

DE LA SALLE UNIVERSITY

DEVELOPMENT OF PROPOSED FACULTY AND ADMINISTRATIVE
MANUALS FOR DOMINICAN SCHOOL
OF DAGUPAN

738000

Two Project Papers
Presented to the College of Education
De La Salle University

In Partial Fulfillment
of the Requirements for the Degree
Master of Science in Educational Management

by
Sr. Ma. Lorenza S. Sajul, OP
December 1995

AKLATANG EMILIO AGUINALDO



DE LA SALLE UNIVERSITY

v

ABSTRACT

This study was conducted to develop an administrative manual and a faculty manual for the Dominican School of Dagupan.

Specifically, the study had the following specific objectives:

1. To gather information that will guide the development of the proposed administrative and faculty manuals;
2. To determine the job descriptions, organizational relations, roles, duties and responsibilities, policies, rules, and procedures governing administrators and faculty members;
3. To determine the component parts of the proposed manuals that address the needs and problems of administrators and faculty members;
4. To develop the initial drafts of the two manuals, based on the consolidated findings of the study;



5. To modify and improve the initial drafts of the manuals, based on the results of the field test.

Research Method

This is a descriptive-analytic study which used needs assessment questionnaires, interviews, and content analysis for data gathering purposes. Descriptive statistics such as frequencies, percentages, and means were used to analyze quantitative data.

The respondents consisted of 11 administrators, 12 elementary teachers, and 10 high school teachers.

Findings

The respondent school had existing written and unwritten policies, rules, and procedures governing administrators, teachers, and personnel. However, these were not systematically organized and encoded into manuals intended to guide the administration and



management of the respondent school. Many of the policies, rules, and procedures were not properly disseminated to the faculty and personnel.

Data gathered through the study were used to develop the proposed manuals.

Conclusion

Based on the preliminary field test of the manuals, it may be concluded that these are comprehensive, concise, and clearly worded.

Recommendations

The manuals must be presented to the Board of Trustees for approval. In addition, the school should conduct information dissemination among the administration and faculty members to ensure clear understanding of its provisions. Moreover, periodic review and evaluation of the manuals should be undertaken to update its provisions in response to changes in the educational policies of the school and



the government. Lastly, the main field testing of the manuals should include an assessment of the acceptability of the contents or provisions by the administrators or faculty.



TABLE OF CONTENTS

	Page
Acknowledgement	ii
Abstract	v
List of Tables	xiii
List of Figures	xvi
Chapter	
1. THE PROBLEM AND REVIEW OF RELATED LITERATURE	1
Review of Related Literature	4
Synthesis	27
Theoretical Framework	30
Statement of the Problem	37
Significance of the Study	38
Scope and Limitations	39
Definition of Terms	40
2 RESEARCH METHOD	44
Research Method	44
Sources of Data	44
Participants	45
Research Instrument	45



DE LA SALLE UNIVERSITY

x

Data-Gathering Procedures	51
Statistical Analysis and Treatment of Data	56
3 PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA	58
Pertinent Documents Used in Preparing the Administrative and Faculty Manuals	58
Structuring the Faculty Manual	65
Policies, Rules, and Procedures Governing Administrators and Faculty Encoded in the Proposed Faculty Manual	78
Parts of the Faculty Manual	104
Results of the Preliminary Field Test	108
Discussion	117
THE PROPOSED FACULTY MANUAL	123
DEVELOPMENT OF THE PROPOSED ADMINISTRATIVE MANUAL	196
Structuring the Administrative Manual ..	197
Job Descriptions, Organizational Relationship and Specific Duties, Roles, and Functions	



of Administrative Staff and Personnel.....	198
Identified Parts of the Administrative Manual.....	205
Results of the Preliminary Field Test....	208
THE PROPOSED ADMINISTRATIVE MANUAL.....	216
4 SUMMARY, CONCLUSION, AND RECOMMENDATIONS.....	268
Findings.....	268
Conclusion.....	271
Recommendations.....	271
Appendices.....	273
A. Letter of Request to Conduct a Study.....	273
B. Questionnaire on Profile, Organizational Relations, and Specific Duties Performed.....	274
C. Questionnaire on Teacher Behavior.....	276
D. Questionnaire on Policies.....	281
E. Questionnaire to Measure the Brevity	



Clarity, and Comprehensiveness of the Initial Drafts of the Proposed Manuals.....	291
References.....	296



LIST OF TABLES

Tables		Page
1	Sources of General Information.....	60
2	Sources of the Contents of the Proposed Administrative and Faculty Manuals.....	63
3	Expected Characteristics of a Dominican Teacher in Relation to Attendance.....	66
4	Expected Qualities of a Dominican Teacher in Regard to Classroom Discipline and Implementation of Rules.....	69
5	Expected Attitudes of a Dominican Teacher Toward Teacher-Student Relationship	71
6	Expected Characteristics of a Dominican Teacher Towards Teaching Aids and Techniques	74
7	Expected Characteristics of a Dominican Teacher Towards the Evaluation of Student Learning	76
8	Expected Attitudes of a Dominican	



Tables	Page
Teacher Towards the Practice of Values	77
9 Policies in Teacher Selection	82
10 Policies on Teacher Orientation	84
11 Policies on Assistance Extended to Probationary Teachers	85
12 Policies on Placements, Load, and Assignments	89
13 Policies on Teachers' Salary and Benefits	90
14 Policies on Fringe Benefits of Teachers	92
15 Policies on Teacher Ranking and Promotions	94
16 Policies on Evaluation of Teacher Performance	96
17 Policies on Awards and Recognitions....	97
18 Policies on Termination of Employment	99
19 Policies Relating to Grievance Machinery	100
20 Policies on Faculty Discipline	102



DE LA SALLE UNIVERSITY

xv

Tables	Page
21 Policies on Teacher Development	104
22 Component Parts of Faculty Manuals Referred To	106
23 Perceived Comprehensiveness of the Developed Faculty Manual	110
24 Perceived Clarity of the Developed Faculty Manual	111
25 Perceived Brevity of the Developed Faculty Manual	113
26 Results of the Questionnaire on Organizational Relations and Specific Duties Performed	203
27 Component Parts of Administrative Manuals Referred To	207
28 Perceived Comprehensiveness of the Developed Administrative Manual	210
29 Perceived Clarity of the Developed Administrative Manual	212
30 Perceived Brevity of the Developed Administrative Manual	213



LIST OF FIGURE

Figure		Page
1.	Theoretical Framework on the Process of Developing Manuals	36
2.	Gathered Responses from the Interviews of the Respondents on Salaries and Benefits	78
3.	The Proposed Organizational Chart for the Dominican School in Dagupan	136

