

Should the Posts of Rectors/Vice Chancellors of the Pakistani-Public-Sector Universities be Constitutional Posts?

Syed Arif Kamal*[£] 

PhD; MA, Johns Hopkins, United States; MS, Indiana, Bloomington, United States; MSc; BSc (Honors); last 2 summa cum laude; Gold Medalist (4 Times); Throughout First-Class-First Position; Listed in “Marquis’ Who’s Who in the World”, “Dictionary of International Biography”

Member, Advisory Board, ‘FUUAST Journal of Biology’, ‘the Shield’ and ‘the Sky’
Member, Publication Board, ‘Bozok International Journal of Sport Sciences’[¶]

Referee, ‘Acta Paediatrica’ (Wiley), ‘Astrophysics & Space Science’ (Springer Nature), ‘Clinical Biomechanics’ (Elsevier) and ‘Optics & Laser Technology’ (Elsevier)

Published in ‘Biological Cybernetics’ (Springer Nature), ‘Chinese Journal of Physics’ (Elsevier) and ‘Journal of Biological Physics’ (Springer Nature)

Meritorious Professor, Project Director, the NGDS Pilot Project, Ex-Acting Vice Chancellor and Ex-Dean, Faculties of Science & Engineering, University of Karachi, PO Box 8423, Karachi 75270, Sindh, Pakistan

*profdrakamal@gmail.com

Abstract – The rector/vice chancellor of a public-sector university should be Meritorious Professor, who has served as Dean/Acting Vice Chancellor and must be among the top three (3) faculty members of that Institution of Higher Learning (preferably a Senior-Most Professor) at the time of reaching the age of superannuation, which is comparable in standard to the university for which the candidate is being considered. The incumbent should be a superb leader (capable to delegate, to empower and to motivate), able to portray vision and interact with community, a persuasive communicator (oral and written), a world-class researcher, an efficient[§] and an effective[¥] teacher as well as either a conflict manager (management style: *peacock*) or better, still, a **conflict resolver** (management style: *owl*) — neither a conflict transformer (management style: *dove*) nor a conflict generator (management style: *eagle*), possessing leadership style: **sound** (*commit and contribute*: begets sustained teamwork and synergy — establishes fruitful and robust relationships, characterized by frankness, respect and trust) as opposed to accommodating (*comply and yield*), autocratic (*direct and dominate*), indifferent (*elude and evade*), opportunistic (*exploit and manipulate*), paternalistic (*guide and prescribe*) or status-quo (*balance and compromise*). The million-dollar question is whether setting an age bar (say 65 years) would not exclude some of the outstanding academic and community leaders as well as administrators taking the higher-education institution to forefront of the educational horizon. A “constitutional post” is a governmental position created and defined by constitution of a certain country, such as **the President of Pakistan**, who holds a specific role and has defined powers outlined in the Constitution of Pakistan. These positions are integral to the structure of the government and are established to fulfill its functions. Other such posts are Emeritus Professors, Prime Ministers as well as Members of National Assembly and Senate, as the qualities required for these positions defy every age consideration. The author strongly recommends post of rector/vice chancellor to be declared **constitutional post** in the charter of each public-sector university of Pakistan. Some suggestions are given to reduce turn-over after a lengthy and an expensive hiring process. Selection exercise should employ behavior-based interviewing, which tests technical (*subject* — *x* axis), performance (*managerial* — *y* axis) and innovative (*out-of-the-box thinking* — *z* axis) skills. Recent examples of such failed attempts are reflected in the miserable state of affairs of Federal Urdu University of Arts, Sciences and Technologies. [Video-Recorded Presentation](#) • [Presentation Slide PDF](#)

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[£]Convener, National Curriculum Revision Committee (Mathematics), Higher Education Commission (2004-2012); Convener, Subject Committee (Mathematics), National Testing Service Pakistan; during his tenure as Chairman, Department of Mathematics, University of Karachi (first term 2003-2006, second term 2009-2012), department came on the forefront (comments by Director, ICCBS); Lifetime Achievement Award (2014); Best Teacher Award (2007, 2014); recipient of Research Productivity Allowance awarded by Higher Education Commission (2003); nominated for the King Faisal International Prize for Science (Mathematics 2010, Physics 1989), TWAS Award (Prize) and Presidential Award for Pride of Performance

[¶]Uluslararası Bozok Sport Bilimleri Dergisi

[§]Proper course division during the entire semester; following the timeline in classroom teaching, result preparation and submission

[¥]Chalk-board/White-board/Smart-board organization, use of iPad, cultivating creative thinking and critical analysis, going beyond the printed syllabus, inviting ideas for research and development