

IV. PROMOTION OF FACULTY ADMINISTRATORS

In terms of teaching and scholarly or creative work, faculty administrators who devote at least half of their time to administrative work are not likely to be as productive as colleagues without any administrative load credit. A specific promotion scheme for faculty administrators is not intended to privilege administrators over their faculty colleagues. This statement in fact asserts that rank promotion for faculty administrators requires solid evidence of scholarly merit. Yet there can be no question that administrators carry the heavy burden of academic management, including its less than appealing and cumbersome aspects. This statement therefore affirms that leadership of the University at all levels requires competence both as administrators and as academics, while recognizing that the scholarly production of administrators may not appreciably be as high as that of faculty with regular teaching and research load.

Only administrators with an administrative load credit of six or more units are covered by this section.¹⁴

A. Evaluation Criteria and Indicators

1. The evaluation of faculty administrators shall take into account the following:
 - 1.1. Nature of the administrative position and its concomitant responsibilities
 - 1.2. Faculty administrator's teaching load (if any) and performance, scholarly or creative work, service and professional growth during his/her period of administrative service
 - 1.3. Length of time served by the faculty member as an administrator prior to and during the period under review
2. Weights of evaluation categories

TABLE 3. EVALUATION CATEGORIES FOR PROMOTION OF FACULTY ADMINISTRATORS AND CORRESPONDING WEIGHTS

CATEGORY	ADMINISTRATIVE LOAD CREDIT		
	6 UNITS	9 UNITS	12 UNITS
TEACHING	20 - 40%	10 - 20%	
SCHOLARLY OR CREATIVE WORK	20 - 40%	10 - 20%	
SERVICE TO UNIVERSITY	40%	60%	80%
PROFESSIONAL GROWTH	0 - 10%	10 - 20%	20%

¹⁴ Guidelines for the promotion of faculty administrators, 189th PAC meeting, 21 August 2002.

- 3 For faculty with twelve units of administrative load credit, professional growth may include teaching, scholarly or creative work, or extension. For the rest, it may include extension work.
- 4 The constituent university shall formulate concrete criteria and the corresponding point or value system using the weights and categories in table 3. The Chancellor shall make these measures known to the faculty.
- 5 In consideration of academic and scholarly criteria, no faculty member may cross rank solely on the basis of performance as an administrator.
- 6 The criteria for evaluating administrative service are as follows:
 - 6.1. Accomplishment of goals that support the mission of the unit and the University
 - 6.2. Responsible leadership and management of human, physical, and financial resources
 - 6.3. Promotion of the interest, and sensitivity to the needs, of the entire, diverse University community
 - 6.4. Innovations introduced in policies, guidelines, procedures, and services aimed at upgrading standards and improving performance
 - 6.5. Ability to make decisions and act decisively and fairly
- 7 The faculty administrator may opt to be evaluated according to the instrument for faculty who are not administrators (section 3), provided his/her administrative performance is at least satisfactory.
- 8 When evaluating the faculty administrator, the criteria for faculty (section 3) and for administrators (section 4) shall be prorated according to the length of time the faculty member served as an administrator during the period of evaluation.

B Evaluation Procedure

- 1 The procedure for recommending faculty administrators is designed to elicit reliable feedback from colleagues in the discipline as well as other administrators at lower and higher levels with whom the administrator has worked.

TABLE 4. RECOMMENDATION PROCESS FOR FACULTY ADMINISTRATORS

FACULTY ADMINISTRATOR	SOURCE OF RECOMMENDATION
DEPARTMENT CHAIR, INSTITUTE DIRECTOR, OTHER COLLEGE ADMINISTRATORS EXCEPT DEAN, ASSOCIATE DEAN, AND COLLEGE SECRETARY	<input type="checkbox"/> THE DEAN, ASSISTED BY A COMMITTEE OF RESPECTED FACULTY MEMBERS CHOSEN BY THE DEAN. <input type="checkbox"/> THE DEAN CONSOLIDATES THE ACADEMIC AND ADMINISTRATIVE RATINGS.
COLLEGE SECRETARY AND ASSOCIATE DEAN	<input type="checkbox"/> THE DEAN AND COLLEGE ACADEMIC PERSONNEL COMMITTEE OR EXECUTIVE BOARD. <input type="checkbox"/> THE COLLEGE APC OR EQUIVALENT BODY CONSOLIDATES THE ACADEMIC AND ADMINISTRATIVE RATINGS.
DEAN AND CU-LEVEL OFFICIAL LOWER THAN VICE CHANCELLOR	<input type="checkbox"/> THE CHANCELLOR, ASSISTED BY THE VICE CHANCELLORS. <input type="checkbox"/> THE CHANCELLOR CONSOLIDATES THE ACADEMIC AND ADMINISTRATIVE RATINGS.
VICE CHANCELLOR	<input type="checkbox"/> THE CHANCELLOR, ASSISTED BY A COMMITTEE OF DEANS SELECTED BY THE CHANCELLOR. <input type="checkbox"/> THE CHANCELLOR CONSOLIDATES THE ACADEMIC AND ADMINISTRATIVE RATINGS.
CHANCELLOR	<input type="checkbox"/> THE PRESIDENT, ASSISTED BY THE VICE PRESIDENTS AND A COMMITTEE OF DEANS SELECTED BY THE PRESIDENT. <input type="checkbox"/> THE VICE PRESIDENT FOR ACADEMIC AFFAIRS CONSOLIDATES THE ACADEMIC AND ADMINISTRATIVE RATINGS FOR APPROVAL BY THE PRESIDENT.
SYSTEM OFFICIAL LOWER THAN ASSISTANT VICE PRESIDENT AND ASSISTANT SECRETARY	<input type="checkbox"/> THE PRESIDENT, ASSISTED BY THE VICE PRESIDENTS. <input type="checkbox"/> THE VICE PRESIDENT FOR ACADEMIC AFFAIRS CONSOLIDATES THE ACADEMIC AND ADMINISTRATIVE RATINGS FOR APPROVAL BY THE PRESIDENT.
VICE PRESIDENT, SECRETARY OF THE UNIVERSITY, ASSISTANT VICE PRESIDENT, AND ASSISTANT SECRETARY	<input type="checkbox"/> THE PRESIDENT, ASSISTED BY THE CHANCELLORS.

- 2 Like the rest of the faculty, administrators are evaluated from the date of the University's last promotion, provided that in the case of the latter, the formula to be used shall be prorated depending on when the faculty member assumed his/her administrative position.
- 3 If the faculty member served in the previous administration during the promotion period, the incumbent review bodies or officials shall consult their predecessors regarding the administrative performance of that faculty member.

- 4 The evaluation of the faculty administrator's academic performance (teaching, scholarly or creative work, service) shall be made by his/her department. Depending on the level of the administrator (see table 4), the Dean or the Chancellor shall consolidate the administrative and academic ratings of the faculty.
- 5 Faculty administrators serving in another constituent university on temporary second appointment shall be evaluated by their home and secondary units, as follows:
 - 5.1. The primary or secondary unit shall evaluate the faculty administrator for teaching and scholarly or creative work if the administrator teaches in the unit or researched/published on the discipline or on a subject related to the nature and scope of the unit.
 - 5.2. The evaluation as faculty administrator shall follow the procedure described in item B1 (table 4).
 - 5.3. The recommendation for promotion may emanate from either unit if the faculty administrator opts to be evaluated according to the instrument for faculty who are not administrators (section 3). In this case, the recommending unit shall send the documents to the Vice President for Academic Affairs, who shall then refer the recommendation to the other unit for evaluation. After evaluating the administrator's record, both units shall forward their recommendation to a joint committee chaired by the Vice President for Academic Affairs and consisting of the Vice Chancellors for Academic Affairs (or Instruction) of the two units concerned.
 - 5.4. However, if recommended according to the instrument for faculty administrators, the recommending bodies shall be those identified in item B, depending on the position of the administrator.
 - 5.5. The recommendation shall be submitted to the President and, if so endorsed, shall be sent to the Board of Regents for approval.
- 6 The official and/or committee tasked to evaluate administrative performance shall consider only reliable information about the faculty administrator's performance, discounting all unfounded conclusions and untruthful accounts.
- 7 Evaluators shall endeavor to assess not only quantity but, more importantly, quality and significance of the administrator's contributions.
- 8 Promotion ceilings, if any, shall apply equally to faculty and faculty administrators.