



Protocol for the Election of Deans

Protocol Volume	Human Resources
Protocol Chapter	HR Protocols
Responsible Committee/Unit/Division/Faculty	Academic Faculty Boards
Responsible Chairperson/Director/Manager	Registrar and Chairperson of Faculty Election Team
Dates of First and Subsequent Division Approvals	Previous version approved by Council on 12 September 2013
Revision History: Approved Reviews	Current redrafted version 12 September 2018
Review Cycle (e.g. every 2/5/7 years etc)	7 years
Next Review Date	2026

PROTOCOL PARTICULARS

Protocol Title	Protocol for the Election of Deans
Protocol Statement (State in a single paragraph the protocol mandate and how this relates to the supporting policies)	This protocol regulates the processes by which academic Deans are elected by Faculties and appointed by Senate and Council in accordance with the University Statute. It aims to do so in a manner which is consistent with the Institutional Transformation Plan and with the need for each Faculty to exercise agency in electing Faculty leadership.
Reason for Protocol (What this protocol aims to achieve)	To provide a mechanism to elect an academic Dean of Faculty consistent with the University Statute, the Institutional Rules, and the strategies contained within the Institutional Development Plan and the Institutional Transformation Plan.
People affected by this Protocol (e.g. All units of the University)	All members of academic Faculties; Deans; The Registrar's Division; Human Resources.
Who should read this Protocol (People who need to heed this protocol to fulfil their duties)	All members of academic Faculties; Deans; The Registrar's Division; Human Resources.
Website address/link for this Protocol	https://www.ru.ac.za/media/rhodesuniversity/content/institutionalplanning/documents/Protocol_for_Election_of_Deans.pdf

RELATED DOCUMENTS FORMS AND TOOLS

(University Policies, Protocols and Documents (such as rules/policies/protocols/guidelines related to this protocol)

Legislation	Rhodes University Statute (Government Notice 234 of 15 March 2006)
Related Protocols	Recruitment and Selection Policy, University Statute, and Institutional Rules
Forms and Tools (documents to be completed in support of this protocol implementation) e.g. Protocol template for the protocol itself. Documents pertaining to procedures for implementation, as well as monitoring and evaluation of the protocol	Protocol template Minutes of Faculty Election Team meetings and external consultations Faculty Election Team shortlisting Faculty electronic voting Minute of appointment

PROTOCOL DEFINITIONS

(Technical or Conceptual terms used in the protocol)

TERM	DEFINITION
Academic Dean	A scholarly Dean who is chair and leader of the relevant academic Faculty. As academic leaders of their entities, Deans are persons of scholarly and professional accomplishment. The university encourages their continued engagement as academics in scholarly, professional, teaching and university service activities, consistent with but distinct from, their decanal responsibilities.
Council	The Council of the University contemplated in paragraph 13 of the Rhodes University Statute.
Dean	Unless otherwise indicated in this protocol, the term “Dean” shall denote a scholarly Dean and the overall leader of a Faculty, based upon the definition used in the University Statute, and shall be taken to include functions inferred by the attributes of a Dean listed in Appendix 1.
Designated Groups	The term “Designated groups” denotes Black (Africans, Coloureds, Indians) people, women and people with disabilities as defined in the Employment Equity Act, No. 55 of 1998 (as amended), who are citizens of the Republic of South Africa by birth or descent, or became citizens of the Republic of South Africa by naturalisation.
Faculty	A Faculty established in terms of paragraph 32 of the Rhodes University Statute, and paragraph 2.9 of the Institutional Rules

Faculty Election Team	A Faculty committee as defined in section 1 of this protocol.
The Institution	Unless it is otherwise made clear in the text, the term “Institution” denotes Rhodes University, also variously referred to as “the University” in this document.
Members of a Faculty Board	The membership of each Faculty Board is as defined in the Institutional Rules.
The process	The process as outlined in this protocol.
Transformation	The term “Transformation” does not have a specific, legally binding definition and the University does not use a specific definition. Nevertheless, it is used in this document as it is in common usage and can be taken to include a broad set of ideals and goals in line with the Constitution of the Republic of South Africa and the goals of the Institutional Development Plan and the Institutional Transformation Plan.
Suitably qualified	An individual that meets the minimum requirements of the Dean’s role profile as outlined in Appendix 1.
The University	Unless it is otherwise made clear in the text, the term “University” denotes Rhodes University, also variously referred to as “the institution” in this document.

PRINCIPLES GOVERNING THIS PROTOCOL

OVERVIEW
The following principles underpin this protocol:
<p>The centrality of the academic project: Rhodes University prides itself on the centrality of the academic project at this institution and the accountability of the Dean to their Faculty, is seen as critical to this.</p> <p>Deans are accountable to their Faculties for strategic leadership of the Faculty, efficient oversight of the administration of Faculty business, oversight of academic standards within the faculty, the intellectual health, growth and reputation of the Faculty, alignment of Faculty objectives with broader institutional objectives, and exercising the powers vested in the office of Dean on behalf of the Faculty as outlined in the Institutional Rules.</p> <p>Deans report operationally to the Vice-Chancellor or a DVC designated by the Vice-Chancellor for institutional accountability and support, personal development, performance and conduct, compliance and governance aspects of the role.</p>
<p>Academic leadership: The Dean of a Faculty is, first and foremost, an academic leader and as the leader of the Faculty is entrusted with a central role in facilitating a creative environment for the promotion of teaching and learning, research and community engagement.</p>
<p>Faculty agency: Faculties exhibit agency by electing a Dean from a pool of candidates, whom Faculty considers to be an appropriate scholarly leader for the context. Faculty agency is important because it is active engagement and investment by individual Faculty members which drives the Academic Project. The Deans are elected and as such, are</p>

accountable in a system of academic governance characterised by democratically established Faculty committees. This stands in contrast to so-called executive Dean positions whereby persons occupying these positions are identified by Selection Committees only and which thereby deny Faculty the opportunity to be agentive in the process.
Transformation: The process will emphasise transformation, both in term of complying with the Employment Equity Act, No. 55 of 1998 (as amended) and with the relevant university policies and strategies in this regard, and in terms of driving transformation of the academic project within the Faculty and wider university.
Fair process and due diligence: The election process must be fair and transparent and informed by Institutional policies and strategies, and Faculty imperatives. These imperatives include: the role of the Dean within Rhodes University (see role profile for this purpose); 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.
Collegiality: The process should be consultative and participatory.
Equity: The process will be fair in its treatment of internal and external applicants/candidates who will be treated as equals throughout the process.

Introduction

The Dean is elected by the Faculty. This election process is overseen by the Registrar as a neutral representative of the institution, with involvement by the Director: HR where a Faculty has opted to pursue an external candidate. The Faculty's decision as regards the choice of Dean is a recommendation which requires approval by Senate and Council.

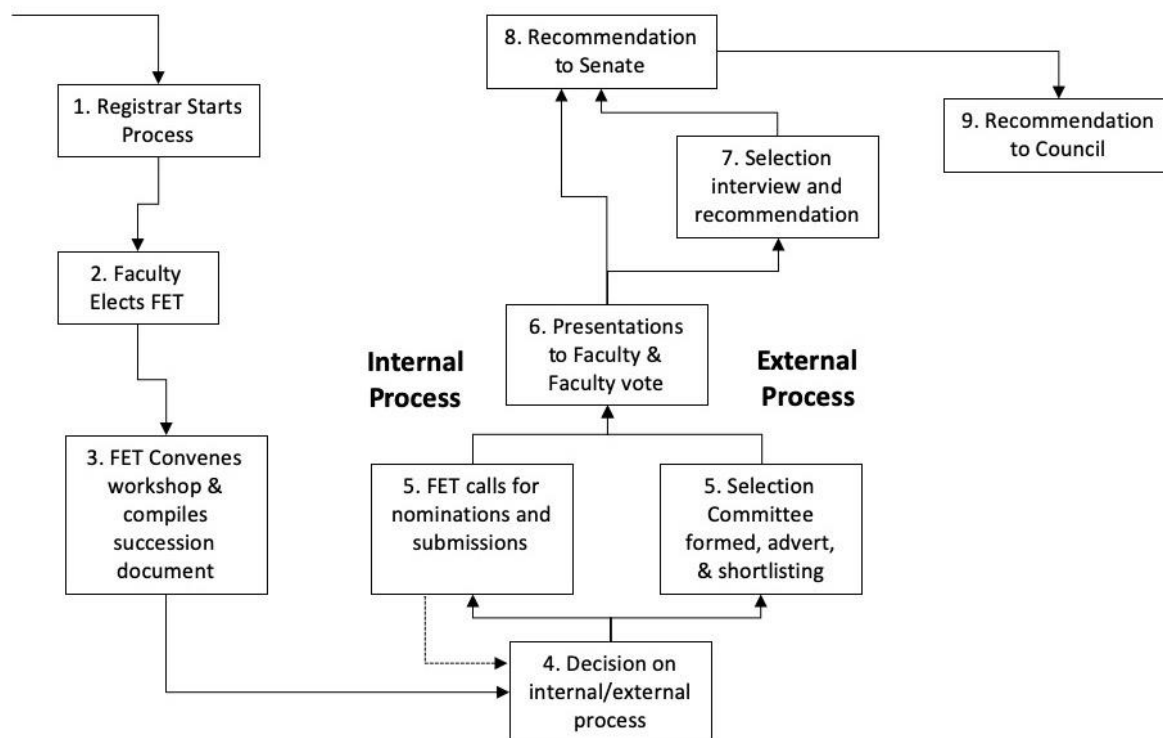
Deans are normally appointed for a period of five years. The election process is normally completed by 1 January in the year in which the Dean takes office, usually on 1 July. The period of appointment is usually from 1 July to 30 June such that the incoming Dean ideally has a period of orientation and settling down and is involved in planning for the next academic year.

Where Deans are appointed in exceptional circumstances through nomination by the Vice-Chancellor after consultation with the Faculty, the appointment shall not normally exceed two years.

Overview of the process to be followed approximately nine months prior to the end of a Dean's Term of Office (details are in the sections below):

- The Registrar initiates the process by circular to Members of Faculty.
- The Faculty elects a Faculty Election Team (FET) to facilitate the process.
- The FET meets with Faculty and compiles a brief leadership succession document for the Faculty, which considers candidates already in the Faculty for suitability and willingness in the immediate and longer-term with respect to scholarly and administrative leadership track record, people skills, and the transformation needs of the faculty and the university.
- The FET leads a process which decides whether the Faculty will follow an internal or an external process. An external search process shall be an exceptional circumstance, and subject to the resource constraints of the university.
- Should the FET's work conclude that an external process is in the interest of the Faculty, it engages with the Vice-Chancellor about the capacity of the University to fund an external candidate as a supernumerary position.
- Members of Faculty vote on the candidates before them.
- In the case of an external process, a Recruitment and Selection process must also be completed in the normal way before the recommendation of both the Faculty and the Selection Committee is presented to Senate (the process is detailed in section 4).
- The selected candidate is forwarded to Senate as a recommendation for appointment.

The following chart provides a visual representation of the process to be followed.



PROCEDURES FOR IMPLEMENTING THIS PROTOCOL

(Actions and processes by which the objectives of the protocol will be achieved.)

Implementation Procedure 1: Constituting a Faculty Election Team (FET)

1 Constituting a Faculty Election Team (FET)

- 1.1 At least nine months prior to the end of the current Dean's term of office, the Registrar will place on the Faculty agenda (a normal Faculty meeting, involving the current Dean), an item to start the process for electing a Dean and shall administer the process described in 1.2 and 1.3 below;
- 1.2 The Faculty shall elect a FET. This shall take place as follows:
 - 1.2.1 Members of the Faculty shall nominate academics of the Faculty for the FET;
 - 1.2.2 The FET shall include no less than 4 members and no more than 5 members;
 - 1.2.3 If the FET as elected has less than 4 members then the FET shall co-opt members from senior permanent academic university staff outside the Faculty;
 - 1.2.4 The FET should normally include at least three senior academics in the Faculty. The current Dean or any person standing for election to the Deanship will not be eligible for the FET;
 - 1.2.5 Members of the Faculty shall be eligible to vote for each member of the FET;
 - 1.2.6 Each member of this team shall be identified by a simple majority vote of those at the meeting;
 - 1.2.7 The group will elect a Chairperson from their midst;

- 1.2.8 Members of the FET retain their individual rights as members of Faculty;
1.2.9 For all meetings of the FET, a report shall be tabled at the following Faculty meeting.

1.3 The roles of the FET are as follows:

- To administer the process of electing a new Dean as outlined in 1.3.1 - 2.4 below;
- To ensure that due process is followed as per this protocol;
- To ensure that the principles underlying this protocol are adhered to.

1.3.1 Information gathering and sharing:

The FET will be responsible for ensuring that all the necessary documents [for example: Institutional development plan (IDP), IDP linked Faculty operational plan, Faculty management dashboard (past three year student and staff enrolment trend as well as research trend,) Institutional Transformation Plan, Faculty transformation plan, Faculty enrolment plan, the Dean's role profile, conditions of service of Deans and others] are available on a relevant electronic platform. This platform will need to be accessible to all applicants and Members of Faculty.

The FET may consult with the current Dean as necessary but the Dean will play no part in decision-making. Where the current Dean is not standing for re-election, the Dean may be asked to prepare a written report, a critical reflection on experiences as Dean.

The FET is advised to consult more widely within the University, including the Vice Chancellor's office, the Directors of Human Resources, Equity and Institutional Culture and Institutional Planning Unit. While the FET may draw on external advice, external advisors are not members of the FET. All external advice solicited shall be minuted.

The Registrar's office will within reason provide administrative assistance in supporting the FET (e.g. collection of information required, putting information on relevant electronic platforms and organisation of meetings).

1.3.2 The FET is responsible for managing the time line, and approaching the Vice-Chancellor should an extension of term or ad-hoc appointment be needed in terms of section 9.

It should be noted that it is NOT a good idea for a new Faculty Dean to take office in January immediately before Orientation and Registration weeks commence for a new academic year.

Implementation Procedure 2: Facilitation of Faculty workshop:

2.1 Facilitation of Faculty workshop

The FET shall arrange and chair a workshop at which:

- 2.1.1 the needs of the Faculty and the Institution as they relate to the Faculty are identified and discussed;
 - 2.1.2 the role of the Dean, process of appointing the Dean, and relevant conditions of service are understood;
 - 2.1.3 the specifics of the process are outlined;
 - 2.1.4 all members of Faculty have an opportunity to participate in the discussion so that a range of voices is heard;
 - 2.1.5 the current Dean, if available for re-election, will not participate as Deans already have access to this information. This also avoids any perceptions or concerns that the current Dean may unduly influence the discussion.
- 2.2 The FET shall ensure that a brief minute of the workshop is made available on the relevant electronic platform as soon as possible after the workshop.
- 2.3 The FET shall draw on the feedback from the workshop to:
- 2.3.1 Compile a short leadership succession document for the faculty.
 - 2.3.2 Identify under-represented designated groups for the position.

- 2.3.3 Obtain a mandate to search outside of the Faculty for a Dean if that is appropriate to the context of the Faculty.
- 2.4 Leadership succession document
- 2.4.1. The FET shall compile a short leadership succession document for the Faculty, which considers candidates already in the faculty for suitability and willingness in the immediate and longer-term with respect to scholarly and administrative leadership track record, people skills, and the transformation needs of the faculty and the university. In compiling this document, may consult the executive leadership of the university. The result of this process shall be reported in writing by the FET to the Vice-Chancellor, outlining the basis for the decisions taken.
- 2.4.2. Should the FET's succession document conclude that there is no current candidate suitable or willing to take on the role of Dean with the qualities listed, and no chance of a suitably qualified and/or willing candidate from a designated group emerging within the current or the next cycle of election of a Dean as a possibility for the Faculty to consider, then it shall engage with the Vice-Chancellor for permission to conduct an external Search and Selection process for a Dean. The Vice-Chancellor, after consultation with the appropriate resource committees of the university (currently the Vacancy Committee) will indicate to the FET whether or not the resources of the university will be able to cater for an external appointment to the Faculty. If the decision is to create an additional post for the attraction of an external Dean, the Director of HR will set an appointment process in motion to advertise the 5-year Dean's position together with an academic post that meets the constraints outlined in section 4. The FET will be part of a selection committee, which will be constituted in the normal way, as outlined by the Recruitment and Selection Policy. A short-listed candidate must go through the same approval stages of Faculty presentation and voting as an internal candidate for Dean, as well as the normal Recruitment and Selection processes of the appointment of a Professor or Associate Professor.
- 2.4.3. Depending on the outcome of the engagement with the Vice-Chancellor, the Chair of the FET either requests the Registrar to call for formal internal applications/nominations, or the Director: HR to proceed with a pre-approved external advertising process.

Implementation Procedure 3: Process of Electing a Dean (applicable to internal and external processes)

3 Nomination/Application Process

Prospective candidates for the Deanship are identified by a process of nomination or application. All nominees/applicants must submit the relevant documentation as per Appendix 1. In particular, the processes of nomination/application or external recruitment and selection are intended as a means to facilitate the process by identifying and encouraging suitably qualified individuals to apply. Nominated or headhunted candidates/applicants are conferred no advantage in the subsequent process.

- 3.1 The Registrar shall call for nominations/applications from Faculty members in the case of an internal process;
- 3.2 The Registrar shall receive the details of a shortlisted candidate or candidates from an appropriately constituted Selection Committee in the case of an external process;
- 3.3 A variety of methods shall be used to encourage suitably qualified individuals to apply for the position;
- 3.4 In the case of an internal election, the process will be as follows:
- 3.4.1 Any member of the Faculty may be invited to make a nomination or support a nominee from within the Faculty;
- 3.4.2 In the case of the Faculty of Law, Pharmacy and Education, a nomination shall require the support of the nominator as well as the support of four (4) Faculty members in the relevant Faculty and the acceptance of the nomination by the nominee;
- 3.4.3 In the case of the Faculties of Commerce, Humanities and Science, a nomination shall require the support of the nominator as well as the support of the lesser of 10% or ten (10) Faculty members in the relevant Faculty and the acceptance of the nomination by the nominee;

3.4.4	The FET shall approach nominees and invite them to submit the documents to accompany acceptance of nomination as indicated in Appendix 1.
3.4.5	Should a candidate clearly not meet the criteria for the role, the FET should meet with nominators to explain this, and should not submit the nominee to the process.

Implementation Procedure 4: Criteria for Recruitment and Selection of an External Dean	
4 Criteria	An external Recruitment and Selection process should only be used when the primary intention of the Faculty is to attract a candidate from a Designated Group.
4.1	The primary intention of advertising the post externally must be to attract applications from Designated Groups as defined in the Employment Equity Act;
4.2	Candidates must have all of the leadership, scholarly, teaching and learning experience, and people skills as envisaged for an effective Faculty Dean (also refer to Appendix 1).
4.3	The candidate recommended to Senate must, in addition, have a currently active scholarly track record in a field that is already directly offered by the university, such that they may contribute productively to the scholarship of an existing entity of the university during their tenure as Dean, and move into a productive academic role in that entity should they step down as Dean before they retire from the university.
4.4	An external candidate, once shortlisted, will follow the same presentation and election process in the Faculty as an internal candidate.
4.5	An external candidate will, in addition, follow a Recruitment and Selection process as a professor or associate professor of an existing entity within the university, and both the Faculty and the Selection Committee's recommendation will serve before Senate simultaneously. The head of the entity to which the Dean will be attached will be part of the selection process, and the outcome of the Faculty vote (including the percentage poll) will be made known to the selection committee
4.6	A successful external candidate will receive a contract for a permanent academic appointment attached to an existing entity within the university, with a fixed period secondment into the Dean's position.

Implementation Procedure 5: Presentations to Faculty	
5 Presentations to Faculty	
5.1	Candidates do not participate in the process except as candidates;
5.2	The FET shall ensure that the following documentation, which was provided by the candidates as part of the application process, will be made available to Faculty:
5.2.1	Full curriculum vitae;
5.2.2	A detailed letter of motivation;
5.2.3	A written vision for the Faculty. The length of this can be prescribed by the Faculty.
5.3	The Registrar shall announce a special Faculty Board meeting where the candidates will present a vision for the Faculty and answer questions from the Faculty related to the vision and the requirements of the role of Dean;

- 5.4 This meeting shall be chaired by the Chair of the Faculty Election Team and:
 - 5.4.1 the FET members shall attend this meeting;
 - 5.4.2 the Registrar or nominee shall be in attendance at this meeting to ensure that all legal and good governance requirements related to this process are met and to advise the Faculty as required;
 - 5.4.3 each candidate is normally given 15 minutes to make a brief presentation of their vision to the Faculty;
 - 5.4.4 a question and answer session related to the vision follows, as well as other questions to assess the individual's suitability as Dean; the question and answer session should last approximately 45 minutes for each candidate.

Implementation Procedure 6: Voting process

6 Voting Process

- 6.1 The Registrar will administer and manage the election process. The successful candidate requires the support of an absolute majority (50% + 1) of the votes cast by members of the Faculty Board, provided that a percentage poll equalling at least the quorum of 25% of Faculty Board members is met;
- 6.2 Voting will take place via the **Instant-Runoff Voting (IRV)** system (see Appendix 2). This will ensure that the Dean is elected by an absolute majority of those who would have cast the vote, and that voting can take place during a single vote to avoid inefficiency. "Not appointable" will be included as an option;
- 6.3 The chairperson of the FET shall normally refrain from voting and only use their vote as a tiebreaker;
- 6.4 The voting system used should allow members of the Faculty Board who are not physically present to cast their votes (e.g. electronic voting);
- 6.5 The name of the recommended candidate will be forwarded to Senate as a recommendation of the Faculty. The name of the recommended candidate will be announced to Faculty by the Registrar, noting that approval is required from Senate.

Implementation Procedure 7: Ratification Process

7 Ratification Process

The Registrar will ensure that the relevant Faculty documentation (including the name, qualifications, and track record of the elected candidate, the percentage poll, and any other information pertinent to the process) and recommendation (for an external candidate, the recommendation of the Selection Committee as well) is put before Senate for approval and then before Council for approval. Should either of these governance bodies not approve the recommendation, its duty is to refer the matter back.

Implementation Procedure 8: Institutional Contract with the New Dean

8 Institutional Contract with the New Dean

Following the approval of the Faculty's (and in the case of an external candidate the Selection Committee'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.

Implementation Procedure 9: Procedure to follow in the event of an ad hoc appointment, emergency appointment, or extension of the term of a Dean

9 In the event that the process of appointing a Dean is delayed for whatever reason and/or that the contract of the incumbent Dean expires through effluxion of time or that the contract of the incumbent Dean is terminated through disciplinary action, resignation or other means, or that contestations within faculties or other conditions make it unviable to hold a normal election, or that the term of office of a Dean needs to be extended so as to afford a degree of continuity in the makeup across the institution of Faculty Deans then:

- 9.1 The Vice-Chancellor may, after consultation with a Faculty, nominate a Dean or Acting Dean for approval by Senate and Council;
- 9.2 Where a Dean or Acting Dean is appointed in exceptional circumstances, the period of appointment shall not normally exceed two years.
- 9.3 In making the nomination to Senate and Council, the Vice-Chancellor shall explain the circumstances relating to the ad hoc appointment of a Dean.
- 9.4 In such circumstances the Dean will reasonably meet the requirements for appointment, and may come from outside of the Faculty.

Implementation Procedure 10: Procedure to follow in the event that an incumbent Dean wishes to stand for a second or subsequent term

10 Procedure to follow in the event that an incumbent Dean wishes to stand for a second or subsequent term

At the end of a Dean's term of office, they may stand for re-election for a second or subsequent term.

- 10.1 An incumbent Dean may stand for re-election as per this protocol;
- 10.2 In the case of full-time Deans, if the Dean was originally an internal candidate, they may already be on secondment from their Department. If this is the case, then a reasonable amount of time before applications are due, the incumbent may open a discussion with the Vice-Chancellor, or a DVC designated by the Vice-Chancellor, and the HOD of their academic department as to whether the post in the academic department will be reserved for them for a further term of five years. The matter must be settled and acknowledged in writing by the VC or a designated DVC before the application for re-appointment as Dean is submitted.
 - 10.2.1 Such a post may be retained by the Dean and backfilled by a contract appointee, at the discretion of the university in consultation with the academic department, provided that the Dean has continued to raise the scholarly voice of the discipline at Rhodes through supervision, publication or other intellectual contributions that benefit the output and reputation of their home department. This discussion may be facilitated by the Vice-Chancellor, or a Deputy Vice-Chancellor.
 - 10.2.2 If the Dean is not actively contributing to the research and supervision outputs of their home department¹, and the academic department is of the view that the post needs to be filled by a full-time appointment, then the Dean has the right to return to that post at the completion of their current term of office as Dean².

Implementation Procedure 11: Continuity in the Institutional Leadership made up of the Faculty Deans

- 11** Given the critical institutional leadership role that the Faculty Deans, as a body, play in the running of the university, it is desirable that the terms of Deans in various faculties are staggered, and that a circumstance is

¹ Given the heavy administrative load of a Faculty Dean, the suggested default level of contribution is one accredited research unit per year on average, and ongoing contribution to research supervision, but this should be open to disciplinary specific negotiation and agreement at the commencement of a term of office.

² As a transition arrangement for Faculty Deans already in office on the date of approval of this protocol, the requirement for such a contributory arrangement to be in place for the current term in order to have their departmental tenure extended will not apply, but will apply to them for future terms of office should they stand for re-election.

avoided where more than half of the terms of office of Faculty Deans fall vacant simultaneously.

- 11.1 The Vice-Chancellor may, after consultation with a Faculty so affected, approach Senate and Council to extend the term of a specific Dean according to the procedure of section 9, so as to ensure a degree of continuity in the institutional academic leadership body.

Written: From source document re the Faculty Deans, approved by Council, 12 September 2013

Re-written draft by the Inter-Faculty working group: From the above-mentioned source document and in consultation with stakeholders, 12 September 2018

Further revised draft: by a Senex Task Team on the feedback from Faculties, 11 July 2019

Appendix 1: Candidate minimum requirements and suitability

Minimum requirements and suitability

Minimum requirements typically include, but are not limited to the following. Candidates must:

- Meet the requirements at least at the level of Associate Professor in terms of the University's criteria for promotion;
- Have a Doctoral qualification;
- Have a proven scholarly track record;
- Demonstrate clear evidence of leadership capacity;
- Have been involved in University Committees;
- Demonstrate clear evidence of an ability to initiate and run an academic project at a senior level.
- Have a track record of integrity and commitment to good governance and ethical leadership;
- Have a demonstrable record of leading the transformation of the curriculum (in the broad sense), and of departmental cultures and staff structures.
- Typically, have at least 10 years working experience as an academic and/or researcher and/or relevant profession.

In addition to the above, it is expected that the individual being considered as Dean can demonstrate their suitability in most of the following areas:

- A research profile, preferably having led initiatives at the departmental/Faculty level and have demonstrated their ability to improve research within the department/Faculty.;
- Supervision of post-graduates and where appropriate at the doctoral level, with a keen understanding of the role of supervisor;
- Teaching at the undergraduate and post-graduate levels, preferably having led initiatives at the departmental/Faculty level;
- Having explored Community engagement (CE) linkages in terms of teaching and research;
- Leadership and management roles at the departmental or Faculty level. These roles can be formal (e.g. HoD, Deputy HoD, Acting HoD, Head of research or teaching within the department) or informal roles (e.g. mentoring of young staff, research leadership roles, HoD or Faculty project);
- Co-ordination and administration at the departmental or Faculty level.

Additional reasonable Faculty specific criteria may be added at the time that a call for nominations is made by the Registrar.

Documents to accompany acceptance of nomination / application

- Full curriculum vitae
- A detailed letter of motivation
- A written vision for the Faculty

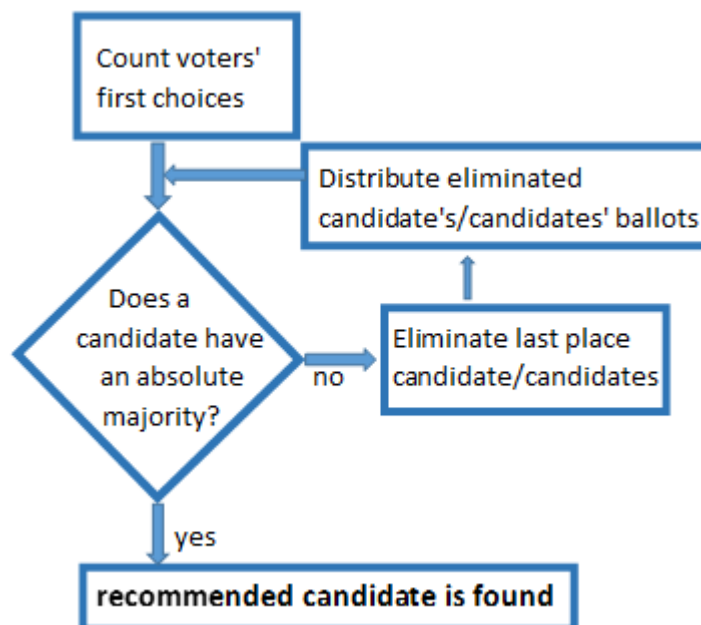
Appendix 2: Voting process

Instant-Runoff Voting (IRV) shall be used during the voting procedure. IRV combines the principle of **Faculty agency** (such that the election produces a winner (recommended candidate) who has the approval of an absolute majority of faculty) with **efficiency**. When there are three or more candidates, a simple ballot will not always produce an absolute majority. The remedy for this is to have a 'runoff' (whereby the candidate with the least votes is eliminated and a second round of voting is held; this is repeated until an absolute majority is produced). However multiple ballots systems are inefficient (wasting voters' time, and with possible adverse impacts on participation and hence the likelihood of a successful election). As the name suggests, IRV is able to achieve the assured majority of a runoff system, but with a single ballot.

Voting procedure: Each voter ranks all the candidate on the ballot in order of preference (1, 2, 3, etc., where 1 is the favoured candidate). The FET chair abstains from voting and only uses his/her vote to break a tie.

Enumeration procedure:

1. Enumerators count the '1's. If there an absolute majority then the recommended candidate is found.
2. If no majority is produced by the first count, the last placed candidate (with the least '1's) is eliminated. If there is a tie for last, all of these candidates will be eliminated unless this would leave only one candidate. If this is the case, the '2' (and if this is not decisive, then the '3's, etc.) will be counted to break the tie for last.
3. The ballots for the eliminated candidate (or candidates) are then re-allocated according to the second choice (2) indicted on each ballot. (For example if 'Dave' votes for Thando (1), Sputnik (2), and Atul (3), and Thando is eliminated, Dave's vote will count for Sputnik.)
4. The votes are then recounted. If there an absolute majority then the recommended candidate is found.
5. If not, steps 2 and 4 are repeated until a then the recommended candidate is found. Where necessary lower preference selections will be counted (For example if 'Dave' votes for Thando (1), Sputnik (2), and Atul (3), and Thando is eliminated in the first round and Sputnik in the second round, Dave's vote will count for Utul in the third round).
6. If when only two candidates remain, there is a tie, the Chair casts the tie-breaking vote.



7. In the voting process for the election of Faculty Deans, a vote of 0 will indicate that the candidate is not appointable, and candidates who have an absolute majority of "not appointable" votes will be deemed to be not appointable.

Source: Adapted from Wikipedia (https://en.wikipedia.org/wiki/Instant-runoff_voting#/media/File:IRV_counting_flowchart.svg)