

## **The Profile and Functions of Vice-Presidents for Administration of State Universities and Colleges in the Philippines: Basis for Policy Inputs**

Myrna Q. Mallari\*  
Tarlac State University-Philippines

Myrel Santiago  
Tarlac Sate University-Philippines

— *Review of* —  
**Integrative  
Business &  
Economics**  
— *Research* —

### **ABSTRACT**

Education has been regarded as an important mechanism in the development of any country. Educating the citizenry means providing them the opportunity to prepare themselves to be productive and earn a living for themselves and their families. More than this, educated citizenry provides the needed manpower, the technical skills and the knowledge for the country's economic development. It leads to the productive use of one country's resources. It is said that education provides students the means for upward mobility and success. It is this reality in life and the important role of education in empowering the citizenry that President Aquino's five-point agenda include among others, Human Development and Poverty Reduction. One of the strategies implemented to attain the goal of poverty alleviation is strengthening the education sector, more particularly the State Universities and Colleges (SUCs). The SUCs were provided clear mandate of accommodating the poor and deserving students the avenues or access to education. Priority courses were identified that will address the global economy. More importantly, the leadership of SUCs were envisioned to be equipped with leadership and management capabilities along the five-point agenda of the government. Thus, the Executive Development Program for SUCs (EDPS) was formulated in collaboration with the Commission on Higher Education (CHED) and the Development Academy of the Philippines. Said program is pursuant to the Public Higher Education Reform (PHER) Roadmap for 2011-2016. The EDPS aims to equip the Vice-Presidents for Administration of SUCs with leadership and managerial capabilities to face the challenges of running the operations of their respective institutions. The program was part of the Flagship Course on Administrative Service Excellence. All Vice-Presidents of SUCs throughout the country were invited to attend the said program.

Keywords: Profile and Functions of Vice Presidents of State Universities and Colleges

### **1. INTRODUCTION**

During the first session of the EDPS for Vice-Presidents for Administration, the researcher noticed that designations and functions of participants vary from SUC to SUC. The title of the position of a Vice-President for Administration alone, differ from SUC to SUC. This scenario motivated the researcher to conduct the research to find out the profile and functions of Vice-Presidents for Administration of SUCs in the Philippines.

Statement of the Problem:

The research aimed to find out the profile and functions of the Vice-Presidents for Administration of State Universities and Colleges in the Philippines as basis for Policy Inputs.

Specifically the research sought answers to the following questions:

- 1) How is the profile of the Vice-President for Administration of SUCs in the Philippines described along areas of:
  - 1.1 Gender
  - 1.2 Age
  - 1.3 Highest Degree Completed
  - 1.4 Position Title
  - 1.5 Nature of Appointment
  - 1.6 Plantilla Item
  - 1.7 Number of Years in the Position
  - 1.8 Benefits of the Position
- 2) How are the functions of Vice-Presidents for Administration of SUCs described along areas of:
  - 2.1 Administrative
  - 2.2 Finance
  - 2.3 Others
- 3) What are the problems encountered by Vice-Presidents for Administration that affect the discharge of the functions of the office?
- 4) What policy inputs can be proposed to enhance the functions of Vice-Presidents for Administration of SUCs?

## **2. METHODOLOGY**

Descriptive survey method was used in analyzing the data gathered and presented. The main instrument used in gathering the data was the questionnaire. The questionnaire was formulated following the specific problems identified to ensure that all needed data were gathered. Interviews were conducted to verify data gathered from respondents through the questionnaire. Observations were also used to ensure reliability of the data gathered.

The respondents of the study were the Vice-Presidents for Administration of SUCs all over the Philippines and those occupying the same or similar position. The first batch of respondents composed of all participants to the Executive Development Program for Vice-Presidents of SUCs sponsored by the Commission on Higher Education and the Development Academy of the Philippines. The EDPS was participated by executives (VPs or equivalent position) of SUCs who came mostly from the Visayas and Mindanao regions. There were about 15% of the participants who came from SUCs in Luzon. The researcher was a participant of the said program. There were 40 respondents representing 36% of all SUCs in the Philippines. There were 25 respondents representing SUCs from the Visayas and Mindanao and 14 respondents representing SUCs from Luzon. Out of the 40 respondents, 34 were the participants of the second batch of the Executive Program and 6 were respondents from SUCs in Luzon chosen at random.

## **3. RESULTS AND DISCUSSION**

The Executive Development Program for SUCs (EDPS) for Vice-Presidents provided the venue for the gathering of most of the data in the study was a questionnaire. The rest of the data were gathered through distribution and retrieval of questionnaires to VPs of SUCs in Luzon. Upon completion of all questionnaires, the data were summarized using simple frequency. The data are presented in the following sections.

## I. Profile of Respondents

The profile of the respondents was looked into to find out the gender, age, highest educational attainment, title of Position, nature of appointment, plantilla item and number of years in the position. The profile provides a good picture of the executives of SUCs in the Philippines, particularly the Vice-Presidents for Administration.

### 1.1 Gender Profile

The profile of the respondents as to gender is presented on Table 1 that follows.

Table 1. Gender Profile of the Respondents

GENDER	FREQUENCY	PERCENTAGE
Male	21	52.50
Female	19	47.50
TOTAL	40	100.00

Table 1 reveals that majority of those occupying Vice-President positions or its equivalent, were male. There were 21 out of the 40 respondents who were male. They represent 52.50% of the respondents.

The table further reveals that 19 out of the 40 respondents were female Vice-Presidents. They represent 47.40% of the respondents.

The male respondents interviewed claimed that the work of a Vice-President for Administration is better discharge by a male. This claim was disputed by female respondents as they believed that female VPs are more meticulous and “motherly” as they said, in taking care of the affairs of the SUCs administration.

### 1.2 Age Profile

There is no law that sets the age requirements for Vice-President for Administration of SUCs. This is due to the fact that in most cases than not the VPs are designated to the position. Thus the researcher found it significant to find the age profile of the respondents.

Their age profile of the respondents is presented on Table 2.

Table 2. Age Profile of the Respondents

AGE	FREQUENCY	PERCENTAGE
32 – 35	2	5.00
36 – 39	1	2.50
40 – 43	2	5.00
44 – 47	4	10.00
48 – 51	5	12.50
52 – 55	18	45.00

56 – 59	2	5.00
60 – 64	6	15.00
TOTAL	40	100.00

The respondents were asked to indicate their actual age during the conduct of the study. The youngest age noted based on the data gathered was 32 years old. The said respondent was designated as Vice-President for Administration for almost a year.

Table 2 reveals that there are two respondents whose age is between 32-35 years old. As stated earlier, the first respondent was 32 years old and the other respondent was 34 years old. Both respondents came from the SUCs in Mindanao and both of them have been newly designated to their positions.

The highest frequency noted on the age profile of the respondents is 18 representing 45% of the respondents. Their ages were between 52-55 years old. Interviews conducted to some of these respondents revealed that they have occupied varied executive positions before they were assigned to Vice-President for Administration position.

The table further reveals that there were 6, representing 18% of the respondents, whose ages were between 60-64 years. It was noted that of the 6 respondents, one was 63 years old and the other one was 64 years old. They both revealed to the researcher that they were considering retiring soon. However, for the respondent whose age was 63 years old, she revealed that she would like to use first the learning she got from the Executive Program before retiring.

One respondent was 37 years old and this is revealed on the table as one respondent between 36-39 years old. Two respondents were between 40- 43 years old, four or 10% of the respondents were between 44-47 years old, five or 12.50% of the respondents were between 48-51 years old and two or 5% of the respondents were between 56-59 years old.

### 1.3 Highest Degree Completed

It is generally observed among SUCs that designated or appointed Vice-Presidents are holder of Doctoral Degrees. The SUCs' Board of Regents prescribed the highest degree required to designated or appointed Vice-Presidents. However, it was observed that in some meritorious cases, there are SUCs where the Vice-Presidents for Administration are not Doctoral degree holders. Thus, the study looked into the highest degree earned by Vice Presidents for Administration of SUCs in the Philippines.

Table 3. Highest Degree Completed by the Respondents

HIGHEST DEGREE COMPLETED	FREQUENCY	PERCENTAGE %
Masters	12	30.00
Doctoral	28	70.00
Total	40	100.00

While it is generally said that Vice-Presidents for Administration must be Doctoral holder, Table 4 reveals that there were 12 or 30% of the respondents who were Masters degree holders. Their degrees vary from Masters in Business Administration to masters in Public Administration. One of the respondents with

Masters degree was a Lawyer and another one was a Certified Public Accountant. It must be noted that all of the 12 Masters degree holder respondents are pursuing Doctoral courses and one has already completed all the academic requirements and was about to complete her dissertation paper.

There were 28 or 70% of the respondents who were Doctoral degree holders. Their degrees included Doctor in Education major in Educational Management, PhD in Educational Management and PhD in Organizational Development.

#### 1.4 Position Title

The researcher was motivated to undertake the study when she noticed during attendance to the Executive Development Program for SUCs Vice-President for Administration that participants occupied different title of position. Position Title in this study refers to the position title that the respondents occupy whether they were designated or appointed at the time of the conduct of the research. Table 4 reveals the various position titles of Vice-Presidents for Administration of SUCs

Table 4. Title of Position of the Respondents

TITLE OF POSITION	FREQUENCY	PERCENTAGE
Vice President for Administration	10	25.00
Vice President for Administration and Finance	20	50.00
Vice President for Administration and Business Affairs	2	5.00
Vice President for Administration, Finance & Auxiliary Services	1	2.50
Vice President for Administration and Extension	2	5.00
Vice President for Planning, Administration and Finance	2	5.00
Others as specified by the Respondents		
Officer In-Charge Administration	1	2.50
Vice-Chancellor	1	2.50
Vice-President for Administration and Planning	1	2.50
Total	40	100.00

There were 50.00% or 17 of the respondents whose position title was Vice-President for Administration and Finance. This is the position title with the highest frequency. The respondents that occupied the said position title took care of the various support units such as Human Resource Management, Supply and Property, General Services, Procurement, Budget, Accounting and Cashier. There were three out of the 20 respondents that also took care of the units of medical and dental services.

There were ten or 25% of the respondents whose title of position was Vice-President for Administration. Interviews revealed that out of the ten respondents, there were 3 respondents whose Universities have separate position for Vice-President for Finance that took care of the Accounting, Budget and Cashier offices. It was noted that these were the big Universities in Mindanao and Visayas regions. It was revealed further that the remaining seven respondents whose tile of their positions was Vice-President for Administration also supervised the finance group of the University.

Table 4 further reveals that there were two respondents representing 5% of them, whose position title was Vice-President for Administration and Business Affairs. The respondents revealed that they also took care of the Finance group as well as the Business Affairs of their University. Their Business Affairs, according to the respondents, looked after the income generating projects of the University.

There was one respondent representing 2.50% of them, whose position title was Vice-President for Administration, Finance and Auxiliary Services. It was revealed by the respondent that the Auxiliary Services office was very similar to the Business Affairs unit of other SUCs. The said office took care of the income generating units of the University.

The position titles of Vice-President for Administration and Extension and Vice-President for Planning, Administration and Finance garnered two respondents each representing 2.50% of the respondents. It is interesting to note, that there were Universities where the Vice-President for Administration also took care of the Finance services as well as the Planning and Extension services.

The respondent whose position was Vice-President for Planning, Administration and Finance revealed that he was also taking care of the Planning unit especially that he is an Engineer. According to him, he implemented and supervised the plans for infrastructure of the University on top of the job on Administration and Finance.

Extension is one of the four core functions of any University. As revealed on the table, there were two Vice-Presidents for Administration that also supervised of the Finance and Extension services of their respective Universities.

The respondents were also given the chance to indicate their actual position title and Table 4 further reveals these. These were: Officer in-charge Administration, Vice-Chancellor and Vice-President for Administration and Planning. Each garnered one respondent.

The Vice-Chancellor was tasked to supervise the Administration of a big campus of their University in Mindanao. While the Officer In-charge was newly designated in the position, acting as Vice-President for Administration and Finance of the University.

The Vice-President for Administration and Planning was also an Engineer who closely monitored and supervised the plan of the University, more particularly the infrastructure plans.

### 1.5 Nature of Appointment

It was noted that the respondents were assigned various position titles while they generally did the same functions on Administration and Finance. Only as noted earlier, some were assigned other functions like planning and extension. It was therefore fitting to also look into the nature of appointment of the respondents. The following table presents the findings.

Table 5. Nature of Appointment

NATURE OF APPOINTMENT	FREQUENCY	PERCENTAGE
-----------------------	-----------	------------

		%
Permanent	8	20.00
Designated	32	80.00
TOTAL	40	100.00

Majority of the respondents were designated in their positions. There were 32 respondents or 80% of them who were designated as Vice-President for Administration or its equivalent position title. Their designation was co-terminus with the appointment of their respective University President. Interviews revealed that their designation was limited to the term of office of the University President, which is four years. The designation is renewable depending on the term of office of the University President and at the pleasure of the President.

Eight or 20% of the respondents occupied permanent position. Interviews revealed that there were those whose item was simply Vice-President while others had item of Vice-President for Administration.

### 1.6 Plantilla Position

The respondents whose appointments were designations were further asked to indicate their plantilla positions. These are revealed on Table 6 that follows:

Table 6. Plantilla Position of Respondents Designated as Vice-Presidents

Plantilla Position of Designated Respondents	FREQUENCY	PERCENTAGE
Chief Administrative Officer	3	9.38
Full Professor	15	46.88
Associate Professor	5	15.63
Assistant Professor	2	6.25
Others , Please Specify:		
SUC VP III	1	3.13
Professor 3	1	3.13
Accountant	1	3.12
Supervising Administrative Officer	1	3.12
Medical Officer	1	3.12
University Professor	1	3.12
Administrative Officer V	1	3.12
TOTAL	32	100

The designated Vice-Presidents for Administration among SUCs came mostly from the faculty members. This is revealed on Table 6. Among the 32 designated Vice-Presidents, there were three or 9.38% of the respondents who were Chief Administrative Officer, one or 3.13% of the respondents for each plantilla position of SUC VP III, Accountant, Supervising Administrative Officer, Medical Officer and Administrative Officer V. This means that out of 32 respondents, there were eight (8) respondents with non-teaching plantilla position. Thus, there were twenty four (24) respondents who occupied teaching positions.

The highest faculty plantilla position occupied by the designated Vice-Presidents for Administration among respondents was University Professor and there was one respondent occupying the said plantilla position.

Table 6 further reveals that almost half or 46.88% of the respondents occupied Full Professor plantilla position. There were five or 15.63% of the respondents who

occupied Associate Professor and two or 6.25% of the respondents who occupied Assistant Professor plantilla position. Interviews conducted revealed that most of the designated Vice-Presidents did not have teaching assignments anymore as they perform the functions of the office on a full time basis. However, it was found out that there were few Universities where the designated Vice-Presidents with professorial plantilla position were assigned at least three units of teaching load.

The table further revealed that out of 32 designated Vice-Presidents, 24 are from the academe occupying professor items.

### 1.7 Number of Years in the Position

The respondents were also asked as to how many years they had been occupying their permanent or designated position as Vice-President for Administration or its equivalent positions. The data are presented on Table 7.

Table 7. Number of Years in the Position

NUMBER OF YEARS IN THE POSITION	FREQUENCY	PERCENTAGE
Less than a year	3	7.50
1 – 2 years	6	15.00
3 – 4 years	9	22.50
5 – 6 years	11	27.50
Sub-Total	29	72.50
Over 6 years		
10	1	2.50
12	2	5.00
14	3	7.50
20	1	2.50
25	2	5.00
26	2	5.00
Sub-Total	11	27.50
Total	40	100.00

Table 7 reveals that there were twenty nine respondents or 72,50% whose years of service as Vice-President for Administration were five years and less. There were three or 7.50% of the respondents whose years of service as Vice-Presidents were less than a year. These were the newly designated Vice-Presidents of their respective University.

There were six or 15% of the respondents who were occupying Vice-Presidents positions for one to two years. It was gathered from interviews that there were those who replaced previously designated Vice-Presidents or those who retired.

Nine or 22.50% of the respondents occupied the position of Vice-President for three to four years. Similarly, there were also eleven or 27.50% of the respondents who occupied the position of Vice-President for five years to six years. These were the Vice-Presidents who were designated and were now on their second term.

There were 11 or 27.50% of the respondents who occupied the position of Vice-President for over six years. There were two or 5% of the respondents who occupied the Vice-President positions for twenty five years and twenty six years. There was also one representing 2.50% of the respondent who occupied the Vice-President position for twenty years and three or 7.50% of the respondents who

occupied the Vice-President position for fourteen years. These were among the respondents who occupied permanent plantilla positions as Vice-Presidents.

Table 7 further reveals that there were two or 5% of the respondents who occupied the Vice-Presidents positions for twelve years and one or 2.5% of the respondents who occupied the position for ten years. These were the respondents who were still serving at the pleasure of their University Presidents.

#### 1.8 Benefits of a Vice-President Position

As stated in the previous section of the study, there were thirty two respondents who were designated in the position of a Vice-President. The remaining eight respondents occupied permanent Vice-Presidents position. It was also further revealed that most of the respondents came from the teaching group. The research deemed it important to find out the benefits attached to the position of a Vice-President for Administration.

Table 8. Benefits of the Vice-President for Administration Position

BENEFITS OF THE POSITION	FREQUENCY	PERCENTAGE
RATA (Representation and Transportation Allowance)	40	100.00
Communication	40	100.00
Full de-loading [for designated VPS with Instructional items]	26	65.00
De – Loading of 15 units	2	5.00
Higher salary grade	10	25.00
Supervisory Honorarium	8	20.00

All of the respondents were receiving Representation and Transportation allowance or know as RATA. The RATA of a Vice-President for Administration is PHP 17,000 monthly as prescribed by General Appropriations Act of 2013. Respondents interviewed considered RATA as additional benefits of the position.

Table 8 also reveals that 100% of the respondents received communication benefits. Interviews and observations revealed that communication allowance benefits referred to the free cell phones and communication loads for the Vice-Presidents for Administration. Based on interviews, they the communication benefits range between Eight Hundred Pesos per month to Two Thousand Five Hundred per month depending on their respective University policies.

Twenty six or 65% of the respondents indicated that among the benefits of the Vice-President for Administration position if full de-loading. These were the respondents who were occupying teaching position and were designated to the position. This meant that the respondents were not given any teaching assignment while they perform the functions of the office of the Vice-President for Administration. On the other hand, there were two or 5% of the respondents who revealed that Vice-President for Administration was de-loaded by 15 units. Interviews revealed that those designated to the position and were coming from the teaching position, were assigned three units of teaching assignments. Some respondents interviewed believed that they it could have been better if the designated Vice-Presidents were not required to teach any unit since the work and responsibility of a Vice-President is tremendous.

There were ten or 25% of the respondents who revealed that the position of a Vice-President provided for a higher salary grade. The salary grade of a Vice-

President is provided under the joint circular of the Department of Budget and Management and the Commission on Higher Education. The said circular mandates that any person designated to the position gets the prescribed salaries of the said position. Thus, an Accountant or an Associate Professor with lower salary grades of get higher salary grade once designated as Vice-President for Administration.

It is interesting to note that there were eight or 20% of the respondents who indicated that the position of Vice-President for Administration received Supervisory Honorarium. As to how much the supervisory honorarium, this was not revealed by the respondents.

## 2. Functions of the Vice-President for Administration Position

The profile of the Vice-Presidents for administration provided data on the status of practices of assigning or appointing and designating people to the position. The succeeding sections provide for the functions of the position along areas of administrative, finance and other functions assigned to the position.

### 1.1 Administrative Functions

This section presents the functions of the position of Vice-President for Administration along areas of Administrative. Table 9 presents the data.

Thirty two or 80% of the respondents indicated that they assisted the University President in initiating and formulating administrative policies and other administrative activities of the University. It was found out that the Vice-Presidents implemented the programs and projects of the President and at the same time initiated or proposed new programs and projects along University development plan. Respondents further revealed that they led the various service units under the office to implement the plans of the University.

Table 9. Administrative Functions of the Vice-President for Administration Position

ADMINISTRATION FUNCTIONS	FREQUENCY	PERCENTAGE
Assist the President in initiating and formulating administrative policies and other administrative activities of the University	32	80.00
Chairs the Personnel Selection Board	30	75.00
Executes and follows – up administrative programs	29	72.50
Directs and Supervises Human Resources Management	28	70.00
Directs and Supervises supply management and inventory	24	60.00
Studies, plans and direct the development of the University's physical facilities	24	60.00
Directs and Supervises the Physical Plant Services	22	55.00
Directs and Supervises procurement	21	52.50
Directs and Supervises the Janitorial Services	18	45.00

Thirty or 75% of the respondents revealed that among the Administration functions of the position is chairing the Personnel Selection Board (PSB). According to the respondents, they chair the PSB as they selected new non-teaching personnel and promoted personnel in the University.

Executes and follows-up administrative programs was one of the functions identified by the respondents. The said function garnered a frequency of twenty nine or 72.50% of the respondents. Respondents revealed that they executed what the University President approved as administrative programs.

One of the service units under the office of the Vice-President for Administration is the office of the Human Resource Management and Development. Thus one of the functions identified by the respondents was directing and supervising Human Resource Management. There were twenty eight or 70% of the respondents who indicated this function. Interviews revealed that the respondents were responsible for the hiring, placement, promotion and performance evaluation of personnel among others. All of these as part of their administrative functions.

Directed and supervised the Supply and Inventory Management of the University is another function of the Vice-President for Administration. The said function has a frequency of twenty four representing 60% of the respondents. It was revealed that the respondents were responsible in the receiving, recording and monitoring of supply and property of the University.

Another twenty four or 60% of the respondents indicated that they studied, planned and directed the development of the University's physical facilities. This function according to the respondents was the functions of the General Services unit of the University, which was under the supervision and responsibility of their office. Interviews revealed that the upkeep of the University is under this function.

Twenty two or 55% of the respondents directed and supervised the Physical Plant Services of their University. It was revealed by the respondents that this function included the maintenance and repair of buildings and other facilities. However, it was also revealed from interviews that in some Universities, this function is already part of the function under the general services of the University.

Procurement is generally one of the units under the supervision of the Vice-President for Administration. There were twenty one or 52.50% of the respondents who revealed that they directed and supervised the procurement services of the University. They supervised the assessment of supplies and other facilities for procurement. They ensured that procurement followed the Republic Act 9184 -Law on Procurement and at the same time goods and services were delivered on time at the right quality and quantity.

The janitorial service was also one of the administrative functions of the Vice-President for Administration of a SUC. Interviews revealed that in some Universities, the janitorial services functions as well as that of Physical Plant Services functions were put in one office under General Services Office. This was also revealed earlier. Thus, there were only eighteen or 45% of the respondents that indicated that direction and supervision of the janitorial services is one of the functions of the Vice-President for Administration.

## 2.2 Finance Functions

It is revealed earlier that most of the respondents were performing supervision on the finance group of their respective University. The finance functions of the Vice-President for Administration of the SUC are discussed in the succeeding section.

Table 10. Finance Functions of the Vice-President for Administration Position

FINANCE FUNCTIONS	FREQUENCY	PERCENTAGE
Supervises preparation of Budget	38	95.00

Supervises accounting services	38	95.00
Supervises cashiering services	36	90.00
Chairs the Auxiliary Services	12	30.00
Total	86	100.00

Table 10 reveals the finance functions of the position of the Vice-President for Administration. Thirty eight of the respondents or 100% of them revealed that they supervised the Budget Office. They supervised the preparation of the budget plan of the University as well as the disbursements of funds based on budget. It must be noted that the earlier findings revealed that there were SUCs that have separate Vice-President for Finance. This would explain the 95% of the respondents indicating as one of their functions the supervision of the Budget services.

Accounting office takes care of the recording of transactions in accordance with prescribed rules and regulations. There were also thirty eight or 95% of the respondents who revealed that it was one of their finance functions to supervise the accounting services. The law prescribed that the accounting performed pre-audit services. Thus the said services were supervised by the Vice-President for Administration.

The supervision of the cashiering office was one of the functions identified by thirty six or 90% of the respondents. They supervised the efficiency of collections of the cashier's office and the effectiveness of depositing the same to their proper accounts. Further, disbursements of funds were also under the responsibility of the cashiering office.

There were twelve or 30% of the respondents that supervised the auxiliary services of the University. Such function included supervising the income generated from the use of facilities of the University and the income generated from business affairs of the University.

### 2.3 Other Functions

Based on the general functions of the Vice-President for Administration of SUCs, it was observed that some officials occupying the same or equivalent positions were performing other functions. It was along this line that the researcher looked into the other functions performed by the Vice-Presidents of SUCs.

Table 11. Other Functions Performed by Vice-President for Administration

OTHER FUNCTIONS	FREQUENCY	PERCENTAGE
Chairs the Bids and Awards Committee	20	50.00
Chairs the grievance committee	18	45.00
Sits as member of the Bids and Awards Committee	9	22.50
Sits as member of the grievance Committee	9	22.50
Chairs the planning committee	9	22.50
Chairs the Technical Committee on infrastructure	7	17.50
Chairs the extension committee	4	10.00
Others, Please Specify:		
Member of grievance Committee	1	2.50
Member of IGP Board Management	1	2.50

Business Affairs and Production & Security Services	2	5.00
---	---	------

Table 11 reveals very interesting facts. There were twenty or 50% of the respondents who chair the Bids and Awards Committee while doing the regular functions of the office of the Vice-President for Administration. Republic Act 9184 otherwise known as Procurement Law provides that the chair of the BAC should be at least a third ranking official of the University. Thus, any Vice-President of the University is very much qualified to chair the BAC. Interviews revealed that the respondents were assigned to chair the BAC for the reason that they were trusted by their respective President. Their work in the BAC is priority over their regular work as provided further in the Procurement Law.

There were eighteen or 45% percent of the respondents who chair the grievance committee of their University. As chair of the grievance committee, they lead the members to hear grievances filed by any personnel of the University. Some respondents revealed that it is fortunate if there are no grievances filed.

The table further reveals the other functions performed by the responders were sat as member of the BAC, sat as member of the grievance committee and chaired the planning committee. There were nine or 22.50% of the respondents who said that they performed such other functions.

Careful analysis of the data would mean that there were twenty nine respondents whose major other function is on BAC. This was the case since there were twenty who revealed that they chaired the BAC and nine who were members of the BAC.

There were seven or 17.50% of the respondents who chaired the Technical Committee on Infrastructure. One of their major functions was to monitor the implementation of the University infrastructure project. Be these are plans or on-going projects.

It was an interesting to note that there were Vice-President for Administration who also chaired the Extension Committee of their respective University. There were four of them representing 10% of the respondents.

Some other functions identified by the respondents were: membership to grievance committee, membership to the Income Generating Board of Management and membership to the Business Affairs and Production of their University. The first two other functions were identified by one respondents or 2.50% of them and the last other function was identified by two respondents or 5% of them.

It can be seen from the data that other functions of the Vice-President vary from SUC to the other.

### 3. Problems Encountered Affecting the Discharge of Functions of Vice-President Positions

The study also looked into the problems encountered by the respondents that affect the discharge of their functions as Vice-President for Administration. These are presented on table 12.

Table 12. Problems Affecting the Discharge of Functions of Vice-President Positions

PROBLEMS ENCOUNTERED	FREQUENCY	PERCENTAGE
Too much meetings attended	25	62.50
Insufficient staff in the office	20	50.00

PROBLEMS ENCOUNTERED	FREQUENCY	PERCENTAGE
Too much committee assignment	18	45.00
Too much report preparation	18	45.00
Insufficient University Budget	18	45.00
Lack of coordination with the University President	15	37.50
Politics in the University that creates insecurities	13	32.50
No additional benefits to compensate for additional work	13	32.50
Insufficient equipment support in the office	9	22.50
Aspirants to the position creates troubles to management and supervision functions	6	15.00
Office is not conducive to working	4	10.00
Designation to the position contributes to uncertainties	3	7.50
Insufficient support from the University President	2	2.50
Designation to the position is creating a problem	1	1.25
Others, Please Specify:		
Too many deadlines set by different agencies such as CHED, DBM, PASUC	10	25.00
Political ambitions of others create distrust	8	20.00
Faculty of the University hampering better performance.	5	12.50
Other assignments not performed well by other officials will be automatically be performed by the VP especially in attaining the targets	2	2.50
Competing priorities in program / project funding.	1	1.25
Some faculty members have questionable loyalty to present administration.	1	1.25
Planning function is difficult because VP for Academic is not regularly sitting in the Planning Committee.	1	
Very little time to accomplish many tasks	1	1.25

Too much meetings to attend was one of the problems revealed by twenty five or 62.50% of the respondents. The respondents answer was supported by the data presented in Tables 11 and 12, where the functions of the office of the Vice-President are presented. Interviews revealed that respondents usually attended meetings such as executive meetings with the President, committee meetings, BAC meetings, grievance committee meetings among others. Too much attendance to meeting was identified as a problem since attendance to meetings take the much needed time to discharge their regular functions of supervising the administrative and finance services of the University.

Given much things to do, the respondents said they had insufficient staff in the office. It was found out that that generally there were only two staff supporting the office of the Vice-President for Administration. In some cases, there was only one staff in the said office. Thus, it can be seen from Table 12 that there were twenty or 50% of the respondents who identified this as a problem.

The other problems identified by eighteen or 45% of the respondents were: too much committee assignments, too much reports preparation and insufficient University budget. Assignment to various committees can be seen from the data identified on Table 12 on the other functions discharge by the office of the Vice-President of SUC. The membership to various committees also contributed to the preparation of reports that had to be submitted on deadlines. These are on top of the identified regular functions of the said office. Insufficient budget also affected the discharge of functions of the office of the Vice-President for Administration.

It was surprising to note that there were fifteen or 37.50% of the respondents who revealed as one their problems the lack of coordination with their University President. Fortunately, there were respondents who said that they identified this problem because there were cases that the University President issued a memorandum or implemented projects without consultations or involvement of the office of the Vice-President for Administration.

It was revealed earlier that most of the respondents were designated to the position of the Vice-President for Administration. This was the reason for the thirteen or 32.50% of the respondents to identify that politics in the University created insecurities among them.

Another thirteen or 32.50% of the respondents identified as one of the problems that affect the discharge of their functions was “no additional benefits to compensate for additional work”. The basic additional benefit that a Vice-President for Administration receives is the Representation and Transportation Allowance (RATA).

Membership to various committees and the discharge of other functions without additional benefits were also identified as problems by some of the respondents. Those who were members or Chair of the BAC received additional benefits or honorarium as provided by the Procurement Law.

The other problems identified by the respondents were: Insufficient equipment support in the office with nine or 22.50% of the respondents, aspirants to the position created troubles to management and supervision functions with six or 15% of the respondents, office was not conducive to working with four or 10% of the respondents and designation to the position contributed to uncertainties with three or 7.50% of the respondents.

It was noted earlier that most of the respondents were designated to the positions and this was causing uncertainties to some of the respondents and also to politics in the University.

The respondents were asked to identify other problems affecting the discharge of their duties and these were: too many deadlines set by different agencies such as CHED, DBM and PASUC with ten or 25% of the respondents, political ambitions of others created distrust with eight or 20% of the respondents, faculty of the University hampering better performance with five or 12.50% of the respondents, other assignments not performed well by other officials of the University was automatically performed by the office of the Vice-President for Administration with two or 2.50% of the respondents. The last three other problems identified that were identified by one or 1.25% of the respondent were: competing priorities in program/project funding, some faculty members have questionable loyalty to the incumbent administration, planning function was difficult due to non regular sitting of the Vice-President for Academic Affairs in the Planning committee and very little time to accomplish many tasks.

Respondents revealed that the office of the Vice-President was usually tasked to prepare needed report and or data that the government offices ask for submission.

#### 4. Proposed Policy Inputs

It can be seen from the data presented in this research that the status and practices of Vice-Presidents for Administration vary from SUC to SUC. From the title of the position to the various functions discharge by the said position. Considering that the creation and operation of SUCs are governed by the same Republic Act and by the same DBM and CHED policies and guidelines, it is fitting that we somehow expect that there is similarities in or uniformity in the status and practices with respect to the position of Vice-President for Administration.

In light of the findings and the purpose by which the research was conducted, the following inputs are suggested for policy advocacy:

PASUC is encouraged to propose a policy inputs to the Department of Budget and Management to govern the designations and functions of Vice-Presidents for Administration of SUCs in the Region and in the Philippines. The policy inputs are expected to define the position title and functions of the Vice-Presidents of the SUCs including the prescribed benefits.

The Department of Budget and Management in close coordination with the Commission on Higher Education, could issue a Circular to govern the prescribed functions of the SUCs Vice-President for Administration that will include those that are permanently appointed to the positions as well as those designated to the positions. This will address the inconsistencies on the functions and assignment of additional work to the position.

Specific minimum qualifications can also be prescribed for Vice-Presidents for Administration of SUCs.

### REFERENCES

- [1] Philippine Development Plan (PDP) 2011-2016
- [2] Public Higher Education Reform (PHER) Roadmap 2011-2016
- [3] National Budget Circular 546-Rules and Regulations on the Grant of Representation and Travelling Allowance, January 17, 2013