# Is Socrates in the Boardroom of Philippine State Universities and Colleges?

Ronald L. Orale
Samar State University, Catbalogan City, Philippines
ronald_catb@yahoo.com

## Abstract

*Is Socrates in the boardroom of Philippine State Universities and Colleges (SUCs)? The answer is no! While most of the best Higher Education Institutions (HEIs) and the top movers in the world university rankings are headed by highly-cited scholars, the Philippines SUCs do not practice it. Using the Harzing's Publish or Perish Software, HEI leaders' publication performance was determined. Result showed that only 33% of SUC presidents have online-searchable publication, and a third of them have citation and h-index. Leaders of Philippine HEIs must be those who are highly cited scholars or have strong research qualities to improve the reputation in the global arena.*

Keywords: HEI leader, publication, leadership by example, research leadership

## I. INTRODUCTION

Universities are very essential players in advancing scientific knowledge leading to the creation of scientific breakthrough, new products driving economic growth of countries (Greenspan and Rosan, 2003). Universities play a very strategic role in developing capabilities of its professionals fuelling improvement in knowledge-based industries using high technologies which are the primary movers of successful economies today and of the global economy in the future (Greenspan and Rosan, 2003 & Salmi, 2011). The role of universities as a knowledge creator is also the reason universities in the world are ranked using research as one major factor. In the Academic Ranking of World University (ARWU), 60% are allocated for research productivity (Rauhvargers, 2011) while the World University Ranking-Times Higher Education allocated 20% of its point from research performance (Rauhvargers, 2011) with the rest of the factors indirectly related to the institutions reputation which can be traced to quality research outcomes. On the other hand, the Thompson-Reuters University ranking allocated 65% of total points associated to research productivity such as quantity of researches, income from research, and research citation (http://www.timeshighereducation.co.uk, 11/2/2013).

For consecutive years, the best of Philippine universities has declined in the global university rankings. The country's best HEIs such as the University of the Philippines, Ateneo de Manila University, De La Salle University and University of Santo Tomas have fallen in the Quacquarelli Symonds (QS) University rankings (http://www.topuniversities.com,

11/2/2013). In 2013, up to five HEIs in the Philippines have been included in several world university ranking. The answer why the Philippine HEIs fail to compete globally can be traced to the lower state of its academic institutions compared to its counterparts worldwide.

Since one of the major indicators of a university is research productivity, it is but logical that a person with this qualification is its leader. The most prominent and richest universities in the world select a leader who is highly cited (Goodal, 2010). In a study conducted by Amanda Godal shows that the top 5 and ten mover-institutions have leaders having four-times and three -times the lifetime citations respectively compared to leaders of HEIs that performed less well (ibid). It suggests that a university headed by an accomplished researcher is expected to improve the university reputation few years after his/her appointment (ibid).

One of the major concerns in the Philippine Higher Education Institutions is its deteriorating quality (CHED, PASUC, DBM, 2012). It can be deduced from the study of Godal (2010) that the continued deterioration of quality was maybe because of the institutional leaders' qualifications specifically on research competencies. Leading by example is an effective methodology in encouraging culture awareness which leads to culture change in organizations (Schraeder, Tears & Jordan, 2005), followers tend to become like their leaders. There are 110 SUCs, 1280 private colleges and universities (Padua, 2003) and 109 local college or universities, specialized HEIs and other government HEIs in the Philippines (CHED, 2010). These institutions are either headed by presidents or chancellor. In SUCs, the head are chosen based on the Commission on Higher Education (CHED) Memorandum Order (CMO) No. 09, s 1995 (CHED, 1995).The minimum qualification to become president does not include research competence. Criteria of selection of qualified candidates for SUCs presidents include only administrative experience in government service, academic background, vision for the SUC, academic community support, managerial competence, and tertiary level teaching experience (CHED, 1995). Selection of leaders has historically not been the priority in higher education (Hecht, 2006) because it is believed that head will learn as they serve and this approach do not produce excellent leaders (Ruben, 2007). In response to the problems of HEIs, the Philippine government is currently implementing a modernization plan aiming to improve quality standards in HEIs and raise the level of educational outcomes and increase social relevance of its development functions (CHED, PASUC, DBM, 2012). None in this modernization act pointed out the importance of research competencies of its leaders. In the absence of this requisite of research competencies to qualify as president, it is likely that the presidents of the Philippine SUCs might not possess such. Volume of refereed journal publication, citation and h-index are widely used indicators of research competence. How does the state-owned institution leaders fair in this indices?

This paper presents the results in an online search of the Philippine SUC presidents' scientific publication from until December 2013 and compares it to the publication of the leaders of the top 20 HEIs in Asia.

## II. METHODOLOGY

Almost all of the major scientific publications in the world are already published, cited, and indexed online making review of scholarly work publishing convenient.

Table 1.
Volume of Publication Performance of HEI Presidents/Leaders

| No. of publications* | % of Philippines SUC Presidents by SUC Level | | | | Asia's top 20 HEI leaders (%) |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | |
| 0 | 100 | 91 | 67 | 53 | - |
| 1-10 | - | 9 | 33 | 41 | 5 |
| 11-20 | - | - | - | 6 | 5 |
| 21-50 | - | - | - | - | - |
| 51-100 | - | - | - | - | 10 |
| 101-200 | - | - | - | - | 40 |
| 201-500 | - | - | - | - | 21 |
| 501-1000 | - | - | - | - | 15 |

### Reviewing HEI Leader's Publication Performance

The retrieval and analysis of academic citation used the Harzing Publish or Perish 4 software. The said software is available online and uses a database of Google Scholar or the Microsoft Academic Search. It is capable of producing results such as number of publication, citations, years of publications, h index and others (www.harzing.com, 2013). List of searched publication of an HEI leader was reviewed to exclude publications not belonging to the said leader. Available biography of HEI leaders used also used to validate the list of publications detected by the software. The list however may not be exhaustive of all publications of the concerned leader because only publications published and indexed online can be searched by the software.

### Identifying the HEI Heads and their Institutions Ranking

The list of presidents and the state universities and colleges were taken from the Philippine Association of State Universities and Colleges web-site and the SUC levels come from the CHED CMOs available on their website. To benchmark Philippine SUCs research performance, it considered the top 20 universities in Asia based on QS University Ranking.Names of the presidents in this top Asian HEIs were taken from their respective websites.

### Treatment of Data and Analysis

Data collected from the Herzing Publish or Perish software were cut and pasted into excel. This information was stratified according to SUC levels and summarized using means, standard deviation and percentages. The publication performance (volume, citation and h index) of the Philippine SUCs with respect to the SUC levels were determined using a t-test and relationships between SUC level and publication performance were determined using Pearson r.

## III. RESULTS AND DISCUSSION

There was a total of 1792 HEIs in the Philippines, and 110 are categorized as State Colleges and Universities (SUCs). Each of these SUCs not including the autonomous universities, local college/ universities, specialized HEIs, and other government HEIs are stratified into four levels. In the 2012 institutional evaluation widely known as SUC levelling, about 17% belongs to level 4 SUCs (the best SUCs in instruction, research, extension and production) while about 35%, 33% and 15% belongs to level 3, 2 and 1 respectively (CHED, 2007).

Table 2.
Citation Counts of HEI Presidents/Leaders

| Citation counts* | % of Philippines SUC Presidents by SUC Level | | | | Asia's top 20 HEI leaders (%) |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | |
| 0 | 100 | 91 | 67 | 53 | 5 |
| 1-10 | - | 9 | 33 | 41 | - |
| 11-20 | - | - | - | 6 | 5 |
| 21-50 | - | - | - | - | - |
| 51-100 | - | - | - | - | - |
| 101-200 | - | - | - | - | 5 |
| 201-500 | - | - | - | - | 5 |
| 501-1000 | - | - | - | - | 10 |
| 1001-10000 | - | - | - | - | 40 |
| 10001-20000 | - | - | - | - | 15 |
| 20001-30000 | - | - | - | - | 10 |
| 30001-40000 | - | - | - | - | - |
| 40001-50000 | - | - | - | - | 5 |

**retrieved from the Harzing Publish or Perish 4 Software (12/2013)*

Table 3.
H Index of HEI Presidents/Leaders

| H index* | % of Philippines SUC Presidents by SUC Level | | | | Asia's top 20 HEI leaders (%) |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | |
| 0 | 100 | 97 | 90 | 82 | 5 |
| 1-10 | - | 3 | 10 | 18 | 20 |
| 11-20 | - | - | - | - | 15 |
| 21-50 | - | - | - | - | 35 |
| 51-75 | - | - | - | - | 15 |
| 75-100 | - | - | - | - | 10 |

**retrieved from the Harzing Publish or Perish 4 Software (12/2013)*

## Volume of Publications of SUC Leaders

Table 1 shows the number of publication made by the Philippine SUC presidents until from December 2013. This includes publications even before he/she become an HEI head. All presidents of level 1 institutions have 100% non searchable publication, while levels 2, 3 and 4 has about 91%, 67% and 53% respectively. Many of these presidents have published papers in their respective institutions journals, most of which are non-refereed thus quality is questionable. These publications are poorly circulated and are relatively inaccessible worldwide.

In contrast, the volume of publication of the top 20 leaders of HEIs in Asia is more than 33 times that of the Philippine SUC presidents.

## Publication citation of SUC leaders

Citation counts capture popularity of an author while weighted citation captures prestige, both measure however are comparable (Yan and Ding, 2010). Table 2 shows only citation counts and does not consider the weight like how fast an article was cited. A little more than 75% of

Table 4.
Comparison of Performance of HEI Presidents/Leaders by Rank

| Publication Performance | | SUC Level | | | |
|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 |
| Volume | X | 0.00 | $0.39^{a}$ | $0.72^{+a,b}$ | $1.95^{+a,b,c}$ |
| | SD | 0.00 | 0.99 | 1.30 | 3.55 |
| Citation | X | 0.00 | $0.09^{a}$ | $0.42^{a,b}$ | $5.74^{a,b,c}$ |
| | SD | 0.00 | 0.51 | 1.97 | 16.22 |
| h index | X | 0.00 | $0.03^{a}$ | $0.13^{a,b}$ | $0.53^{a,+b,c}$ |
| | SD | 0.00 | 0.17 | 0.41 | 1.22 |
| *n* | | 17 | 36 | 38 | 19 |

*+( significant, 0.05) a(vs. SUC1) b(vs. SUC2) c(vs. SUC3)*

the Philippine SUCs have not published and thus will never be cited. In many cases, SUC presidents' research outputs are locally published and circulated in their local libraries shutting potential users of the information from around the globe. The inaccessibility of articles affects the chances of being cited by other researchers, this is also the reason why publishing in an online, open access refereed journal makes a researcher most likely to be cited (Eysenbach, 2006).

In contrast, leaders of HEIs in Asia's top 20 have citation counts reaching approximately 41,000 from around 500 articles while the top cited Philippine SUC president has citation count of 63 from 15 publications.

## H index of SUC leaders

The h-index gives an estimate of the importance, significance and broad impact of a scientist's cumulative research contributions (Hirsch, 2005). Shown on table 3 are the h indices of presidents/ leaders of Philippine SUCs and the top 20 HEIs in Asia. Most of the SUCs president has no h index, primarily because about 75% of them has no publication, while only about a third of those with publication has been cited. In contrast to the top 20 HEIs in Asia, Philippine SUC presidents fare poorly in terms of having an h-index.

## HEIs leaders publication performance by SUC level

Figure 1 shows the relationship between the research rating (wherein 8 is the maximum) in the SUC leveling under research area and the number of publications of the SUC president. It shows that the higher the rating in the SUC leveling specifically in the research area, the higher the publication volume. This means that better universities tend to select leaders who are into publishing research. The Pearson correlation coefficient is weak because there are presidents belonging to higher levels who have no online-traceable research publication. This also shows that research publication and citation or having an h index is not a pre-requisite of becoming presidents.

SUCs are stratified into four levels based on the aggregated ratings along instruction,

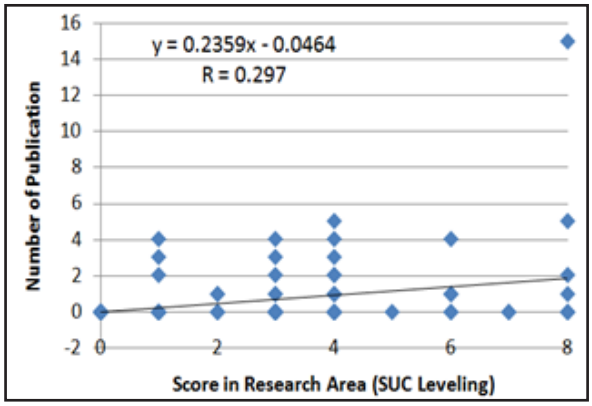


*Figure 1. Publication performance of Presidents versus research score in SUC levelling*

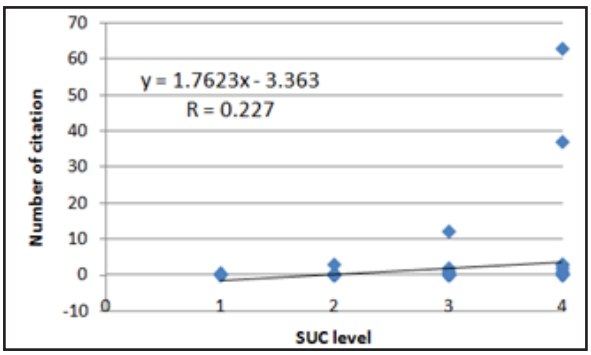


*Figure 2. Citation of Presidents versus SUC level*

research, extension and management of resources (CHED-DBM, 2003). The higher the level, the better is the quality of the SUCs. Those belonging to SUC level 4 are considered the Philippines top SUCs. Most likely, SUCs with the higher level tend to have a president who has a good research publication count as shown on Figure 2. The said positive correlation is weak primarily because there are many SUC presidents who have no searchable publication even in the top Philippine SUCs.

It appears that the higher the SUC level, the larger the publication performance. The differences however are proven to be mostly not significant. This indicates that research competencies such as the volume of publication, citation count and h index are not considered in the selection of leaders. In terms of citation and h index, all SUCs fair the same. The significant differences were only observed in the volume of publication of SUC levels 3 and 4 as it is contrasted with the SUCs level 1 and 2.

## Publication performance of leaders vs. SUC level

SUCs are evaluated and are rated in four areas as prescribed in the DBM/CHED Joint Circular No. 1, s. 2003, namely; instruction, research, extension and management of resources (CHED-DBM, 2003). Each of the aforesaid areas was allocated with 17 (49%), eight (23%), five (14%) and five points (14%) respectively. This shows that Philippine SUCs consider research productivity as secondary only to instruction by a little more than half. In the SUC levelling under the research area, SUCs are evaluated in terms of research outputs published in international/national/local journals, and research outputs disseminated/presented (CHED-DBM, 2003).

Regression analysis shows that the higher the rating in the SUC levelling specifically in the research area, the higher the publication volume of the president. This means that better universities tend to select leaders who are into publishing research. The Pearson correlation coefficient however is weak because there are presidents belonging to higher levels who have no online-traceable research publication.

SUCs are stratified into four levels based on the aggregated ratings along instruction, research,extension and management of resources (CHED-DBM, 2003). The higher the level, the better is the quality of the SUCs. Those belonging to SUC level 4 are considered the Philippines top SUCs. Most likely, SUCs with a higher level tend to have a president who has good research publication count as shown on Figure 2. The said positive correlation is weak primarily because there are many SUC presidents who have no searchable publication even in the top Philippine SUCs.

## Research Capabilities of SUC Presidents

A bible verse says that a blind man cannot lead another blind man or else they will booth fall into the pit. Goodal (2010) summarizes that HEI leaders who are "better scholars appear more credible as leaders, that they have expert knowledge of the core business of universities, that they are standard bearers, and finally, that leaders who are scholars signal

organizational priorities."

Majority of the presidents in the Philippines SUCs grow within the ranks from the same institution they come from. They start as instructors and later as assistants, associates and full professors. Promotion of ranks is based on the employee's performance in the quadrology functions (CHED, 2009), some of which are scholarly works such as publication of research, citation among many others. Most of these presidents have professorial ranks wherein 50% of their ratings come from research accomplishments with great emphasis on publication of research outputs in refereed journals as well as presentation of research outputs in national and international scientific conferences.

The weak publication performance of SUCs presidents is attributed to the low qualification standards that measures research competencies. Qualification standards for SUC presidents based on CHED CMO No. 16 s 2009 require only age, citizenship, administrative experience as Vice Presidents, Deans and Campus Directors and earned any doctoral degree from reputable HEIs (CHED, 2009). In the world HEIs, most leaders have gained management experience as provosts, pro-vice chancellors or deans, or by running major research centers or labs (Goodal, 2010).

The best universities in the world have wide choices of potential leaders (Goodal, 2010). These universities have attractive packages to hire the best scholars to lead their institutions. On the other hand, Philippine SUCs seem to have a limited number of professionals with excellent research competencies available to head Philippine SUCs. This is clearly shown on the poor publication performance of SUC presidents as compared to the best in the world.

The guidelines used for promotion of academic staff in SUCs which clearly stipulated in the Department of Budget and Management(DBM) Normative Budget Circular No. 461(DBM, 1998) have allocated significant number of points towards research productivity. There is also a requirement of accreditation of personnel who qualified as professors by the Philippine Association of State Universities and Colleges(PASUC) wherein one major criterion is on research competencies. The SUC levelling also looks into research productivity as one major requirement for attaining higher levels. If this criterion exists but does not result into better reputation especially in the world arena, it is not seriously followed or strictly implemented then.

## IV. CONCLUSIONS AND RECOMMENDATIONS

The study examined the Philippines SUC presidents' research competencies such as volume of publication, citation counts and their h index and it's comparison to the leaders of the top 20 HEIs in Asia.
Two out of three (2/3) of them has no publication. One in every two (1/2) presidents of level 4 SUC has no publication. Only one of three SUC presidents with publication has been cited and had an h-index ranging from 1 to 5. Differences in citation and h index of the leaders are not significantly related while SUCs with higher level tend to have presidents who have higher volume of refereed publication.

Volume of publication, citation and h-index of SUC presidents in contrast to top 20 HEIs in Asia are very small.

Research productivity in HEIs is an important measure of quality in the world. Most worldwide university rankings use research productivity, and other research related profile in its evaluation. It has been pointed out that best universities

are managed by top scholars in the world. The inclusion of research productivity specifically on publication and citation counts among others be made as a requirement in selecting leaders of SUCs, leaders with Socratic characters.

## REFERENCES


Commission on Higher Education& Department of Budget and Management (2003) CHED-DBM Joint Circular no. 1, s. 2003. (2003) http://www.dbm.gov.ph/wp-content/uploads/2012/03/JC-No.-1-s.-2003.pdf Accessed 12 November 2013

Commission on Higher Education (2010), Mapping of Higher Education Institutions by Region, Province and Type (AY 2009/10) as of 16 August 2010.http://www.ched.gov.ph/wp-content/uploads/2013/07/Mapping_of-HEIs.pdf. Accessed 12, December 2013

Commission on Higher Education, Philippine Association of State Universities and Colleges, Department of Budget and Management (2012). Roadmap for Higher Education Reform, Philippines, http://www.ched.gov.ph/wp-content/uploads/2013/07/Roadmap-for-Public-Higher-Education-Reform.pdf Accessed 1 December 2013

Commission on Higher Education (1995). CMO No. 09, s 1995, http://www.ched.gov.ph/wp-content/uploads/2013/07/CMO-No.09-s1995.pdf. Accessed 7 November 2013

Commission on Higher Education (2009), CMO No. 16, s. 2009, Rules and regulations governing the search for president of State Universities and Colleges http://www.ched.gov.ph/wp-content/uploads/2013/07/CMO-No.16-s2009.pdf, Accessed 12 December 2013

Department of Budget and Management (1998), National Budget Circular No. 461 Implementing Guidelines, http://www.dbm.gov.ph/wp-content/uploads/2012/03/NBC-No.-461.pdf. Accessed 12 December 2013

Eysenbach G (2006) Citation Advantage of Open Access Articles. PLoS Biology 4(5), e157

Greenspan, Alan, and Richard M. Rosan (2003). "The Role of Universities Today: Critical Partners in Economic Development and Global Competitiveness." UC's Contributions to Economic Growth, Health, and Culturehttp://klamath-vhost.ucop.edu/itstartshere/report/role_today.pdf Accessed 2 November 2013

Goodall, A. H. (2010). Why Socrates should be in the Boardroom in Research Universities. Research and Occasional Paper Series, http://cshe.berkeley.edu/why-socrates-should-be-boardroom-research-universities Accessed 3 October 2013

Harzing Publish or Perish (1999) http://www.harzing.com/pop.htm#about. Accessed 12 December 2013

Hecht, I. W. D. (2006). Becoming a Department Chair: To Be or Not to Be, Effective Practices for Academic Leaders 1(3). Sterling:Stylus Publishing

Hirsch, J. E. (2005). An index to quantify an individual's scientific research output. Proceedings of the National Academy of Sciences, 102 (46), 16569-16572

Mike Schraeder, Rachel S. Tears, Mark H. Jordan, (2005) "Organizational culture in public sector organizations: Promoting change through training and leading by example", Leadership & Organization Development Journal, Vol. 26 Iss: 6, pp.492 – 502

Padua, RN. (2003). International Higher Education Quality Assurance Practices: Situating Philippine System, Journal of Philippine Higher education Quality Assurance, Vol.1, No.1. Manila:AACCUP

Quacquarelli Symonds University Rankings (2013). Asian University Ranking. http://www.topuniversities.com/node/4468/ranking-details/asian-university-rankings/2013 Accessed 2 November 2013

Rauhvargers, A. (2011) Global University Rankings and their Impacts, Brussels: EUA

Ruben, BD (2007) Excellence in Higher Education Guide: an integrated approach to assessment, Planning and improvement in colleges and universities, Washington DC: NACUBO

Salmi, J. (2011) The Challenge of Establishing World-Class Universities, Washington: The World Bank

SUC Leveling Results (2007), CHED CMO 60, s. 2, http://www.ched.gov.ph/wp-content/uploads/2013/07/CMO-No.60-s2007.pdf. Accessed 12 December 2013

World University Rankings 2013-2014 Methodology, http://www.timeshighereducation.co.uk/world-university-rankings/2013-14/world-ranking/methodology Accessed 2 November 2013

Yan, E., & Ding, Y. (2010). Weighted citation: An indicator of an article's prestige. Journal of the American Society for Information Science and Technology, 61(8), 1635-1643.