

AGREEMENT ON RETIREMENT AGE

Retirement age for faculty members of De La Salle University shall be at age 65 effective AY 2022-2023. As part of the agreement to move retirement age to 65, there shall be:

1. no extension beyond age 65. The service extension section of the Faculty Manual shall be removed;
 2. a reform of the faculty ranking system;
 3. a restructuring of the Retirement Plan for faculty members;
 4. no longevity pay beyond age 60;
 5. a KPI system using the newly developed scorecards;
1. No extension beyond age 65. Remove the service extension section from the Faculty Manual;
2. REFORMING THE DLSU RANKING SYSTEM

Benchmarked with Philippine State Universities and Colleges (SUCs), the comparative salary structures are as follows:

RANK	SUCs	DLSU	RATIO
Instructor	PhP 32321 - 41508	-	
Assistant Professor	PhP 45203 - 66316	PhP 73893 - 97580	142% - 163%
Associate Professor	PhP 73214 - 107531	PhP 106362 - 133748	114% - 145%
Full Professor	PhP 119558 - 184052	PhP 145789 - 224584	113% - 129%

Compared to SUCs, the salary scale of DLSU is skewed in favor of the lower ranks. It has to be noted that doctorate is a requirement for entry to Assistant Professor at UP. Thus entry level salaries comparison should be between Teaching Associate at DLSU (P61048) and Instructor at UP (P32321). DLSU entry level rate is 189% higher than SUC rate but the DLSU full professor rate is only at 124%. The annual increase of full professor 10 salaries in SUCs from 2012-2019 is 16.5%, and from 2019-2022, it is 2.6%. In comparison, salaries at DLSU averaged around 4% during this period. To remain competitive, DLSU needs to improve the salaries at the higher ranks.

As DLSU matures as a research university, it also needs to align itself with international norms, including moving towards having more faculty with doctorates in its roster.

The proposed reform in the DLSU faculty ranking system is thus as follows:

2.1. Academic Faculty

2.1.1. Require a doctorate for entry to Assistant Professor and its part-time equivalent.

2.1.1.1. To be applied prospectively, i.e. only for new hires

COVERAGE: new hires only, immediate

2.1.1.2. Incumbent assistant professors who do not have doctorates can continue to be promoted within the assistant professor rank without being required to have a doctorate.

COVERAGE: Incumbents only, carry over

2.1.2. To accommodate those without a doctorate, restore the Instructor ranks.

2.1.2.1. Once an instructor gets a doctorate, he/she may apply for a rank promotion where residency requirement is waived. The faculty shall be assessed like a new hire.

COVERAGE: new hires only, immediate

2.1.3. The current entry level for full-time is Teaching Associate. Once the Instructor levels are restored, Teaching Associate should be phased out through attrition, that is, no more new hires at this rank.

COVERAGE: for incumbent Teaching Associate only by attrition

2.1.4. Increase the number of steps for each rank from 5 to 10.

COVERAGE: new and incumbent, immediate but with transitory provision 2.1.6 for incumbents

2.1.5. There should however be a mechanism for rewarding highly productive professors. This shall be achieved through an accelerated promotion system.

2.1.5.1. The typical promotion is the step promotion whereby one year of residency is required for each step, in addition to teaching, research, and social engagement performance standards. Once a faculty member reach step 5 to 9 in a rank lower than full professor, the faculty may avail of an accelerated promotion whereby

one year of residency is all that is required for the faculty to jump to step 1 of the next rank or any rank in between, provided the faculty fulfills the following:

- a. the cumulative teaching, research and engagement performance standards for every step. Under an accelerated promotion, research scores can compensate for non-research scores since the latter will likely be smaller with fewer residency years, but not the other way around.
- b. the entry requirement for the next rank

2.1.5.2. Additional step promotions (e.g from step 1 to 2, 3, ...) may be availed at the same time provided the faculty member has the requisite residency years for each of these additional steps.

For example, in AY 2022-2023, the cumulative point requirements for promotion to each rank shall be as follows:

Rank and Steps	Cumulative Research Points	Cumulative Total Points
Asst. Prof 1	10	10
Asst. Prof 2	20	60
Asst. Prof 3	30	110
Asst. Prof 4	40	160
Asst. Prof 5	50	210
Asst. Prof 6	60	260
Asst. Prof 7	70	310
Asst. Prof 8	80	360
Asst. Prof 9	90	410
Asst. Prof 10	100	460
Asso. Prof 1	120	520
Asso. Prof.2	140	580
Asso. Prof 3	160	640
Asso. Prof 4	180	700
Asso. Prof 5	200	760
Asso. Prof 6	220	820
Asso. Prof 7	240	880
Asso. Prof 8	260	940
Asso. Prof.9	280	1000
Asso. Prof 10	300	1060
Full Prof 1	340	1140
Full Prof 2	380	1220
Full Prof 3	420	1300
Full Prof 4	460	1380

Full Prof 5	500	1460
Full Prof 6	560	1560
Full Prof 7	620	1660
Full Prof 8	680	1760
Full Prof 9	740	1860
Full Prof 10	800	1960
Distinguished Full Professor	980	2180

A faculty member shall be assumed to have the corresponding cumulative points of the rank he/she is currently occupying. To be promoted to a new rank, the basic requirements are residency years and additional points which can be computed as follows:

$$\text{Points needed} = [\text{cumulative point of new rank}] - [\text{cumulative point of current rank}]$$

For example, an Associate Professor 2 looking to be promoted to Associate Professor 4 must have 2 years of residency, 40 unused research points, and 120 unused total points (research and non-research).

An Associate Professor 5 can move up to Full Professor 1 with just one year of residency if he/she satisfies the entry requirement for full professor, 140 unused research points, and 380 unused total points. If he/she has one year of residency, 180 unused research points but only 300 unused total points, he/she can move up to Associate Professor 10. The 180 research points which is part of the total points shall be deemed to have been used up upon his/her promotion to Associate Professor 10, since the extra 80 research points was used to compensate for the deficiency in the non-research points.

COVERAGE: new and incumbent, immediate but with transitional provision 2.1.6 for incumbents

- 2.1.6. The overlap between step 6 of the lower rank and step 1 of the next higher rank, as well as step 7 of the lower rank with step 2 of the higher rank, shall be phased out. By AY 2024-2025, this privilege which is currently enjoyed only by faculty members hired before 2012, shall no longer apply.

COVERAGE: transitory provision for Incumbent only, 3 year transition period

- 2.1.7. Entry requirements for each rank shall be raised.

Ranks	Threshold Requirement	Remarks
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Assistant Professor	<ul style="list-style-type: none"> • Ph.D. degree or equivalent 	<ul style="list-style-type: none"> • Corresponds to R2 (Recognized Researcher) in EU Framework • Signifies potential for independent research
Associate Professor	<ul style="list-style-type: none"> • Awards or grants of lower magnitude than those specified for higher ranks (e.g., finalist or runner-up standing in award competitions; co-investigator in an externally funded grant) <p>OR</p> <ul style="list-style-type: none"> • Other distinctions (e.g., junior editorial role in a Scopus-indexed journal) 	<ul style="list-style-type: none"> • Corresponds to R3 (Established Researcher) • Signifies mature standing as an independent researcher
Full Professor	<ul style="list-style-type: none"> • Awards or grants (as per current manual) <p>OR</p> <ul style="list-style-type: none"> • Other distinctions (e.g., senior editorial role in a Scopus-indexed journal) <p>In addition,</p> <ul style="list-style-type: none"> • External peer review by full professor from reputable/ranked university 	<ul style="list-style-type: none"> • Corresponds to R3 (Established Researcher) or R4 (Leading Researcher) in EU Framework • Signifies internationally competitive standing as field expert
Distinguished Professor	<ul style="list-style-type: none"> • Additional awards or grants <p>OR</p> <ul style="list-style-type: none"> • Other distinctions (e.g., senior editorial role in a 	<ul style="list-style-type: none"> • Corresponds to R4 (Leading Researcher) in EU Framework • Signifies internationally competitive standing as field leader

	<p>Q1/Q2 Scopus-indexed journal)</p> <p>In addition,</p> <ul style="list-style-type: none"> external peer review by full professor from reputable/ranked university 	
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*Disciplinary exceptions may be specified where applicable.

COVERAGE: new and incumbent, after 3 years

2.1.8. Raise the research points needed for each promotion step.

Rank and Steps	Current State	Target State in 3 years
Instructor (1-5)		
Instructor (6-10)		10
Asst. Prof (1-5)	10	30
Asst. Prof (6-10)	10	40
Asso. Prof (1-5)	20	40
Asso. Prof (6-10)	20	60*
Full Prof (1-5)	40	60*
Full Prof (6-10)	60	80*
Distinguished Full Professor	180	240*

* Lead or corresponding author in at least one research output

COVERAGE: new and incumbent, after 3 years

2.1.9. As standards rise with rank, salary differential between steps should also be rationalized. The salary differential between ranks should be commensurate with the requirements for promotion.

2.1.9.1. In principle, the tougher the requirements, the pay reward should also be higher.

Rank and Steps	Salary Differentials	
	Current State	Target State
Instructor (1-5)		2.0%
Instructor (6-10)		2.5%
Asst. Prof 1	21%	3.0%

Asst. Prof 2	3.5%	
Asst. Prof 3	6.0%	
Asst. Prof 4	3.5%	
Asst. Prof 5	6.0%	
Asst. Prof 6	3.5%	
Asst. Prof 7	6.0%	3.5%
Asst. Prof 8-10		
Asso. Prof 1	9.0%	
Asso. Prof.2	2.0%	
Asso. Prof 3	2.0%	4.0%
Asso. Prof 4	2.0%	
Asso. Prof 5	3.5%	
Asso. Prof 6	7.0%	
Asso. Prof 7	7.0%	4.5%
Asso. Prof 8-10		
Full Prof 1	9.0%	
Full Prof 2	2.0%	
Full Prof 3	2.0%	5.5%
Full Prof 4	3.5%	
Full Prof 5	7.0%	
Full Prof 6	7.0%	
Full Prof 7	7.0%	
Full Prof 8	7.0%	7.0%
Full Prof 9	7.0%	
Full Prof 10	7.0%	
Distinguished Full Professor	7.2%	8.0%

2.1.9.2. This may be achieved only if DLSU moves away from across the board increase for some years towards an average salary increase.

COVERAGE: new and incumbent, phased implementation towards the target state

2.1.10. For parity, apply the point system for new hires as well. Non-research points can be obtained from their outputs and activities. The new hires however will not have points from evaluation unless they are moving from a part-time position in DLSU, and this can be considered as an “equity of the incumbents”.

Years of teaching experience and research/non-research points required for hiring at each rank in AY2022-2023 shall be as follows:

Rank and Steps	Requirements
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	Degree	Teaching Experience	Cumulative Research and non-Research points
Instructor 1	Master's	0	0
Instructor 2	Master's	1	40
Instructor 3	Master's	2	80
Instructor 4	Master's	3	120
Instructor 5	Master's	4	160
Instructor 6	Master's	5	210
Instructor 7	Master's	6	260
Instructor 8	Master's	7	310
Instructor 9	Master's	8	360
Instructor 10	Master's	9	410
Asst. Prof 1	Doctorate	0	10
Asst. Prof 2	Doctorate	1	60
Asst. Prof 3	Doctorate	2	110
Asst. Prof 4	Doctorate	3	160
Asst. Prof 5	Doctorate	4	210
Asst. Prof 6	Doctorate	5	260
Asst. Prof 7	Doctorate	5	310
Asst. Prof 8	Doctorate	5	360
Asst. Prof 9	Doctorate	5	410
Asst. Prof 10	Doctorate	5	460
Asso. Prof 1	Doctorate	5	520
Asso. Prof.2	Doctorate	6	580
Asso. Prof 3	Doctorate	7	640
Asso. Prof 4	Doctorate	8	700
Asso. Prof 5	Doctorate	9	760
Asso. Prof 6	Doctorate	10	820
Asso. Prof 7	Doctorate	10	880
Asso. Prof 8	Doctorate	10	940
Asso. Prof.9	Doctorate	10	1000
Asso. Prof 10	Doctorate	10	1060
Full Prof 1	Doctorate	10	1140
Full Prof 2	Doctorate	11	1220
Full Prof 3	Doctorate	12	1300
Full Prof 4	Doctorate	13	1380
Full Prof 5	Doctorate	14	1460
Full Prof 6	Doctorate	15	1560
Full Prof 7	Doctorate	16	1660
Full Prof 8	Doctorate	17	1760

Full Prof 9	Doctorate	18	1860
Full Prof 10	Doctorate	19	1960
Distinguished Full Professor	Doctorate	21	2180

COVERAGE: new hires only, immediate

2.1.11. The research points needed for reclassification of part-timers shall be the same as the corresponding full-time rank. The non-research points shall however be only 20 points per step.

COVERAGE: new and incumbent, immediate

2.1.12. **Part-time** per unit pay shall be determined as follows:

2.1.12.1. Rate for Assistant Professorial Lecturer up = [corresponding full-time monthly salary] divided by 12 units divided by 4 weeks multiplied by a factor of 0.55. The factor of 0.55 is the one currently in use.

2.1.12.2. Lecturer Level rate = [Corresponding instructor monthly salary] divided by 12 units divided by 4 weeks multiplied by a factor of 0.65. The factor of 0.65 is to compensate for the lower monthly pay of instructors.

For example, for an entry-level lecturer who has a Master's degree but no teaching experience, the per unit rate at Year 1 is P45,000 divide by 12 divide by 4 times 0.65 = P609.

COVERAGE: new and incumbent, immediate

2.1.13. **Full-time overload** rate is the corresponding part-time rate multiplied by a factor of 0.83. This is the factor currently in use.

COVERAGE: new and incumbent, immediate

2.2. Academic Service Faculty

Academic Service Faculty is unique to DLSU, so there are no external norms to consider. Degree requirements for each rank shall remain the same as stated in the 2021 Faculty Manual. There is however a need to harmonize the ASF ranks with the Academic Faculty ranks to ensure parity between the two sets of ranking system, in the sense that output requirements for promotion to ranks of similar pay are at par with each other.

Based on current monthly salary, the equivalency between ASF and academic faculty ranks are as follows:

ASF	Salary
I-1	37062
I-2	37467
I-3	39592
I-4	41973
I-5	44483
I-6	47126
I-7	49920
I-8	52921
I-9	56243
I-10	60101
I-11	64322
II-1	66837
I-12	69398
II-2	72798
II-3	76193
II-4	81416
II-5	86888
III-1	89806
II-6	92725
III-2	96290
II-7	99859
III-3	104080
II-8	104849
III-4	109284
II-9	110094
III-5	114746
III-6	120786
III-7	127146
III-8	133836

Academic Faculty	Salary
Instructor 1	
Teaching Associate	61048
Asst. Professor 1	73893
Asst. Professor 2	76481
Asst. Professor 3	81070
Asst. Professor 4	83909
Asst. Professor 5	88944
Asst. Professor 6	92057
Asst. Professor 7	97580
Associate Professor 1	106362
Associate Professor 2	108489
Associate Professor 3	110660
Associate Professor 4	112871
Associate Professor 5	116822
Associate Professor 6	124998
Associate Professor 7	133748
Full Professor 1	145789
Full Professor 2	148702

2.2.1. Remove the overlaps

ASF	Salary
I-1	37062
I-2	37467
I-3	39592
I-4	41973
I-5	44483
I-6	47126
I-7	49920
I-8	52921
I-9	56243
I-10	60101
I-11	64322
I-12	69398
II-1	71098
II-2	72798
II-3	76193
II-4	81416
II-5	86888
II-6	92725
II-7	99859
II-8	104849
II-9	110094
III-1	111024
III-2	111954
III-3	112885
III-4	113815
III-5	114746
III-6	120786
III-7	127146
III-8	133836

Academic Faculty	Salary
Instructor 1	45000
Teaching Associate	61048
Asst. Professor 1	73893
Asst. Professor 2	76481
Asst. Professor 3	81070
Asst. Professor 4	83909
Asst. Professor 5	88944
Asst. Professor 6	92057
Asst. Professor 7	97580
Associate Professor 1	106362
Associate Professor 2	108489
Associate Professor 3	110660
Associate Professor 4	112871
Associate Professor 5	116822
Associate Professor 6	124998
Associate Professor 7	133748

Based on the number of ASF currently occupying the ranks of II-1, III-1 to III-4, the one-year cost of the removal of overlap is P554k.

Rank	Count	Old Rate	New Rate	Monthly Cost
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II-1	10	66837	71098	42610
III-1	0	89806	111024	0
III-2	0	96290	111954	0
III-3	0	104080	112885	0
III-4	0	109284	113815	0

COVERAGE: New and incumbent, immediate

2.2.2. There are at present 29 steps in the ASF salary scale and 31 steps in the Faculty Manual. There can perhaps be an additional step added to round it to 32 steps. This step could be II-10.

COVERAGE: new and incumbent, immediate

2.2.3. Establish an equivalency between ASF and academic faculty ranks based on current monthly pay, and use this as a basis for establishing requirements for promotion, and the target salary differentials to establish parity.

ASF Faculty Rank	Equivalent Academic Faculty Rank	Current Required Research Score	New Required Research Score	Target Salary Differential
I-1 to I-5		10	0	1.5%
I-6 to I-9	Instructor 1-4	10	0	2.0%
I-10 to II-1	Instructor 6-9	10	5	2.5%
II-2 to II-5	Asst. Prof 1 to 4	10	10	3.0%
II-6 to II-8	Asst Prof 6 to 8	20	20	3.5%
II-9 to III-5	Asso. Prof 3 to 5	20	30	4.0%
III-6	Asso. Prof. 6	20	40	4.5%
III-7 to III-10	Asso. Prof. 7 to 10	40	40	4.5%

COVERAGE: new and incumbent, phased implementation towards target state

2.2.4. For parity with academic faculty, the accelerated promotion scheme applies when ASFs reach the ranks of I-10 and II-6.

COVERAGE: new and incumbent, immediate

3. RESTRUCTURING THE RETIREMENT PLAN

3.1. For incumbent faculty members

- 3.1.1. Incumbent faculty members will continue to follow the existing plan provisions till age 60.
- 3.1.2. Once the faculty member reach 60, the retirement benefit due under the current retirement plan will be determined. The retirement benefit due is the higher of the University's share in Funds A, B and D or the minimum guarantee of one month (28 days) salary multiplied by years of service as of age 60.
- 3.1.3. If the latter is higher, the difference between this and the University's share in Funds A, B and D will be set aside in a separate retirement account, Fund G.
- 3.1.4. On the other hand, if the University's share in Funds A, B and D is higher than the guaranteed minimum, then no Fund G account will be created for the faculty member.
- 3.1.5. The University will continue to make its regular contributions to Funds A, B and D plus Funds C and F, if eligible, until actual retirement or separation of the faculty member but in no case beyond the mandatory retirement age of 65.
- 3.1.6. At retirement or separation from service, the faculty member will receive the entire balance (employee and University shares) under all the Funds where the faculty member participates in.

3.2. For faculty members hired on or after the date of effectivity of the new Retirement Plan:

- 3.2.1. The University shall make the same contributions to the Funds (A, B, and D plus C and F, if eligible) as for existing faculty members.
- 3.2.2. However, for this group of faculty members, the University's contributions to Funds B and D will be compulsory regardless of whether they contribute to these Funds or not. This would somehow compensate them for losing the defined benefit guarantee.
- 3.2.3. At retirement or separation from service, the employee will receive the entire balance (faculty and University shares) under all the Funds where the faculty member participates in.
- 3.2.4. However, if the total benefit under the Funds A, B and D attributable to the University's contributions on the faculty's behalf should fall short of the minimum retirement benefit specified by the law in effect at time of his retirement, the University shall make up the difference at such time.

4. No longevity pay beyond age 60;

5. Implement a KPI system using the newly developed scorecards.

5.1. Use the performance scorecards that are also used for promotion.

5.2. For promotion, a faculty needs at least 40 non-research points and research points corresponding to the rank. A minimum performance standard (MPS) shall be set at 30 total (research and non-research combined) points.

5.3. If a faculty fails to meet 30 MPS points during the year, he/she should undergo a formation/training program.

This agreement shall serve as an amendment of the 2021 Faculty Manual, and provisions of this agreement supersedes the related provisions of the 2021 Faculty Manual.