



DEPUTY VICE-CHANCELLOR FOR TRANSFORMATION

JOB DESCRIPTION

1. MAIN PURPOSE OF THE JOB

The Vice-Chancellor (VC) and the four Deputy Vice-Chancellors (DVCs) together constitute the Office of the Vice Chancellor. They are appointed with the express confidence of Senate and Council and share a number of authorities and representative functions. They provide strategic leadership to the university and are overall responsible for all operational management.

2. EXECUTIVE FUNCTIONS AND THE SENIOR LEADERSHIP GROUP

The VC and DVCs have line function responsibility for other members of the Senior Leadership Group (SLG) viz. the Registrar, the Deans, the Executive Directors and some Directors. Although each DVC is appointed in the first instance to oversee particular functions, these may change over the course of time at the VC's discretion.

3. KEY STRATEGIC ROLES OF ALL DVCs

- 3.1 As a member of the executive layer of the University's leadership and management, DVCs actively support the VC in the leadership and management of the University.
- 3.2 With responsibility for particular portfolios, Executive Directors, Directors and/or Deans, the DVC ensures the effective implementation of the University's vision and strategic plans as appropriate to those portfolios and departments.
- 3.3 As a member of the Office of the Vice-Chancellor, the DVCs support and guide the following portfolios:
 - Providing academic leadership and planning in the areas of teaching and learning, research and innovation, and social responsiveness;
 - Overseeing the effective management of the University's operations, administration, planning, finances, human resources and facilities;
 - Optimising the overall quality of the student experience;
 - Interacting with external partners, including government, science councils, local and international universities, alumni, business and local communities, and foundations and donors (fundraising);
 - Promoting transformation;
 - Managing risk and quality assurance.
- 3.4 As a member of the Office of the Vice-Chancellor, the DVC performs various representative and ceremonial functions.
- 3.5 The above functions are clustered into four DVC portfolios. As the grouping of functions may change over time, DVCs are appointed with a view to their generic strengths at senior university executive level and their ability and willingness to take on a wider range of portfolios than just the one currently being filled.

4. KEY PERFORMANCE AREAS FOR ALL DVCS

All DVCs are all expected to:

- 4.1 Promote integrated administration and management that supports the attainment of the mission and goals of the University.
- 4.2 Oversee policy development and implementation.
- 4.3 Assist the VC to interface between the Council, Senate and executive management to ensure accountability with respect to financial and strategic governance as well as the university's core academic functions.
- 4.4 Foster collegial and participatory internal governance through the committee system.
- 4.5 Line-manage senior staff including Deans, Executive Directors and Directors.
- 4.6 Play a leading role in the recruitment of senior staff in all sectors.
- 4.7 Contribute to National Higher Education policy development and public intellectual life in general.
- 4.8 Support the achievement of equity targets in the student and staff profiles, and provide leadership in the transformation of the institutional culture.
- 4.9 Facilitate inter-faculty collaboration and cross-university activities.
- 4.10 Help ensure that inter-institutional regional collaboration is fostered and facilitated.
- 4.11 Lead in producing high-level linkages and partnerships with other institutions, organisations and communities and promote greater collaboration in identified programs between the University and communities in Cape Town and the wider Western Cape.

5. DVC FOR TRANSFORMATION:

In addition to the above generic responsibilities shared by all DVCs, this post has specific responsibility for:

- Leading transformation, including: employment equity, changing demographic of the student body, programmes to develop the pipeline of emerging academics, staff development, institutional culture and the student and staff experience
- Student affairs
- Human resources
- Government and external relations
- Partnership with higher education institutions in the Western Cape

The following report to this DVC:

- Transformation Services Office
- Executive Director - Student Affairs
- Executive Director - Human Resources

6. KEY RESPONSIBILITIES FOR THIS DVC PORTFOLIO

Transformation:

- 6.1 Shaping the strategic goal of transformation, implementing programmes and monitoring and evaluating progress.
- 6.2 Monitoring and evaluating progress towards employment equity targets and improved staff retention and developing interventions where the University is falling short.
- 6.3 Facilitating discussions, research and debate around the meaning of transformation and its various dimensions.
- 6.4 In conjunction with DVC responsible for Teaching and Learning, facilitating curriculum reform
- 6.5 Overseeing specific policies and programmes that address race, gender, sexuality and disability issues.
- 6.6 Identifying barriers to, and promoting, an inclusive institutional climate.
- 6.7 Executive responsibility for the Institutional Forum and Transformation Committees.
- 6.8 Executive responsibility for the Transformation Services Office

Student Affairs:

- 6.9 Overseeing the establishment and monitoring of enrolment equity targets for student admissions.
- 6.10 Promoting an enriched academic and social environment for students.
- 6.11 Promoting a sense of identification with UCT within local communities that feel excluded from the University.
- 6.12 Overseeing policies for student admissions, financial aid, student development, residences, international students and student governance.
- 6.13 Executive responsibility for Student Affairs committees.
- 6.14 Executive responsibility for the Department of Student Affairs.

Human resources:

- 6.15 Executive oversight of the Human Resources strategy, policies and practices.
- 6.16 Executive responsibility for Industrial Relations (including leading union negotiations).
- 6.17 Executive responsibility for HR committees.
- 6.18 Executive responsibility for the HR Department.

7. QUALIFICATIONS AND EXPERIENCE

A doctoral degree would generally be required and the ideal candidate will ideally be someone who fulfils most of the following criteria:

- 7.1 Has experience in a senior leadership role in an academic institution.
- 7.2 Has an established academic track record.
- 7.3 Has demonstrated a track record managing a complex portfolio, or running a unit of reasonable size.
- 7.4 Has a successful record of leadership and team work.
- 7.5 Has demonstrated experience in strategic thinking and operationalizing such thinking into plans and projects.
- 7.6 Has an understanding of developments in the higher education arena in SA.
- 7.7 Has an understanding of the operations and affairs of a university environment.
- 7.8 Has some relevant experience in student affairs and student governance.
- 7.9 Has some experience in stakeholder engagement and in particular union engagement and staff management.

- 7.10 Has experience in addressing manifestations of inequality in South African society and within South African universities.
- 7.11 Demonstrates a deep understanding of other dimensions of inequality and discrimination including race, gender, sexuality and disability.
- 7.12 Can operate confidently and sensitively across cultures and other divides.

8. DESIRABLE SKILLS AND PERSONALITY CHARACTERISTICS

- 8.1 Approachable, flexible and change-oriented.
- 8.2 A high level of personal motivation, energy and enthusiasm.
- 8.3 Resilient and the ability to work effectively under pressure.
- 8.4 Exceptional communication, persuasive and interpersonal skills.
- 8.5 Well-reasoned decision-making ability.
- 8.6 Ability to hold critical conversations as a means of achieving mutually desired goals.
- 8.7 Ability to mobilise and inspire others towards shared goals.
- 8.8 Capable in both developing strategy and operationalizing strategy into plans and projects.

➤ **Appointment and service conditions overleaf**

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| APPOINTMENT AND SERVICE CONDITIONS FOR DEPUTY VICE-CHANCELLORS |
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1. Appointment Conditions

The initial term of appointment of a Deputy Vice-Chancellor (DVC) is for five years, unless there are special circumstances.

There is no limit to the number of contract renewals, which are subject to performance assessments, institutional need and the formal procedures for the renewal of DVCs. Any renewal would normally be for a period not exceeding five years, but could be longer if the University Council decides, particularly where this would take the incumbent to normal retirement age.

Where a DVC is recruited from outside the University, the Vice-Chancellor (VC) may, after consulting the successful candidate, recommend to a duly constituted professorial selection committee that the DVC-designate be offered a substantive academic position which he or she would be entitled to assume after successfully completing his or her term(s) as a DVC, should this occur prior to retirement age.

2. Leave

A DVC is entitled to 26 working days annual leave and accumulates study and research leave at a rate of one month for every year of service as a DVC.

3. Provident Fund and Medical Aid

Membership of a provident fund and medical aid scheme is compulsory. A member of staff who is covered by his or her spouse's/partner's medical aid may be excused from this requirement, provided a certificate of membership is received from the spouse's or partner's medical aid proving membership.

4. Bonus

In November of each year, a 13th cheque is payable equal to 1/13th of the Benefit Amount or a pro-rata amount if you have not served for a full year in that year by 31 December. (The Benefit Amount is 70% of the Cost of Employment.)

5. Staff Tuition Rate

DVCs may be eligible to receive the staff tuition fee rate; this is usually 25% of the standard tuition fee rate. Further information can be obtained from our website at <http://hr.uct.ac.za/remunbenefits/studyass.php#staff>.

6. Relocation

Reasonable travel and removal expenses, if applicable, are payable on appointment.
