**Protocol for the Election of Deputy Deans**

**1. Introduction**

The Deputy Dean is elected by the Faculty. This election process is managed by the Registrar. The Faculty’s decision as regards the choice of Deputy Dean is a recommendation which requires approval by Senate and Council.

The Dean’s term of office is five years. In contrast, the Deputy Deans are appointed for a period of two and half years. This allows for the possibility of multiple individuals having this leadership opportunity before the next Dean’s election and contributes to the continuity of the leadership of the Faculty. The term/s of the Deputy Dean/s are usually for 1 October to 31 March or 1 April to 30 September. The election process is normally completed by 1 June in the year in which the Deputy Dean takes office.

As the role of Deputy Dean is to partner with and support the Dean, the election of the Deputy Dean will usually take place after the election of a Dean.

Each Faculty shall usually have a Deputy Dean but in the Faculties of Humanities and Science, there may be up to two Deputy Deans.

**2. Guiding principles**

The following are guiding principles in the election of Deputy Deans:

* The Deputy Dean/s partner with and support the Dean in the realisation of the vision of the Faculty and assist with some of the management and administrative work.
* The Deputy Dean’s particular responsibilities and specific focus areas or portfolios may vary from Faculty to Faculty as the strategic work may be divided between the Dean and Deputy Dean/s on the basis of individual strengths and experience.
* The Deputy Deans are elected and as such, are accountable in a system of academic governance characterised by democratically established faculty committees.
* The election process must be informed by institutional and Faculty imperatives. These imperatives include: the role of the Dean and Deputy Dean (see role profile for Deputy Dean) within Rhodes University; the needs of the Faculty as regards the academic project; the strategic imperatives of the University related to the academic project and its impact on the Faculty; as well as institutional and faculty equity and transformation goals and imperatives.
* The process should be consultative and participatory.
* An expansive approach should be taken to the identification of candidates in line with the strategic imperatives of the University.

**3. Support for Deans and determination of number of Deputy Deans**

Individuals appointed into the Deputy Dean roles will be required to support the Dean as follows:

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| Faculty | Hours per week of support x 46 weeks of the year |
| Commerce | 8 |
| Education | 5 |
| Humanities | 12 |
| Law | 5 (inclusive of the Deputy HoD role) |
| Pharmacy | 5 (inclusive of the Deputy HoD role) |
| Science | 12 |

In the case of the Faculties of Humanities and Science, the size of these Faculties impacts the extent of the work of the Dean and Deputy Dean, with each Dean requiring at least 12 hours per week of support from a Deputy Dean or Deputy Deans. From time to time, the Deputy Dean may also occupy the role of Head of Department. While it is important that the Dean is given adequate support from the Deputy Deans, it is also important that executing the required responsibilities (and associated hours) is viable for the Deputy Dean.

The level of support (or relief from other duties) that can be provided to each Deputy Dean will be negotiated with the relevant parties prior to the nomination being accepted so that this acceptance of the nomination is informed by the support/relief that can be provided and what has been agreed. It is expected that some sort of support/relief will usually be required and provided. Should the Faculties of Humanities and Science each only have one Deputy Dean (where the person will be required to provide 12 hours of support to the relevant Dean), a non-negotiable minimum level of support of at least 4 hours will be provided.

3.1 Deputy Dean roles in the Faculties of Humanities and Science

In the case of the Faculty of Humanities and Science, there shall be up to two Deputy Deans per Faculty, usually each contributing 6 hours each to this role per week (12 hours in total), unless changed by agreement. The Deputy Dean role can be held at the same time as the role of HoD. The new Deputy Dean will also be a full-time academic and may also have a strong research profile or heavier than usual teaching load. It is acknowledged that such an individual will not be able to sustain all of these roles if appointed as Deputy Dean. For each new appointment, an assessment of what is viable for the individual will need be made and a determination of where relief and support will be provided. Such an assessment will be undertaken by the Dean, Head of Department where the new Deputy Dean is not the HoD and the Director: HR, after consultation with the prospective Deputy Dean. Such an assessment may include the provision of appropriate assistance e.g. teaching assistance to the Department to relieve the individual of some of his/her current teaching responsibilities (including supervision of post-graduates) or research assistance to the staff member to support ongoing research.

A few examples illustrate how this will take place.

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| --- | --- | --- |
| 1 | 2 | 3 |
| Person has full teaching load, is an active researcher and is HoD. Current work hours at least 40 hours per week. | | Person has full teaching load and is an active researcher and works at least a 40 hour week. |
| Person now appointed Deputy Dean which will involve a further 6 hours of responsibilities. | | |
| After assessment and consultation, it is agreed that the person needs to be relieved from 4 hours of teaching assistance for 35 weeks (total of 140 hours for the year). All academics in the department have a full workload (inclusive of teaching (this includes post-graduate supervision), research and administration) and therefore the Department needs additional capacity. An allocation of funds will be made to the Department for the appointment of teaching assistance. | After assessment and consultation, it is agreed that the person needs to be relieved from 4 hours of teaching assistance for 35 weeks (total of 140 hours for the year). However, not all individuals in the department are working at full capacity (inclusive of teaching, research and administration) and work is reallocated to others in the department. No additional support needs to be provided to the Department. | After assessment and consultation, it is agreed that the person will continue with their current teaching load. However, research assistance will be provided to support this person’s research. An allocation of funds will be made to the individual. |

3.2 Deputy Dean role in the case of the Faculty of Commerce

In the case of the Faculty of Commerce, there shall be one Deputy Dean who shall be responsible for providing 8 hours of Deputy Dean support. The Deputy Dean role can be held at the same time as the role of HoD. The new Deputy Dean will also be a full-time academic and may also have a strong research profile or heavier than usual teaching load. It is acknowledged that such an individual will not be able to sustain all of these roles in the future. For each new appointment, an assessment of what is viable for the individual will need to be determined and where additional relief may need to be provided. Such an assessment will take place by the Dean, Head of Department where the new Deputy Dean is not the HoD and the Director: HR, after consultation with the person. Such an assessment may include the provision of appropriate assistance e.g. teaching assistance to the Department in order to relieve the individual of some of his/her current responsibilities. The examples in section 3.1 apply here except that the person works an additional 8 hours per week.

3.3 Deputy Dean role in the case of the Faculty of Education

In the case of the Faculty of Education, there shall be one Deputy Dean who shall be responsible for providing 5 hours of Deputy Dean support.

The Deputy Dean role can be held at the same time as the role of HoD. The new Deputy Dean will also be a full-time academic and may also have a strong research profile or heavier than usual teaching load. It is acknowledged that such an individual will not be able to sustain all of these roles in the future. For each new appointment, an assessment of what is viable for the individual will be made and where additional relief may need to be provided. Such an assessment will take place by the Dean, Head of Department where the new Deputy Dean is not the HoD and the Director: HR, after consultation with the person. Such an assessment may include the provision of appropriate assistance e.g. teaching assistance to the Department in order to relieve the individual of some of his/her current responsibilities. The examples cited in 3.1 apply here except that the person works an additional 5 hours per week.

3.4 Deputy Dean in Faculty of Pharmacy

Currently, the Dean in the Faculty of Pharmacy is also the HoD. The Deputy Dean is also the Deputy HoD. Therefore two individuals occupy these four roles.

The hours required, for the Deputy Dean and the Deputy HoD roles, is 5 hours per week. In this case, no support will usually be provided to the Deputy Dean.

3.5 Deputy Dean in the Faculty of Law

Currently, the Dean in the Faculty of Law is also the HoD. The Deputy Dean is also the Deputy HoD. Therefore two individuals occupy these four roles. The Faculty has indicated support for this model to continue.

The hours required, for the Deputy Dean and the Deputy HoD roles, is 5 hours per week. In this case, no support will usually be provided to the Deputy Dean.

**4. Remuneration and conditions of service**

There is a separate document outlining these matters.

**5. Process for electing a Deputy Dean**

5.1 Usually six months prior to the end of the current Deputy Dean’s term of office, the Registrar will place on the faculty agenda (usually a normal Faculty meeting, involving the current Deputy Dean/s), an item to start the process for electing a Deputy Dean and shall administer the process described in 5.2 and 5.3 below;

Also at this meeting, and if relevant to the Faculty, a decision will be taken as regards the number of Deputy Deans for the Faculty.

Also at this meeting, each faculty needs to determine who will be responsible for guiding the election process.

In the case of the Faculties of Humanities, Commerce and Science, the faculty has two choices:

(a) That provided the new incoming Dean has been identified or there is a current Dean in office, s/he will facilitate the process;

OR

(b) The Faculty shall elect a group of three of its members, called the Faculty Election team to facilitate the process. Should this option be chosen, this shall take place as follows:

* Members of the Faculty present at the Faculty meeting shall nominate academics to sit on this Faculty Election team;
* Each member of Faculty present at the meeting shall have three votes. This Faculty Election team shall be identified by a majority vote of those at the meeting;
* This Faculty Election team should be established academics, recognised by their peers for their wisdom and who will not be standing for election. The incoming Dean may be a member of this group. The current Deputy Dean may not be a member of this group, even if the person is not standing for re-election;
* The group will elect a Chair person from their midst.

In the case of the Faculties of Education, Law and Pharmacy, the faculty has two choices of facilitator:

(a) That provided the new incoming Dean has been identified or that there is a current Dean in office, that s/he facilitate the process;

OR

(b) The Faculty shall elect to have an external facilitator, external to the Faculty.

5.2 *Information:* The facilitator or Faculty Election team shall ensure that relevant information is made available to prospective nominees on a University website. This information will include the incoming Dean’s vision for the Faculty, Faculty Transformation Plan, Faculty Development Plan, University Transformation Report, Institutional Development Plan, the Deputy Dean’s role profile, demographic profile of staff of Faculty and institution and conditions of service of Deputy Deans and process of assessment. The Registrar when calling for nominations will refer the Faculty to the relevant website.

*5.*3 *No identification of individuals*: the facilitator or the Faculty Election team, as a collective, will not approach individuals and will not, as a group, make nominations. Each member of this team may, in their individual capacity, make or support a nomination. No external nominations are considered.

5.4 Once the information is read (as per 5.2 above), the Registrar calls for internal nominations and will refer the Faculty to the relevant website with the information outlined in point 5.2 above.

A nomination shall require the support of the nominator as well as:

(a) In the case of all the faculties, the support of four other staff in the relevant Faculty and the acceptance of the nomination by the nominee;

(b) The nominator is responsible for ensuring that the nominee meets the education and experience requirements of the role profile for the role of Deputy Dean. This is critical as no shortlisting of all those nominated will take place;

(c) Nominees are required to meet with the Director: HR, incoming Dean and Head of Department to explore what appointment as Deputy Dean would imply for them personally in terms of their remuneration and their career trajectory as well as what support they may need.

5.5 The Registrar announces the nominations;

5.6. The assessment process shall be:

(a) Nominees shall submit a full curriculum vitae as well as a detailed letter of motivation (no more than 2 pages) arguing for his/her suitability relative to the requirements for the role of Deputy Dean and in particular how s/he can support the vision and strategic objectives of the Faculty;

(b) This documentation is made available to each member of the Faculty.

5.7 Shortly after the documentation of nominees has been sent to each member of the Faculty, the Registrar will administer and manage the election process. The successful candidate requires the support of a simple majority of the votes cast. Where more than one Deputy Dean is being elected, the successful individuals shall be the two people who receive the most votes among the votes cast.

5.8 The recommendation will be announced to Faculty, noting that approval is required from Senate and Council. The Registrar will ensure that the relevant documentation and recommendation is put before Senate and Council for approval. It is Senate and Council’s responsibility to ensure that the Faculty decision also supports the University’s needs, interests and imperatives and that the recommended candidate meets the requirements of the Deputy Dean role profile. As such, Senate and/or Council can refer to the matter back to Faculty if the proposed candidate does not meet the profile requirements.

6. **Institutional contract with the new Deputy Dean**

Following the approval of the Faculty’s recommendation, the Director: HR will on behalf of the institution, issue a letter of contract subject to the conditions of service that prevail for that appointment.

For further information refer to conditions of service for the Deputy Dean. This document includes how the remuneration for Deputy Deans is calculated.

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