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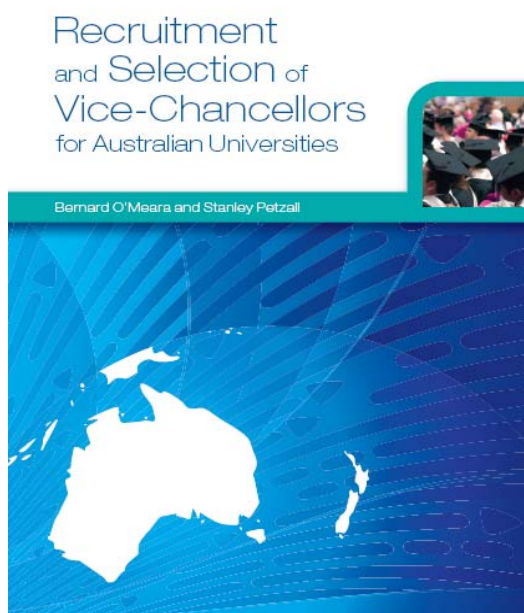
VICTORIAN UNIVERSITIES REGIONAL
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Recruitment and Selection of Vice-Chancellors for Australian Universities

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This book addresses the gap in our understanding of the processes in place to recruit and select Vice-Chancellors (VCs) for Australian Universities. With the growing corporatisation of universities, one would expect that they are managed and led in ways similar to those in use in the private sector. We know quite a deal about the role and incumbents but not how VCs are appointed. In the process of this inquiry, the book identifies a paradox concerning the fact that many of the successful candidates do not come from a 'business' discipline or the business community as may be expected for a role considered to be the Chief Executive Officer of the institution.

Thus this qualitative study thoroughly researches the recruitment and selection practices in use, attempts to determine their effectiveness and addresses the paradox in order to provide a detailed framework that allows these elements to be explained. This monograph presents original and valuable research into a field of study for which no comparable literature exists in Australia or internationally.



Chapters: The Investigation, Perspectives on the Vice-Chancellor, Perspectives on Recruitment and Selection, Development of Higher Education in Australia, Modern University and Change, A Profile of Australian Vice-Chancellors, Analysis of Characteristics and Trends, Examination of the Recruitment and Selection Processes, Surveys of Process Participants, Interviews with Process Participants, Case Studies – metropolitan and regional universities, Conclusion

Reviews: "Part CEO, part politician, part public relations expert and even part-time security analyst, academic leaders must exceed their business counterparts with their breadth of knowledge and professional acumen. [The authors]...have written a significant and scholarly body of literature addressing the changes in educational leadership in Australia." *Karen M. (Guthrie) Videtic, Virginia Commonwealth University, Virginia, USA.* "The diversity and complexity of the leadership role of the 21st Century Vice-Chancellor is well captured in this monograph." *Prof. Kerry O. Cox, VC, Edith Cowan University.* "The monograph makes a major contribution to the understanding of the role, importance and contribution that each Vice-Chancellor brings to their university." *Dr Thomas John Mullarvey, former CEO of the Australian Vice-Chancellors' Committee.* "I found this to be a very comprehensive analysis containing a lot of interesting and useful data. As an incumbent, there were some new insights as well. I have no doubt that the book will be of much interest to University Councils and Chancellors as well as the more general university community." *Prof. David Battersby, VC, Ballarat University.*



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Based on a Ph.D thesis, submitted by Dr Bernard O'Meara in 2002, this book is a must for every senior member of universities throughout the world as well as serious scholars and students of higher education. The book contains a wealth of information about Vice-Chancellors including the processes used to appoint them, demographic information, emerging patterns with respect to performance-based contracts, tenure, mobility, age of candidates and the use of consultants. This book provides the basis for future comparative research with comparable roles in any country. *This study is new and ground-breaking and wherever possible the material has been updated to 2005.*

The study examines the processes which are used to recruit and select Vice-Chancellors (VC's) for Australian universities and which are comparable to processes in North America and the UK. While previous research has identified demographic and incumbency patterns, social characteristics and the legal basis of the roles of Australian VC's, the actual processes of recruitment and selection of these individuals has not previously been researched in any depth.

Universities are organisations of major importance in our society, accounting for millions of dollars of public money, and increasingly players in the private sector, raising large amounts of money from full-fee paying students both locally and internationally. In recent times, sweeping changes have occurred in the university sector, including abolition of the binary system of tertiary education, mergers between institutions and adoption by Governments of both major parties of neo-liberal policies, which have compelled universities to adopt governance structures and accountability more akin to the private sector. Managerialism has arrived in the university sector.

This, in turn, has resulted in the need for a new type of Vice-Chancellor, playing a role similar to that of the CEO of a large private corporation, rather than the older more traditional academic role. The research examines the paradox that most successful candidates for the office of VC are not drawn from business disciplines, despite the changes in the wider environmental context in which universities operate. It concludes that discipline base is less important than perceived managerial and leadership skills, and having served the appropriate academic apprenticeship. Appointments from outside of academic are also still very rare, despite the considerable changes in the environment.

The methodology of the research was largely qualitative in nature, involving interviews with VC's, Chancellors, former VC's and former Chancellors, as well as selection panel members, consultants and Executive Officers of the Australian Vice-Chancellors Committee (AVCC). Extensive use is also made of public domain material and the demographics and backgrounds of VC's in Australia, including the emergence of a small but growing number of female appointees. *Case studies were also conducted contrasting the selection and recruitment process in two universities, one a metropolitan institution, the other a smaller regional university.*

The research documents the changes which have occurred in the profiles of VC's appointed in more recent years, including the emergence of a small but growing group of female VC's. It examines the similarities and differences in appointment processes in different types of universities, and based on the strategies which different universities are pursuing. One surprising major finding emerging from the research highlights the significance of the influence of Chancellors in the selection and recruitment of VC's. Attention is also given to the significance of strategic priorities in determining whether an insider or an outsider is likely to be appointed. *Parallels are drawn between recruitment and selection in universities and in the private sector.* A comprehensive bibliography of sources is also provided.

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