HR191

POSITION DESCRIPTION

NOTES
- Forms must be downloaded from the UCT website: http://forms.uct.ac.za/forms.htm
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

POSITION DETAILS

<table>
<thead>
<tr>
<th>Position title</th>
<th>Executive Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job title (HR Practitioner to provide)</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Position grade (if known)</td>
<td>PC 13 PG 3</td>
</tr>
<tr>
<td>Academic faculty / PASS department</td>
<td>Department of Student Affairs</td>
</tr>
<tr>
<td>Academic department / PASS unit</td>
<td>Department of Student Affairs</td>
</tr>
<tr>
<td>Division / section</td>
<td></td>
</tr>
<tr>
<td>Date of compilation</td>
<td>2019</td>
</tr>
</tbody>
</table>

ORGANOGRAM

(Adjust as necessary. Include line manager, line manager's manager, all subordinates and colleagues. Include position grades)

- Deputy Vice-Chancellor Transformation
- Executive Director: DSA Payclass 13 PG3
- Personal Assistant Payclass 8
- Director Student Wellness Service
- Director Student Housing & Residence Life
- Director Student Development
- Director Student Funding & Administration
PURPOSE

The Department of Student Affairs (DSA) is a large and complex department, providing a wide range of services to students. The DSA is headed by the Executive Director, Department of Student Affairs (ED, DSA) which post reports to Deputy Vice Chancellor, Transformation and Student Affairs. (DVC, Transformation and Student Affairs).

The ED, DSA is the person within the University’s leadership team responsible for reasonable oversight guidance of the wellbeing of UCT’s student population. It is a requirement that the ED, DSA is available beyond office hours, given the nature and context of the job and the challenges of overseeing a student population of around 28 000 students. This includes guidance to faculties on the handling of students in need of support for their wellbeing, within the context and framework of UCT’s policies and service framework.

The Office of the Executive Director, DSA (EDO, DSA oversees the execution of all matters relating to the portfolio of Student Affairs. These currently include four service provision Directorates known as Clusters, with each Directorate headed by a Director who reports directly to the ED, DSA and to whom the ED, DSA is required to provide strategic and operations direction, guidance and support.

The services offered by each Directorate include the following organisational Divisions:

- **Directorate: Student Development (SD, DSA)** provides the following services:
  - **Student Development & Leadership (SDL)**, which liaises with student governance structures and supports the SRC and a range of student bodies
  - **Student Orientation & Advocacy Service (SOAS)**, which provides orientation and support services to undergraduate and post graduate students
  - **Student Life (SL)**, which provides support to student societies, student development agencies, day students towards a positive student experience
  - **Student Sports and Recreation (SSR)**, which co-ordinates, manages and enables all sports codes and recreation on campus, as well as manages all sports facilities

- **Directorate: Student Wellness Service (SWS, DSA)** provides the following services:
  - **Student Outreach Wellness Service** – which provides Primary level health and mental health care services SWS services at various campuses, including and emergency service beyond office hours (daily, public holidays and weekends). The service is provided by a multidisciplinary health team.
  - **Student Health Services** – which provides primary level of health care services by a multidisciplinary health team
  - **Student Psychological Health Services**, which provides counseling services provided by a team of psychologists

- **Directorate: Student Financial Aid, and Administration (SFA&A)** provides the following services:
  - **Student Financial Aid** - which is responsible for administration and provision of NSFAS funding; the administration and provision of UCT funds for bursaries and scholarships; and the administration and provision of other donor funds for bursaries and Scholarships
  - **Administration Services** - which manages and provides Student Treasury (financial) services to student governance structures on campus and in residences e.g. SRC, Student Parliament, Student Societies, Student Sports Codes, Student Development Agencies, Student House Committees in Residences amongst other.

- **Directorate: Student Housing & Residence Life** - provides the following services:
  - **Student Housing** - which manages the administration, provision and relational support for: student housing through the UCT owned residence system; UCT leased (privately owned) student residences; and Off- Campus Student Accommodation Services (OCSAS) which facilitates the provision of rentals of privately-owned dwelling offerings; and, which seeks to establish and manage a stock of beds for off campus letting to students.
  - **Student Residence Life** – which facilitates, coordinates and manages enabling interventions in promoting a positive student experience for all students in residences and to enable the academic project through interventions that contribute to students’ academic throughput and academic success.
<table>
<thead>
<tr>
<th>Key performance areas</th>
<th>% of time spent</th>
<th>Inputs (Responsibilities / activities / processes/ methods used)</th>
<th>Outputs (Expected results)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Leadership</td>
<td>30%</td>
<td>• Lead, direct and manage the DSA so that its responsibilities, interventions and activities actively support the achievement of the University’s vision, mission, values and strategic goals through the overall DSA objectives, so that the DSA operates strategically and operationally, through efficiency and efficacy in its key mission towards contributing to the student experience through its range of services.</td>
<td>DSA has clear direction Department operates in a consistent and cohesive manner</td>
</tr>
<tr>
<td>2 Resource management: People</td>
<td>20%</td>
<td>• Design and plan appropriate staffing structures • Manage performance of direct reports • Create a conducive climate for staff • Ensure compliance with HR procedures and guidelines</td>
<td>Department is staffed with competent staff Service levels</td>
</tr>
<tr>
<td>3 Strategy Development, Policy and Execution</td>
<td>30%</td>
<td>• Provide leadership and give advice to the relevant University bodies on all student affairs related matters • Drive and review all DSA policies and procedures • Contribute and provide direction in related strategy development • Keep abreast of developments in the Student Affairs sector in Higher Education nationally and internationally • Raise the profile of the Department and its activities, nationally and internationally. • Develop, implement and monitor all Student Affairs-related policies that are aligned with both university and national policies, rules and regulations. • Contribute to developing plans and strategies for the provision of world-class on- and off-campus and accredited accommodation and residence life conducive to the holistic development of future leaders.</td>
<td>University kept abreast of all student affairs related matters Strategies and policies designed to enhance and support a student centered service</td>
</tr>
</tbody>
</table>
| 4 | Stakeholder Relations Management and Partnerships | 10% | • Maintain and enhance relationships with the students and student leadership incumbents to encourage constructive student contribution to the governance of the institution, consistent with the University's vision, mission, values and strategic goals.  
• Maintain and enhance relationships with leadership and staff within the university community from faculties and administrative departments, and where appropriate with external stakeholders  
• Enable and promote co-ordination on student related matters impacting the brief and work of the DSA, between DSA, faculties departments.  
• Participate fully at senior level in all the relevant leadership, management and governance structures of the University relevant to and/or assigned to the position. | Constructive relationships are built and maintained  
Increased collaboration with student bodies |
| 5 | Resource management: Budget | 10% | • Hold financial accountability for the DSA budget which includes all budgets within the DSA, i.e.; ED Office, Directorate, SD; Directorate SFA&A; Directorate'; SWS and Directorate: SH&RL  
• Ensure the effective and efficient management and utilisation of the Department's finances and resources and contribute to the overall university's financial sustainability. | Budget is managed according to the University Finance Policies and procedures  
Budget is appropriately spent with minimal wastage |
**MINIMUM REQUIREMENTS**

**Minimum qualifications**
- A relevant NQF 9 qualification

**Minimum experience (type and years)**
- 10 years relevant experience in the tertiary education sector of which at least 5 years must be at a senior and strategic leadership position.
- A demonstrated understanding of the changing higher education landscape and its impact on student affairs.
- Proven experience in leading a team of people from a range of professional and administrative backgrounds in a complex environment.
- An in-depth understanding of budgetary procedures, financial accountability and sustainability, public-management processes, human resources, information systems and technology, and student affairs related services.
- Experience in establishing and executing good governance within a matrix environment at departmental, inter-departmental and institutional levels.

**Attributes**
- An ability to develop strategy, policy and the capacity to translate these into implementation interventions with practical action plans.
- Ability to relate to and work effectively with a wide range of constituencies in differing circumstances and contexts.
- A keen interest in, commitment to and passion for students regarding their development and wellbeing as enablers to academic success.
- Demonstrated ability to make data-driven decisions, including a solid grounding in data analysis techniques.
- Ability to assess problem situations and resolve them quickly and effectively.

**Skills**
- Must possess excellent strategic-thinking and conceptual skills that facilitate planning and results.
- Excellent interpersonal, communication and presentation skills.

**Knowledge**
A sound knowledge of student matters, and the enabling role of a student affairs office in contributing to student academic throughput and success, particularly within a constantly transforming and dynamic environment.

**Professional registration or license requirements**

n/a

**Other requirements**
(If the position requires the handling of cash or finances, other requirements must include ‘Honesty to handle cash or finances’.)
Honesty and integrity to handle cash or finances

<table>
<thead>
<tr>
<th>Competencies (Refer to UCT Competency Framework)</th>
<th>Competence</th>
<th>Level</th>
<th>Competence</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Partnerships</td>
<td>4</td>
<td>Resource Management</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Facilitating Change</td>
<td>4</td>
<td>Individual Leadership</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Strategic Leadership</td>
<td>4</td>
<td>University Awareness</td>
<td>4</td>
<td></td>
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<tr>
<td>People Management</td>
<td>4</td>
<td>Analytical Thinking/Problem Solving</td>
<td>4</td>
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**SCOPE OF RESPONSIBILITY**

**Functions responsible for**
Providing leadership; driving strategy and managing DSA resources

**Amount and kind of supervision received**
High level engagement with DVC

**Amount and kind of supervision exercised**
Directly manage Directors and Personal Assistant

**Decisions which can be made**
Decisions which must be referred

**CONTACTS AND RELATIONSHIPS**

<table>
<thead>
<tr>
<th>Internal to UCT</th>
<th>DSA; ED’s and Deans; OVC</th>
</tr>
</thead>
<tbody>
<tr>
<td>External to UCT</td>
<td>DHET; relevant government institutions; parents</td>
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</tbody>
</table>