

ROLES & RESPONSIBILITIES OF MASTERS (HALLS, HOUSES & RESIDENCES)

Roles

Masters are full-time Academic staff appointed to head the NUS hostels. The Masters work closely with the Office of Student Affairs (OSA) and Resident Fellows (RFs) in providing leadership and direction for the development of the hostels, in line with University policies and directions for residential life. They lead the administration, programming, management and operations of the hostels, and are responsible for student development, provision of pastoral care, overall welfare, discipline and quality of residential life for the residents in the hostels. This document outlines, but is not exhaustive of, a Master's role and attendant responsibilities.

Responsibilities

A Master leads a team of RFs, hostel staff and student leaders in the administration, management and operations of the hostel – in areas such as admissions, branding, communications, financial management, student leadership & development and residential life. These include:

(1) Strategic leadership

- (i) Provide leadership and initiative for the development of a residential community of students in support of the University's Mission and Vision, and its educational goals, through holistic and experiential learning.
- (ii) Identify opportunities for synergies and cooperation across NUS entities.
- (iii) Build a shared identity, and foster a sense of belonging by leveraging the hostel's tradition and heritage.
- (iv) Promote student participation and engagement to encourage social and community awareness
- (v) Encourage and support stakeholder interests, whether in culture, the arts, sports, community engagement, technology or any other areas.

(2) Crisis management, pastoral care and community standards

- (i) Lead from the front, in times of crises and crucial events – formulating and implementing the hostel's crisis response plan, working with all relevant parties on crisis support and serving as the hostel's Incident Commander.
- (ii) Work closely with the RFs, hostel staff and student leaders on mental wellness initiatives and to provide a supportive environment and quality pastoral care for the residents in the hostel.
- (iii) Maintain hostel community standards and discipline, working with OSA to ensure all errant residents are sanctioned in line with prevailing University guidelines.

(3) Student development

- (i) Work closely with the RFs, hostel staff and student leaders to develop structured, focused and purposeful programmes.
- (ii) Create opportunities for residents to gain exposure through experiential learning and life skills to prepare them for the world beyond University.
- (iii) Brief, advise and guide the hostel's student leaders and other student project leaders on their roles and responsibilities, and activities that they are leading.
- (iv) Embrace current and emerging student interests through a full spectrum of opportunities to broaden and deepen pursuits in culture and the arts, community engagement, and sports.
- (v) Celebrate diversity through different platforms for interaction and cross fertilisation of ideas among residents from various backgrounds and disciplines.

(4) Staff development and management

Engage, advise, mentor and guide the RFs and all hostel staff on their job expectations and performance, and evaluate their job performance to provide recommendations for their re-appointment/termination as well as development and advancement in their appointments.

(5) Branding, communications and public relations

- (i) Work to provide and communicate unique value propositions so as to attract students with diverse interests and needs.
- (ii) Ensure that all communication platforms – print, digital, social media and all arising media – are professionally represented and adhere to University communication guidelines.

(6) Alumni relations and fundraising

- (i) Forge enduring bonds through memorable residential experiences and a shared sense of tradition and heritage.
- (ii) Foster a strong affiliation between current residents and hostel alumni to the University, through a range of alumni engagement programmes.
- (iii) Spearhead fundraising initiatives to increase resources for the hostel and its residents.

(7) Hostel administration and operations

- (i) Oversee the administration and operation of the hostel – by formulating, implementing, reviewing and enhancing all operating procedures and systems to ensure efficiency and accountability in all matters.

- (ii) Provide direction on the hostel's operating budget, financial operation, procurement and reserve fund – work closely with stakeholders such as the Office of Finance, OSA, RFs, hostel staff and student leaders to ensure sound operations and compliance with University financial guidelines, and accountability.

Terms of Appointment

Masters at NUS hostels are appointed by the Vice-Provost (Student Life) and report to the OSA Dean of Students.

A Master is generally appointed for an initial three-year term. The appointment may be renewed subject to the satisfactory discharge of responsibilities and upon recommendation of the Dean of Students.

Barring exceptional circumstances, an advance six-month notice for termination or resignation from the appointment should be provided from either party.

Expectations of a Master

The following are expected of Masters:

- (i) Exhibit a high level of honesty and integrity, and commitment to make a difference to the life of students.
- (ii) Be a role model to RFs, hostel staff and student leaders by exhibiting good leadership and the ability to execute duties and responsibilities in a mature, rational, consistent and fair manner.
- (iii) Discharge their duties and responsibilities fully and up to the end of their term of service (with the exception of extenuating circumstances).
- (iv) Reinforce University aspirations and policies among the RFs, hostel staff, student leaders and residents.
- (v) Provide prompt leadership in and response to emergencies and crisis cases in the hostel and to manage them appropriately.

Recognition of Service and Incentives

In recognition of the service rendered, a Master is provided with a fully furnished, air-conditioned apartment in the hostel. The size of the apartment and number of bedrooms in it will vary across hostels. Charges for utilities (capped at a predetermined level), catered meals (if available at the hostel) during the University semester and basic telephone services (in the form of a landline, where applicable) are borne by the University.

In addition, a Master is also provided with a responsibility allowance during his/her term of service.

Depending on the Master's performance as assessed by the Dean of Students and the Vice-Provost (Student Life), an annual performance bonus may be recommended and awarded.

Absence from Hostel

Masters are expected to maintain full residence in the hostel throughout the term of service, unless on overseas leave, or under extenuating circumstances as approved by the Vice-Provost (Student Life) or the Dean of Students.

Masters who intend to go on leave are expected to make necessary arrangements for a RF to cover them during their absence and notify the Dean of Students and all relevant parties at least two weeks before the commencement of the leave period.

For leave periods exceeding two weeks, the Master is expected to work out the period of leave and duty coverage with the Dean of Students before applying for such leave.

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