

1 **B. Proposed Policies and Guidelines on the Selection of**
2 **Deans**

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

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

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

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37 **I. General Principles**

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39 1. Academic merit takes precedence over
40 popularity. After all, this is a selection process,
41 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
 - Strive to attract the best and the brightest minds
- 3. Colleges may adopt different selection 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.
- 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.

II. Who May Nominate

The following may submit nominations:

- Personnel of the unit
- Students and alumni
- Others from outside the unit
- An interested candidate

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- A public forum is encouraged.
- The nominees (not individually but as a group) may be interviewed by the Chancellor.
- The process shall start at least three months before the end of term of the incumbent. On average, the search should only take a month.
- To allow for a smooth transition, the next dean must be known a month before the end of term of the incumbent.
- The same policies and guidelines shall be used in the selection of directors of academic units.

Board action: Approval. The Board likewise reiterated the policy approved at its 1020th meeting held on 25 April 1989 that deans and directors may serve for two terms. Only in highly exceptional cases will they be allowed a third term.

VI. FINANCIAL MATTERS FOR DECISION OF THE BOARD

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, broken down as follows:**