



ST MARGARET'S  
COLLEGE

University of Otago

## POSITION DESCRIPTION

<b>Position:</b>	<b>Head of College (Permanent, full-time, live-in position)</b>
<b>Reports to:</b>	<u>Council of St Margaret's Residential College Council Incorporated</u>
<b>About the College:</b>	<p>St Margaret's College was founded in 1911 and is an independent Residential College with a long-established and formal affiliation to the University of Otago. A mid-sized College with 225 bedrooms, it has developed an enviable reputation of excellence in the support and accommodation for student Members (tertiary students). The College prides itself on its strong academic support and providing rewarding social and cultural experiences – with an ultimate aim of developing well rounded, socially minded, excellent citizens.</p>
<b>Direct Reports:</b>	<p>In addition to its student Members, the Head of College (HOC) has overall responsibility for over twenty permanent staff and eleven College Leaders and is supported by two Deputy Heads of College (one academic and one welfare focused).</p>
<b>Purpose of the role:</b>	<p>This role has overall responsibility for the operation and management of St Margaret's College. This entails:</p> <ul style="list-style-type: none"><li>• Providing visionary strategic leadership</li><li>• Overall responsibility for creating the environment in which residents (known as Members) can flourish</li><li>• Overall management responsibility for the staff and physical assets (buildings, facilities and grounds) of the College</li><li>• Ensuring that all areas are run efficiently and harmoniously to the benefit of St Margaret's College and its Members</li><li>• The Head of College is a role model for the values and standards that characterise the College.</li><li>• Oversee use of the College for external events and conferences, so to strengthen the College's financial position and Members' fee growth can be moderated into the future.</li></ul>
<b>Functional Relationships:</b>	<ul style="list-style-type: none"><li>• College student Members (232 in 225 bedrooms during 2026)</li><li>• Members of the incorporated society including Council Members</li><li>• College Fellows (over 70)</li><li>• Heads of College of all other residential Colleges at the University</li><li>• University staff</li><li>• Director of Campus and Collegiate Life Services</li><li>• Trades, contractors, architectural services, building companies, etc</li><li>• Health and Safety Consultant</li><li>• Emergency services</li><li>• Compliance assessors</li><li>• Dunedin City Council staff</li><li>• External customers, guests, and visitors to the College</li></ul>

Area	Key Accountability	Expectations
<b>College culture and Pastoral Care</b>	<p>Ensuring a high level of pastoral care is provided to the Members.</p> <p>Operate and lead the College in a manner consistent with best-practice policies and procedures, including The Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021, internal policies and procedures, and applicable (unless the Council exempts compliance) pastoral care policies and procedures propagated by the University of Otago.</p> <p>Creating an environment in which individuals are supportive and empathetic towards fellow Members and in which cultural diversity is valued.</p> <p>Building effective relationships within the University and other Colleges and establishing and maintaining relevant networks both locally and nationally.</p> <p>Promoting and representing the College.</p> <p>Leading the application and selection process for returning Members each year (currently set at a maximum of 33%).</p> <p>Arranging the College's programme of engagement between Members and invited academics, professionals, and leaders of industry.</p> <p>Leading the College's Fellows programme.</p>	<p>Creates a supportive environment for all members with a high level of pastoral care support provided.</p> <p>Compliance with The Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021 and other applicable policies and procedures.</p> <p>The environment is inclusive and supports cultural diversity.</p> <p>Behaves in a way that is aligned with our organisational values.</p> <p>Builds effective relationships and networks that promotes the College.</p> <p>Ensure all statutory requirements are met.</p> <p>The application and selection process is managed effectively.</p> <p>That the College programme, formal events and College Fellows programme is managed effectively, with a high frequency and quality of such engagement opportunities. This has traditionally involved regular Sunday Formal Dinners and special interest breakfasts during the week. As a guide, it is expected Formal Dinners with invited academics, professions, and leaders of industry will occur approximately fortnightly.</p>
<b>Leadership &amp; Management</b>	<p>Providing inspirational and effective leadership to ensure that the College is unified in its drive to maintain its high standing in the face of future challenges.</p> <p>Contribute as a core member of the College Council and operate the College in a manner consistent with the policies and strategic direction set by the Council.</p> <p>Creating an environment that encourages individuals to pursue excellence and achieve their potential in all areas of life.</p> <p>Planning and leading the annual training programmes for the College Leaders and elected members of the St Margaret's College Students Associations Executive Committee.</p>	<p>Lead by example, continually generate enthusiasm and drive in others by working to a consistently high standard in alignment with St Margaret's purpose and values.</p> <p>Attend College Council meetings and engage with the Council as a core member of the Council. Operate and manage the College in a manner consistent with the policies and strategic direction set by the Council.</p> <p>Ensure staff are recruited, trained and performance managed in accordance with best practice and policies and procedures.</p> <p>Establish clear performance expectations and ensure staff are performing at a consistently high standard.</p>

Area	Key Accountability	Expectations
	<p>Managing the staff to ensure a high standard of service through appropriate recruitment and retention, development and training programmes and annual review of salaries and wages.</p> <p>Deal with day-to-day staffing issues and problems in an appropriate manner. Including approvals for staff leave and overtime management.</p>	<p>Meet on a regular basis with staff to discuss performance and obtain their feedback on what further support they may need.</p> <p>Training and development plans are in place and are implemented to support the professional development of staff.</p> <p>Deal with performance improvement and disciplinary matters in appropriate manner. In accordance with best practice human resource management and employment legislation.</p> <p>Proactively identify gaps and provide appropriate training, coaching and support to reach desired performance level.</p>
<p><b>Financial Management and Sustainability</b></p>	<p>Refining a sustainable business model to ensure the long-term financial stability of the College, managing finance and allocating resources through planning, budgeting and the development of clear lines of accountability</p> <p>Oversight of the preparation of the annual operations budget (revenue of \$4.8m during 2025)</p> <p>Oversight of the preparation of budgets for capital developments</p> <p>Oversight of all accounts, approving spending within budget and delegated limits.</p> <p>Ensure the College is appropriately utilised for events and conferences, so to strengthen the College's financial position and Members' fee growth can be moderated into the future.</p>	<p>Implement measures to ensure the long-term financial stability of the College, managing finance and allocating resources through planning, budgeting and the development of clear lines of accountability.</p> <p>Ensure the preparation of the annual operations budget in a timely way.</p> <p>Ensure the preparation of budgets for capital developments.</p> <p>Ensure that accounts are paid, spending is approved within budget and delegated limits.</p> <p>Maximal utilisation of the College for events and conferences at times unlikely to disrupt members.</p>
<p><b>Planning, Review &amp; Reporting</b></p>	<p>Undertake regular functional strategy planning, review and reporting within specified times. Ly</p> <p>Prepare for and attend quarterly and ad hoc Council meetings.</p> <p>Preparing and providing the appropriate supporting documentation for each Council meeting through the Council Secretary/Treasurer.</p>	<p>Ensure that strategic planning, review and reporting is carried out within specified times.</p> <p>Ensure regular reporting for Council meetings is provided to a high quality in a timely way.</p> <p>Ensure reports and documentation required by the Council are provided in a timely way.</p>
<p><b>Asset and facilities Management, Development &amp; Utilisation</b></p>	<p>Managing the buildings, facilities and grounds of the College to ensure they are maintained or replaced as appropriate to sustain the high standard of the fabric of the College</p>	<p>The buildings, facilities and grounds of the College are maintained or replaced as appropriate to sustain the high standard.</p>

Area	Key Accountability	Expectations
	<p>Implement an asset management plan to effectively maintain and develop asset capability and performance.</p> <p>Manage capital project and maintenance programmes, including plans, maintenance inventory, develop business case for approval of capital expenditure by the Council.</p>	<p>Ensure the asset management plan is implemented to effectively maintain and develop asset capability and performance.</p> <p>Ensure that any capital projects and maintenance programmes are managed within the budget.</p> <p>That any business cases for CAPEX expenditure are completed in a timely way.</p>
<b>HSE, Quality &amp; Compliance Standards</b>	<p>Lead the College's Health and Safety Committee.</p> <p>Ensuring a member of the College senior leadership team (Head, Deputy Head) is always available to ensure the safe operation of the College.</p> <p>Ensuring the College meets or exceeds its various statutory obligations including the Education Pastoral Care of Tertiary and International Learners Code of Practice, Building Act, Fire Safety and Evacuation Regulations, and the Health and Safety at Work Act.</p> <p>Leading the College's response to a pandemic/emergency/crisis situation.</p>	<p>The College's Health and Safety Committee is managed appropriately appropriated.</p> <p>There is an appropriate plan for pandemic/emergency/crisis situations.</p> <p>College emergencies are managed appropriately and all levels of the College (employed staff, College Leaders, Members) are well supported.</p> <p>That all statutory requirements are met.</p> <p>Ensure all systems are in place to manage people, environment, quality and compliance obligations.</p> <p>Emergency response is coordinated effectively in line with accepted practices.</p>
Key Competencies		Descriptors
<p><b>Leadership</b></p> <p><i>Providing Direction</i></p> <p><i>Empowering</i></p> <p><i>Motivating others</i></p> <p><i>Developing others</i></p>	<ul style="list-style-type: none"> <li>- Provides staff with a clear sense of direction, takes charge, organises resources and steers others towards successful task accomplishment.</li> <li>- Delegates responsibilities to appropriate staff; gives others the latitude to exercise their own initiative and invests them with the power and authority to accomplish tasks effectively.</li> <li>- Enthuses others and facilitates successful goal accomplishment by promoting a clear sense of purpose, inspiring a positive attitude to work and arousing a strong desire to succeed among team members.</li> <li>- Resolve people related issues in a consistent and fair way that is in alignment with legal obligations.</li> <li>- Actively seeks to improve others' skills and talents by providing constructive feedback and training opportunities which challenge their abilities and encourage development.</li> </ul>	
<p><b>Interpersonal</b></p> <p><i>Interpersonal sensitivity</i></p> <p><i>Teamwork</i></p> <p><i>Building &amp; maintaining relationships</i></p> <p><i>Flexibility</i></p>	<ul style="list-style-type: none"> <li>- Shows consideration concern and respect for other feelings; demonstrates interest in others' opinions; is tolerant of differing needs and viewpoints.</li> <li>- Cooperates and works well with others in pursuit of team goals; shares information and supports others.</li> <li>- Able to establish and maintain relationships with people at all levels; puts others at ease; promotes harmony and consensus through diplomatic handling of disagreements and potential conflict.</li> <li>- Adaptable; receptive to new ideas; willing and able to adjust to changing demands and circumstances.</li> </ul>	

<p><b><i>Stress tolerance</i></b></p> <p><b><i>Conflict resolution</i></b></p> <p><b><i>Resilience</i></b></p>	<ul style="list-style-type: none"> <li>- Remains calm, objective and in control in stressful or conflict situations; accepts criticism without becoming over-defensive and identifies options for resolving conflict situations.</li> <li>- Resilient and persevering; continues to strive for a goal even in the face of adversity; copes with disappointments and setbacks.</li> </ul>
<p><b><u>Decision making</u></b></p> <p><b><i>Judgement</i></b></p> <p><b><i>Information gathering</i></b></p> <p><b><i>Problem analysis</i></b></p> <p><b><i>Problem Solving/ Decisiveness</i></b></p> <p><b><i>Objective setting</i></b></p> <p><b><i>Management control</i></b></p>	<ul style="list-style-type: none"> <li>- Makes rational, realistic and sound decisions based on consideration of all the facts and alternatives available.</li> <li>- Seeks all reasonable relevant information for problem solving and decision making; consults widely; probes the facts, analyses issues from different perspectives.</li> <li>- Breaks the problem into constituent parts and differentiates key elements from the irrelevant or trivial; makes accurate use of logic and draws sound inferences from information available.</li> <li>- Willing to make reasonable decisions and commit to definite course of action on the basis of key rationale</li> <li>- Produces detailed project plans in which objectives are clearly defined and action steps for achieving them are clearly specified.</li> <li>- Establishes clear priorities; schedules activities to ensure optimum use of time and resources; monitors performance against objectives.</li> </ul>
<p><b><u>Communication</u></b></p> <p><b><i>Self-confidence</i></b></p> <p><b><i>Impact</i></b></p> <p><b><i>Drive</i></b></p> <p><b><i>Initiative</i></b></p> <p><b><i>Persuasiveness</i></b></p> <p><b><i>Oral Communication</i></b></p> <p><b><i>Written Communication</i></b></p>	<ul style="list-style-type: none"> <li>- Independent and self-reliant; conveys a realistic confidence in own ability to select appropriate courses of action and in likely success of own initiatives; able to stand ground in face of opposition.</li> <li>- Makes an immediate positive impression on others; has ‘presence’ and comes across with credibility.</li> <li>- Enthusiastic and committed; demonstrates capacity for sustained effort and hard work over long time periods.</li> <li>- Proactive and self-starting; seizes opportunities and acts upon them; originates action and actively influences events.</li> <li>- Able to influence attitudes and opinions of others and gain agreement to proposals, plan create ideas; and is skilful at negotiating.</li> <li>- Communicates in a clear, concise and collaborative style to engage effectively with a varied range of people and situations.</li> <li>- Produces written communications which are clear, fluent, concise and readily understood by the intended recipient(s).</li> <li>-</li> </ul>
<p><b><u>Planning &amp; Organising</u></b></p> <p><b><i>Prioritisation</i></b></p> <p><b><i>Time Management</i></b></p> <p><b><i>Multi-tasking</i></b></p>	<ul style="list-style-type: none"> <li>- Prioritises day to day activities; demonstrates working in a structured, organised manner, utilising relevant processes and technology</li> <li>- Closely monitors timelines and deadlines and quickly mitigates and/or resolves issues to meet delivery milestones.</li> <li>- Demonstrates the ability to ‘wear many different hats’ and has propensity to be ‘hands-on’ as needed.</li> <li>- Demonstrates the ability to balance day to day needs with delivery of business strategic objectives.</li> </ul>
<p><b><u>Commercial Acumen</u></b></p> <p><b><i>Risk Management</i></b></p> <p><b><i>Opportunity Identification</i></b></p> <p><b><i>Financial Management</i></b></p>	<ul style="list-style-type: none"> <li>- Understands and proactively addresses underlying issues to mitigate negative impacts.</li> <li>- Keeps current on in sector changes and is willing to learning</li> <li>- Applies strong financial capability to manage budgets, resources and asset management.</li> </ul>

**Notes:**

- The role is full-time and permanent
- Working hours are 40 per week or as required to satisfactorily perform all duties
- The Head of College or designated Head of College is required to be available 24/7 as the person ultimately responsible at the College in the event of a significant emergency
- The Head of College or Deputies required to be on-call 24/7 on a shared and rostered basis with the Deputies (generally every third week and weekend) and attend College events (for example sport, themed dinners, Formal Dinners, etc) in the evenings and on weekends
- The role is a live-in position with on-site accommodation provided in a separate three-bedroom, unfurnished (excluding whiteware) residence with internal access to a single garage and outside off-street parking
- A guest room with ensuite and separate access is attached to the Head of College’s residence on the ground floor, adjacent to the garage (this room is also hired out to visitors from time to time)
- Utilities (electricity, internet, and phone) are provided
- A College-provided mobile phone and plan will be provided. An existing phone number may be ported into the College plan. The rights to any number which has been ported will be retained by the Head of College and may be ported out at the end of their employment.
- Meals are available for the Head of College and any immediate family living on-site from the Dining Hall during established meals times, when the College kitchen is open for service during the academic year and conference season.

## SKILLS, EXPERIENCE & QUALIFICATIONS

- Demonstrated ability to build and lead an academic community
- A genuine interest in young people and supporting them to flourish academically and as good citizens
- Successful experience in having challenging conversations and handling conflict, and the ability to react to dynamic situations with thoughtful consideration for short deadlines, e.g., implementing pandemic controls, medical and mental health emergencies, misconduct cases, etc
- Approachable, visible, with a mature understanding of behavioural boundaries and the ability to provide appropriate pastoral care
- An understanding of spirituality in a secular society
- A caring and supportive person, with high EQ and a firm but flexible approach to solving problems
- Demonstrated high personal resilience
- Committed to maintaining high ethical standards in all academic and professional dealings – have a strong moral compass and high integrity
- Ability to represent and act as the face of the College, commanding academic respect, upholding the reputation of the College
- Political astuteness
- A deep understanding of tertiary education and a passionate belief in its value.
- A post-graduate University qualification (preferably a doctorate) is essential
- Commitment to continuing professional development
- Strategic vision, decision-making ability and a collegial management style
- Proven leadership and management experience involving financial and human resources
- Extensive knowledge and understanding of the maintenance and development of physical resources and assets (buildings, facilities and grounds). Note: The College’s physical assets are currently valued at \$44m
- Knowledge and understanding of health and safety legislation and requirements
- Knowledge and understanding of the principles of the Treaty of Waitangi

Signed by: \_\_\_\_\_ Date: \_\_\_\_\_

Head of College St Margaret’s

Signed by: \_\_\_\_\_ Date: \_\_\_\_\_

President, St Margaret’s Residential College Council Incorporated