

DE LA SALLE UNIVERSITY

A THREE-YEAR DEVELOPMENT PROGRAM FOR ADMINISTRATORS
OF THE FIVE AUGUSTINIAN SCHOOLS IN THE
PROVINCE OF SANTO NIÑO DE CEBU

017211

A Thesis

Presented to

the Faculty of the Graduate School
De La Salle University

In Partial Fulfillment

of the Requirements for the Degree
Master of Science in Educational Management

by

Alejandro Credo

May 1987



DE LA SALLE UNIVERSITY

TABLE OF CONTENTS

	Page
ACKNOWLEDGMENT	iii
LIST OF TABLES	viii
Chapter	
1. THE PROBLEM AND ITS SETTING	1
Introduction.	1
Conceptual Framework.	4
Statement of the Problem.	9
Assumptions	11
Significance of the Study	11
Scope and Delimitations of the Study.	13
Definition of Terms	14
2. REVIEW OF RELATED LITERATURE AND STUDIES.	17
A. Related Literature.	17
B. Related Studies	30
3. RESEARCH METHODOLOGY.	41
Research Design	41
Research Subjects	41
Research Instrument	42
Validation of the Instrument.	51
Gathering of Data	52
Statistical Treatment of Data	54
4. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA.	56



Chapter	Page
I. Profile of Augustinian School Administrators	56
II. Managerial Needs of Administrators . . .	83
III. Factors Affecting Preparation for Present Administrative Position . . .	163
IV. Administrators' Preferences as to Development Program Components. . . .	176
V. The Proposed Three-Year Development Program for Administrators of the Five Augustinian Schools in the Province of Santo Niño de Cebu. . . .	195
5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS. . .	220
Summary	220
Conclusions	226
Recommendations	227
BIBLIOGRAPHY	230
APPENDICES	235
A. Letter to the MSEM (1986-1987) Student- Administrators Who Pretested the Study Questionnaire	235
B. Letter to the Prior Provincial Requesting Him to Endorse the Questionnaire.	236
C. Letter to the Rectors/Directors of the	



Appendices	Page
Schools Requesting their Permission to Distribute Copies of the Questionnaire to their Administrators.	237
D. Letter to the Respondents	238
E. Questionnaire	239
F. Criteria for Evaluating the Proposed Administrator Development Program	258



DE LA SALLE UNIVERSITY

LIST OF TABLES

Table		Page
1.	General Distribution of Administrators. . . .	43
2.	Distribution of Administrators by School. . . .	44
3-A.	Distribution of Religious Administrators According to Administrative Position. . . .	45
3-B.	Distribution of Lay Administrators According to Administrative Position.	46
4.	Distribution of Respondents by Age Bracket. . . .	58
5.	Distribution of Respondents by Sex.	61
6.	Distribution of Respondents by Civil Status	63
7-A.	Distribution of Respondents According to their Highest Educational Attainment.	66
7-B.	Distribution of Respondents by School According to their Highest Educational Attainment.	69
7-C.	Distribution of Respondents According to Area of Specialization	72
8.	Distribution of Respondents Who Have Attended Seminars on Topics Related to Educational Management During the Past Three Years - 1984-1986	75
9-A.	Distribution of Respondents According to Present Administrative Position	77



DE LA SALLE UNIVERSITY

ix

Table	Page
9-B. Distribution of Respondents According to Former Administrative Position.	79
10-A. Distribution of Respondents According to Number of Years in the Present Position . .	81
10-B. Distribution of Respondents According to the Total Number of Years in Administrative Service	83
17-A. Managerial Needs Concerning the Planning Process	86
17-B. Managerial Needs Concerning the Planning Process	90
18-A. Managerial Needs Concerning the Organizing Process	95
18-B. Managerial Needs Concerning the Organizing Process	98
18-C. Managerial Needs Concerning the Organizing Process	100
19. Managerial Needs Concerning the Staffing Process	104
20-A. Managerial Needs Concerning the Leading Process	109
20-B. Managerial Needs Concerning the Leading Process	112



DE LA SALLE UNIVERSITY

x

Table	Page
21-A. Managerial Needs Concerning the Controlling Process.	116
21-B. Managerial Needs Concerning the Controlling Process.	119
22. Managerial Needs Concerning Relations with Other Administrators	123
24. Managerial Needs Concerning Relations with Students	126
25. Managerial Needs Concerning Relations with Parents.	129
26-A. Managerial Needs Concerning Personal Qualities.	134
26-B. Managerial Needs Concerning Personal Qualities.	139
26-C. Managerial Needs Concerning Personal Qualities.	143
27. Distribution of Items Perceived as Great and Moderate Needs by Area	148
28. Distribution of Areas by Area Mean.	150
29. Distribution of Area Topics by Topic Mean.	151
30. Overall List of Managerial Needs Perceived as Great and Moderate Needs.	153



DE LA SALLE UNIVERSITY

xi

Table	Page
31. Distribution of Responses to the First Question Regarding the Preparation of the Respondents for their Present Administrative Positions.	165
32. Positive Factors Affecting Preparation for Present Administrative Position.	168
33. Negative Factors Affecting Preparation for Present Administrative Positions	171
34. Administrators' Preferences as to Program Objectives	177
35. Administrators' Preferences as to Program Content.	179
36. Administrators' Preferences as to Program Methods.	180
37-A. Administrators' Preferences as to Program Locations.	183
37-B. Administrators' Preferences as to Program Venues	185
38-A. Administrators' Preferences as to Time of the Year	186
38-B. Administrators' Preferences as to Program Duration	188
39. Administrators' Preferences as to Trainers .	189



Table	Page
40. Administrators' Preferences as to Program Materials.	190
41. Administrators' Preferences as to Sources of Furds	192

