 reputation and visibility of the disciplines and fields in his/her 9 college. The dean's most important legacies include the 10 quality of the college's faculty members, the quality of the 11 college's research and other achievements, and the quality 12 of its students and graduates. Among his/her other crucial 13 tasks are keeping in touch with the college alumni and doing 14 his/her share in building up and maintaining endowments to 15 support faculty initiatives. He/she too must manage the 16 administrative affairs of the college, including pressing for 17 capital project funding and bigger budgetary allocations for 18 operations. 19

Because much of a college's success and performance 21 depends on the dean, the University must be able to make 22 good choices of people who will occupy this position. The 23 dean is first and foremost an academic leader. Thus it is 24 expected that all members of the faculty and the academic 25 staff get involved in the process of selecting deans. It goes 26 without saying that all other constituents of the college, the 27 students and the administrative staff, should also participate 28 in the process. 29

> To assist the Chancellor, the President and the Board of Regents in the selection of deans, it is important that policies and guidelines are clearly spelled out. These proposed policies and guidelines seek to address the most contentious issues that have attended the existing process.

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I. General Principles

1. Academic merit takes precedence over popularity. After all, this is a selection process, not an election.

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	2.	Selection shall:
		Endeavor to achieve a balance between
		transparency and privacy
		• Preserve the dignity of the nominees and the
		process
		. Christe to attract the best and the brightest
		 Strive to attract the best and the brightest minds
		minds
	З	Colleges may adopt different selection
	Э.	processes/procedures subject to clearance with
		the Chancellor. This is to recognize different and
		unique circumstances obtaining in the units.
		Should it be decided that the process selected
		would require an external search committee, this
		shall be governed by guidelines in Annex A.
		, <u>,</u>
	4.	The search process shall be preceded by a
		review of the college's thrusts, priorities and
		achievements. The constituents must be able to
		define the college's problems and needs and
		form a consensus on their expectations of the
		new dean and what can be done realistically
		during the next three years.
		•• •• • ·
11.	Who	May Nominate
	T L - 4	
	Iner	ollowing may submit nominations:
		 Personnel of the unit
		 Students and alumni
		 Others from outside the unit
		 An interested candidate
	Ι.	3. 4.

1		Nom	inators (individuals or groups) shall submit:
2			Duby signed letter containing the
3			Duly signed letter containing the iustification for the nomination
4 5			justification for the nomination
6			• 3-page summary of the nominees'
7			curriculum vitae
8			
9			
10	III.	Who	May be Nominated
11			
12			The nominee must possess the following
13		minin	num qualifications:
14			
15		1.	Commitment to academic freedom and the
16			values and ideals of the University
17		~	
18		2.	Distinction or outstanding academic credentials in
19			the nominee's chosen field of expertise which
20			should be along the lines of the college's
21			disciplines or fields
22		2	
23		3.	Filipino citizen
24		4.	Leadership qualities and administrative or
25		4.	Leadership qualities and administrative or managerial capability
26 27			managenal capability
28		5.	Must be willing to serve
29		0.	Must be winning to serve
30		6.	Must consider resource generation an important
31		0.	function of the position
32			
33		The r	nominee need not be a faculty member at the time
34			s/her nomination. Should he/she be appointed,
35			e must have a faculty appointment.
36			
37	IV.	Othe	r Guidelines
38			
39		• Th	e nominee shall draw up, in broad terms his/her
40		fla	gship projects for the college. The submission of
41		a١	vision paper is not required.

2		 A public forum is encouraged.
3 4		• The nominees (not individually but as a group) may
5		be interviewed by the Chancellor.
6		
7		 The process shall start at least three months before
8		the end of term of the incumbent. On average, the
9		search should only take a month.
10		To allow for a smooth transition, the port doop must
11 12		 To allow for a smooth transition, the next dean must be known a month before the end of term of the
12		incumbent.
14		
15		 The same policies and guidelines shall be used in
16		the selection of directors of academic units.
17		
18		Board action: <u>Approval.</u> The Board
19 20		likewise reiterated the policy
21		approved at its 1020 th meeting held
22		on 25 April 1989 that deans and
23		directors may serve for two terms.
24		Only in highly exceptional cases will
25 26		they be allowed a third term.
26 27		
28	Vi.	FINANCIAL MATTERS FOR DECISION OF THE BOARD
28 29	VI.	
28 29 30 31	VI.	Matters recommended by the President for decision, the
28 29 30 31 32	VI.	
28 29 30 31 32 33	VI.	Matters recommended by the President for decision, the action of the Board being indicated at the end of each item:
28 29 30 31 32 33 34 35	VI.	Matters recommended by the President for decision, the action of the Board being indicated at the end of each item: A. Realignment of P20,894,000, from Reprogrammed Funds
28 29 30 31 32 33 34 35 36	VI.	Matters recommended by the President for decision, the action of the Board being indicated at the end of each item: A. Realignment of P20,894,000, from Reprogrammed Funds for the Inter-Campus Networking and Communications
28 29 30 31 32 33 34 35 36 37	VI.	Matters recommended by the President for decision, the action of the Board being indicated at the end of each item: A. Realignment of P20,894,000, from Reprogrammed Funds for the Inter-Campus Networking and Communications Project of the U.P. System, as approved by the Board of
28 29 30 31 32 33 34 35 36 37 38	VI.	 Matters recommended by the President for decision, the action of the Board being indicated at the end of each item: A. Realignment of P20,894,000, from Reprogrammed Funds for the Inter-Campus Networking and Communications Project of the U.P. System, as approved by the Board of Regents at its 1127th meeting dated 18 December 1998,
28 29 30 31 32 33 34 35 36 37	VI.	Matters recommended by the President for decision, the action of the Board being indicated at the end of each item: A. Realignment of P20,894,000, from Reprogrammed Funds for the Inter-Campus Networking and Communications Project of the U.P. System, as approved by the Board of
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