

RHODES UNIVERSITY

Recruitment and Selection of a Vice-Chancellor and Principal

1. Background

The current recruitment and selection policies of the University do not address the process of recruiting and selecting a new Vice-Chancellor. However, the principles and strategic imperatives that guide other selection processes are relevant in appointing a new Vice-Chancellor. Past practice has been that the process of appointing a new Vice-Chancellor is approved after extensive consultation with stakeholders. Given the uniqueness of this post and that a new Vice-Chancellor is usually only appointed every 5 to 7 years, it is proposed that this practice continue for the foreseeable future.

The process of consultation includes:

- Council drafts a document outlining the process for the selection of the Vice-Chancellor (***this document was approved by Council on 13 March 2014***);
- The draft process document is tabled at the Institutional Forum and Senate for comment;
- Council considers the Institutional Forum and Senate comments and approves the process.

2. Legislative Framework

The appointment of the new Vice-Chancellor needs to be within the following frameworks:

- Rhodes University Statute
- Employment Equity Act

In terms of paragraph 8 of the Statute the appointment process is conducted in a manner determined by Council. Furthermore, the Institutional Forum shall advise the Council on the selection of candidates for the position of Vice-Chancellor

3. Term of office

The Vice-Chancellor is appointed by the Council for such a period as agreed upon in his or her contract. It is proposed that the term of office shall be no less than five years and no more than seven years, the exact term to be determined in consultation with the successful candidate.

4. Composition of the Selection Committee

The Committee shall consist of:

- Chairperson of Council who shall be the Chair of the Committee
- Four members of Council, none of whom shall be staff or student members and, if available, one of whom shall be the Chair of the Finance and General Purposes Committee and one of whom shall be the Chair of the Audit Committee
- Deputy Vice-Chancellor: Academic and Student Affairs (should the DVC: A&SA withdraw from the process, the Dean of Teaching and Learning to take this place)
- Deputy Vice-Chancellor: Research and Development (should the DVC: R&D withdraw from the process, a Dean to take this place)
- Executive Director: Infrastructure Operations and Finance
- Two Deans of Faculty

- Three members of Senate, all academic members of staff, seeking to achieve diversity for example in terms of social group, gender, Faculty, rank, age etc; none of these representatives shall be student representatives
- Registrar
- SRC President (or his nominee)
- One member of each union, NTEU and NEHAWU, both of whom must be members of staff
- Director: Human Resources shall be in attendance and responsible for servicing this Committee

Notes:

- i. All members of the Committee shall have a vote;
- ii. Constituency members e.g. members of Senate shall be nominated by that Constituency;
- iii. Should any of the above members apply for the post of Vice-Chancellor, s/he shall be ineligible to serve on the Committee;
- iv. Should the DVC apply for the post of Vice-Chancellor he shall be replaced on the Committee by a Dean (to represent research interests);
- v. Due consideration should be given to diversity of the Committee and this should be noted on ballot papers;
- vi. All constituencies shall be required to elect an alternative member in the event of an elected person not being available from the outset of the process;
- vii. All members are required to participate in each and every step of the process. Should an individual not participate in a meeting of the Selection Committee, s/he will no longer continue on the Committee and s/he will not be replaced;
- viii. All members of the Committee participate in an individual capacity (i.e. they do not represent their constituency on the Committee) and are responsible for using their best judgement to make the best appointment in terms of all the information available to them in the selection process;
- ix. A quorum of this Committee shall be two thirds;
- x. Voting shall be by ballot;
- xi. Confidentiality shall be maintained at all times. Referees shall have assurances that their reports shall be confidential and members of the Selection Committee that their comments are made in confidence;
- xii. In the event that there is an equal number of ballots for and against in any ballot, the Council members including the Chair of Council shall have the deciding vote.

5. **Composition of a Search Committee**

A search committee shall be responsible for identifying and nominating possible candidates, mindful of the equity considerations that impact the entire selection process. The Selection Committee shall identify the Search Committee from within its ranks. The Director: Human Resources shall contact all nominated persons and establish whether or not they are agreeable to be considered as candidates for the position.

6. **Recruitment process**

The Selection Committee will determine how the post will be advertised or whether screening should take place.

7. Selection process

7.1 Selection criteria

It is important that all members of the Selection Committee understand the essential as well as the desirable characteristics of a successful candidate. In addition, prospective applicants need to also be advised what the institution seeks in its new Vice-Chancellor.

The following process will take place:

- A representative of the Institutional Forum shall be asked to give the Forum's view on the challenges facing Rhodes as well as the nature of the institution as well as the essential and desirable characteristics of the Vice-Chancellor.
- The Chancellor will be asked by the Selection Committee whether he wishes to present his views on the nature of the position and essential and desirable characteristics. Alternatively, he may elect to provide a document on this to the Selection Committee.
- The outgoing Vice-Chancellor will be asked by the Selection Committee whether he wishes to present his views on the nature of the position and the institution, the challenges facing and essential and desirable characteristics of a Vice-Chancellor. Alternatively, the outgoing Vice-Chancellor may elect to provide a document on this to the Selection Committee.
- Relevant documentation outlining this information will be collated and shall guide the Selection Committee in its deliberations. Such documentation will also be made available to prospective candidates.

7.2 Selection strategy

It is proposed that the selection strategy is:

- a) All candidates shall be required to submit a full Curriculum Vitae as well as a letter motivating for his/her suitability relative to the essential and desirable characteristics of a Vice-Chancellor at Rhodes University;
- b) Referee reports shall be sought for all candidates who make application;
- c) On the basis of the documentation under point (a) and (b) short-listing shall take place, taking into account equity considerations;
- d) Short-listed candidates, in addition to be interviewed, will be asked to present their vision of the future of Rhodes University to the Selection Committee. This shall not be a public address. The presentation together with the question and answer session will, however, be taped. In addition, candidates will be required to provide a written submission of this vision.

7.3 Selection decision

The Selection Committee shall make a decision as to whom to recommend to Senate and Council as follows:

- a) The Selection Committee shall consider all the evidence collected for each candidate;
- b) There shall be a discussion of how each candidate meets the essential and desirable requirements of the post;
- c) Then there shall be a confidential vote by the Committee as to which candidates are acceptable and appointable. Each candidate shall require a two thirds majority in order to be deemed acceptable and appointable;
- d) Following this vote, and assuming there is more than one appointable candidate, the Committee shall, where necessary, employ a voting procedure to reduce to two the number of candidates to be considered further. A vote shall then take place as regards the preferred candidate. The preferred candidate shall require a two thirds majority;

- e) The preferred candidate will be recommended for appointment to Senate. If no candidate receives a two thirds majority the matter must be reported to the Executive Committee of Council which shall determine the way forward.

Senate shall determine if the recommendation is supported as follows:

- f) Senate shall be presented with the documentation of the candidate and the candidate's vision for Rhodes;
- g) Two thirds of Senate shall be required to support the recommendation. A secret vote shall be taken;
- h) The outcome of the Senate ballot shall be reported to Council.

Council shall approve the recommendation as follows:

- i) Council shall be presented with the documentation of the candidate and the candidate's vision for Rhodes;
- j) Two thirds of Council shall be required to support the recommendation. A secret vote shall be taken;
- k) Should there not be two thirds support for the candidate, the Council shall determine the way forward with the most likely outcome being that the Selection Committee will be required to restart the process for identifying and selecting a Vice-Chancellor.

Approved by Council: 13 March 2014

Approved by Senate: 4 April 2014

Amendment Approved by the Executive of Council: 8 April 2014