



## SEVEN Conclusion

An effective council meeting depends on good planning and organisation on the part of the secretary, good facilitation and conduct of the meeting by the chairperson, and members who are committed to the well-being of the institution and who have its interests at heart.

The Council of Technikon Pretoria finds that fruitful and effective meetings largely depend on the following:

- Fundamental support structures:
  - a dedicated full-time executive secretary supporting the registrar and the vice-chancellor;
  - well-established communication structures (postal and printing sections);
  - a well-equipped council chamber (professional recording system, audio-visual equipment);
  - clear rules of order and knowledge of meeting procedures; and
  - a strong legal section to ensure compliance with legislation.
- Structured meetings:
  - a well planned agenda;
  - agenda circulated in advance;
  - accurate and well written minutes;

- breaks during meetings;
- refreshments; and
- impartial but firm chairing.
- Planning for meetings:
  - a well-structured matrix of standing items for council which coincides with the business cycle;
  - a well-structured agenda (such as a fold-out agenda) giving easy access to references and numbered documentation; and
  - an addendum of pending matters and standing items that will serve at the next meeting.
- Appropriate seating arrangements
- Access to documentation

Councils bear the ultimate responsibility for the good governance of higher education institutions. It may appear that the technicalities of meeting procedures are relatively unimportant, but this is not so. It is through their meetings that councils discharge a grave responsibility, and therefore every effort should be made to ensure that they work well. If councils get this right, it provides the foundation that enables them to apply their collective minds to serving the best interests of the institutions in relation to the larger interests of society.