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## **ROLES & RESPONSIBILITIES OF MASTERS (NUS HOSTELS)**

### **Roles**

Masters are full-time Academic staff appointed to head the NUS hostels. The Masters work closely with the Office of Student Affairs and the Resident Fellows in providing the leadership and direction for the development of the hostels. They oversee the administration, programming, management and operation of the hostels, and are responsible for the student development, overall welfare, discipline and quality of residential life for students residing in the hostels.

### **Responsibilities**

- (1) To lead a team of Resident Fellows, Residential Life staff and student leaders in the administration, management and operation of the hostel, in areas such as admission, budgeting, financial management, student leadership & development and residential life. These include:
  - (i) Providing 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.
  - (ii) Overseeing the management and operation of the hostel. This includes the formulation, implementation, review and enhancement of operating procedures and systems to ensure efficiency and accountability in the management and operation of the hostel.
  - (iii) Overseeing the administration of the hostel. This includes hostel's Residential Life staff matters and student matters such as hostel admission in conjunction with the broad admission guidelines and criteria established by the Office of Student Affairs for all hostels.
  - (iv) Planning and overseeing the hostel's operating budget, financial operation, and reserve funds. This includes working very closely with the Office of Finance, Office of Student Affairs, the hostel's Domestic Bursar, and student leaders to ensure sound financial operation, compliance with University financial guidelines, and financial accountability.
  - (v) Overseeing and managing crisis cases in the hostel. This includes formulating and implementing the hostel's crisis plan, working with OSA, OSHE and UCS on crisis support and serving as the hostel's Incident Commander in the event of any crisis.

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- (vi) Briefing, advising and guiding the Resident Fellows on their job expectations and performances, and evaluating their job performance to provide recommendations for their re-appointment / termination of appointments.
  - (vii) Briefing, advising and guiding the hostel's student leadership team and other student project leaders on their roles and responsibilities and activities that they are leading.
- (2) To oversee student programmes, activities and student well-being in the hostel. This includes:
- (i) Working very closely with the Resident Fellows and student leadership team in enhancing the living environment and experience of the residents in the hostel by developing structured, focused and purposeful programmes.
  - (ii) Working with the Resident Fellows and student leadership team in developing and reviewing structured, focused and purposeful programmes, ensuring that student activities are conducted in support of university objectives and aspirations, and within stipulated university guidelines and procedures.
  - (iii) Providing opportunities for students to gain exposure through experiential learning and life skills to prepare them for the outside world.
  - (iv) Promoting the safety and welfare of all students residing in the hostel. This includes crisis intervention, conflict mediation, and providing support and referrals for students in need.
- (3) To maintain hostel community standards and discipline.
- (4) To foster a strong affiliation among residents and hostel alumni to the University.
- (5) To promote the hostel as a distinctive form of campus residence. This can be done through:
- (i) Embracing student interests through a full spectrum of opportunities to broaden and deepen pursuits in culture and the arts, community engagements, and sports.
  - (ii) Celebrating diversity through different platforms for interaction and cross fertilization of ideas among students from various backgrounds and disciplines.

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- (iii) Forging enduring bonds through memorable residential experiences and a shared sense of tradition and heritage within a close-knit and supportive hostel community.
- (6) To position the hostel as a residential pathway for enhancing and enriching the NUS educational experience through experiential learning. This can be done through:
- (i) Promoting active student participation and engagement in culture and the arts, community engagements and sports to groom individuals of well-rounded character.
  - (ii) Offering a wide range of co-curricular activities with teamwork and leadership opportunities to nurture constructive and responsible members of a community, ready to assume leadership.
- (7) To frame the hostel as a living and learning community within a larger NUS community. This can be done through:
- (i) Providing opportunities for synergies so that there can be greater cooperation and collaboration among NUS hostels and with other university entities.
  - (ii) Building a shared identity, fostering a sense of belonging towards the University by leveraging on the hostel's tradition and heritage.
  - (iii) Identifying and having important vehicles for instilling social consciousness and promoting community awareness so as to empower our youth to embrace and actively engage the wider community.

### **Terms of Appointment**

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

A Master is generally appointed initially for a one-year term. This may be renewed for another three 3-year terms (total: 10 years) subject to the satisfactory discharge of responsibilities and upon recommendation of the Dean of Students.

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

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**Expectations of a Master (NUS hostel)**

The following are expected of Masters:

- (i) 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).
- (ii) A high level of honesty and integrity, and commitment to make a difference to the life of students.
- (iii) Good leadership, team spirit, and role model conduct; and the ability to execute duties and responsibilities in a matured, rational, consistent and fair manner.
- (iv) Discharge their duties and responsibilities fully and up to the end of their term of service (with the exception of extenuating circumstances).
- (v) Reinforce university aspirations and policies among the hostel's Residential Life staff, Resident Fellows, student leadership team and residents.
- (vi) Prompt response to emergencies and crisis cases in the hostel and to manage them appropriately.

**Recognition of Service / Incentives**

In recognition of service rendered, a Master (NUS hostel) is provided with a fully furnished, air-conditioned three-bedroom apartment in the hostel. Charges for utilities (capped at a predetermined level), meals catered at the Dining Hall (if available at the hostel) during the university semester and basic telephone services are borne by the hostel.

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.

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**Application for Leave**

Masters are entitled to such leave as provided by the University. Application for leave is through the Master's affiliated Faculty or Department. The Master is to inform the Dean of Students about his/her leave and duty coverage plan at least one week before the commencement of the leave period. For longer leave period (e.g. sabbatical leave), the Master is expected to work out the period of leave and duty coverage with the Dean of Students before embarking on the application for such leave.

*Note : A copy of the Terms of Appointment will be provided to the Master prior to appointment.*