



**A GUIDE TO MEETING
PROCEDURES FOR UNIVERSITY
AND TECHNIKON COUNCILS**

Nobantu Mpotulo

© 2003 Centre for Higher Education Transformation (CHET)

CHET

PO Box 29204, Sunnyside, 0132

www.chet.org.za

Department of Education, Constituency Affairs

Telephone: +27 12 312-5048

<http://education.pwv.gov.za>

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by electrical or mechanical means, including any information storage and retrieval system, without prior permission in writing from the publishers.

ISBN 1-919833-44-7

Produced by comPress

www.compress.co.za

Text design and layout by Gareth Chiles

This publication was made possible through the support provided by USAID/South Africa, under the terms of Award No. 674-G-00-00-00003-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development. The views also do not necessarily reflect the views of the other partner in the project, the Department of Education, nor those of all the members of the CHET Board.



Contents

FOREWORD	v
ABOUT THE EFFECTIVE GOVERNANCE PROJECT	vii
ONE Introduction	1
What is a meeting?	2
TWO The Role of Council	4
The Purpose of Council Meetings	5
THREE Procedures Before, During and After Meetings	7
The Role of the Chairperson	7
The Role of the Secretary	10
FOUR Planning for the Meeting	14
Notice of Meeting	14
The Agenda	15
Venue	17

FIVE Managing the Meeting	19
Time Management	19
Procedures to be Followed at the Start of the Meeting . . .	21
General Meeting Procedures	23
SIX After the Meeting	29
Evaluation	29
SEVEN Conclusion	31
REFERENCES	33
APPENDIX 1 Council	34
APPENDIX 2 Draft Code of Conduct for Council Members . . .	45
APPENDIX 3 Glossary	51
APPENDIX 4 Key Relationships for the Vice-Chancellor	55



Foreword

A University or Technikon Council is the highest governing body of the institution. The composition, responsibilities and duties of councils are governed by the Higher Education Act.

Given the fact that the council members are selected from different sectors of civil society and that many of them may have different views and experiences with meeting procedures, it was felt that a publication specifically designed for the purpose of providing guidelines for council meeting procedures and hints for conducting meetings effectively would be useful. This is of particular importance given that most of their governance role is conducted through the mechanism of council meetings.

In researching and writing this publication, numerous Higher Education Institutions were visited and consulted. They generously and honestly shared both information and documentation with CHET. This has resulted in a publication that is based on both current local best practice and local and international research.

The Guide to Council Meeting Procedures aims to be of particular use to, besides council members in general, the chairperson and secretary of council and the vice-chancellor of the institution. Care has been taken to try to distinguish the three roles and functions with regard to council meetings.

This guide provides some pertinent background information on councils and thereafter proceeds to offer detailed advice from the planning of council meetings through to post-meeting procedures and evaluations.

A useful and practical set of appendices also include a draft code of

conduct for council members, amongst other useful items.

The CHET/DoE Governance Project hopes the council members will find this a useful and practical guide and of use in their valuable work in governing the Higher Education Institutions.



About the Effective Governance Project

The Higher Education Act 101 of 1997 puts forward co-operative governance as a new model for governing higher education. Whilst providing guidelines with regards to the functioning of councils, institutional forums and student representative councils, the Act leaves much scope for individual institutions with regards to interpretation and implementation. A key function of the Higher Education Branch of the Department of Education is capacity building. During 1999 the Constituency Affairs Division of the Department of Education (DoE), in collaboration with the United States Agency for International Development (USAID) as the funding agency and the Centre for Higher Education Transformation (CHET) as the implementation agency, started a three-year project to assist institutions in making institutional governance more effective.

The Effective Governance project focuses on three governance structures: councils, institutional forums and student leadership. The methods of capacity building are through the development of generic guidebooks and facilitator manuals, the training of facilitators for capacity development, conducting research on co-operative governance in key areas and the provision of focused support to a limited number of institutions.

The following individuals serve on the Advisory Committee for this project:

Professor Connie Mogale, Vice-Chancellor Technikon Witwatersrand; Professor Dan Ncayiyana, Deputy Vice-Chancellor University of Cape Town; Professor Stuart Saunders, former Vice-Chancellor of University of Cape Town; Mr Khaya Matiso, Dean of Students

University of Port Elizabeth; Ms Mel Hagen, Dean Cape Technikon; Ms. Phindi Mabena, Equity Director South African Institute of Chartered Accountants; Ms. Linda Vilakazi-Tselane, Human Resources Director Council for Scientific and Industrial Research; Mr. Zola Saphetha, Secretary-General South African Technikons Student Union; Mr. Ms Nandipha Zonela, Secretary-General South African Union of Student Representative Councils, CHET and DoE representatives.