UNIVERSITY OF ESWATINI

JOB PROFILE

Job Title: Pro-Vice Chancellor	**Review:** 2026
Department: Administration	**Section:** Academic
No. of Incumbents: 1	**Job Analyst:**
Description obtained from: • Statutes • Strategic Plan • Transformation Programme	**Approved by: Vice Chancellor**
Job Profile Accepted by Incumbent:	
Salary Grade: F2	

1. PURPOSE OF THE JOB

To provide strategic leadership of the University's academic enterprise and drive its academic transformation by ensuring that academic programmes remain relevant, competitive and responsive to national development priorities, industry needs and emerging global trends; strengthening teaching, learning, research, external research funding and grant mobilisation, quality assurance and digital delivery; developing entrepreneurial, innovative and work-ready graduates; promoting productive and properly governed external professional engagement by academic staff; and building strong partnerships with Government, industry, professional bodies, research funders, development partners and other stakeholders to improve student success and the University's contribution to national development.

2. KEY PERFORMANCE AREAS

- Strategic Academic Leadership and Transformation
- Curriculum Relevance, Innovation, Entrepreneurship and Digital Learning
- Government, Industry and Strategic Stakeholder Engagement

- Research, Innovation and Community Engagement
- Research Funding and Grant Mobilisation
- External Consultancy, Private Work and Academic Professional Practice
- Quality Assurance, Accreditation and Academic Standards
- Student Success, Graduate Employability and Academic Performance
- Leadership and Performance Management
- Academic Planning, Monitoring and Institutional Performance

3. RESPONSIBILITIES AND KEY PERFORMANCE INDICATORS

KPA 1: STRATEGIC ACADEMIC LEADERSHIP AND TRANSFORMATION

Key Responsibilities

- Provide strategic leadership for the University's academic enterprise and translate the University's strategy and transformation agenda into clear academic priorities and measurable outcomes.
- Formulate and drive the University's academic vision, strategy, policies and priorities.
- Lead the transformation and modernisation of the University's academic model to ensure that UNESWA remains relevant, competitive and responsive to changes in higher education, the economy and society.
- Lead academic restructuring and programme rationalisation where necessary, including the review, consolidation, redesign or discontinuation of programmes that are no longer academically, economically or nationally relevant.
- Promote a culture of academic excellence, innovation, accountability and continuous improvement across Faculties, Institutes and academic centres.
- Provide leadership in the development of new and emerging academic disciplines and modes of delivery.
- Ensure that academic transformation is aligned with the University's financial sustainability and broader institutional transformation programme.
- Act as Vice Chancellor with full delegated authority during the Vice Chancellor's absence and ensure resolution of critical matters during such periods.
- Chair designated University committees, statutory academic boards and Senate in the absence of the Vice Chancellor.

Key Performance Indicators

- Annual academic transformation implementation plan developed and approved.
- Percentage of agreed academic transformation milestones achieved within approved timelines.
- Percentage of programmes reviewed, rationalised, consolidated or redesigned in accordance with approved plans.
- Number of new or substantially transformed programmes introduced in identified priority areas.

- Measurable efficiencies or resource improvements achieved through academic restructuring and rationalisation.
- Percentage of Senate and Council decisions falling within the academic portfolio implemented within agreed timelines.

KPA 2: CURRICULUM RELEVANCE, INNOVATION, ENTREPRENEURSHIP AND DIGITAL LEARNING

Key Responsibilities

- Lead the continuous review, renewal and development of academic programmes to ensure relevance to national development priorities, industry requirements, technological developments and the future world of work.
- Ensure that all academic programmes and modules are reviewed within approved cycles and that reviews are informed by labour-market intelligence, employer feedback, technological change, professional requirements and emerging socio-economic needs.
- Drive curriculum reform that deliberately develops entrepreneurship, innovation, problem-solving, digital capability, leadership, communication and other transferable graduate competencies.
- Ensure that entrepreneurship and enterprise development are progressively embedded in curricula so that UNESWA graduates are equipped not only to seek employment but also to create enterprises, employment and economic value.
- Promote experiential and applied learning through internships, work-integrated learning, industry projects, field experience and other forms of practical exposure.
- Lead development of new programmes, short courses, micro-credentials and flexible academic offerings in response to emerging national and industry needs.
- Lead the institutional transition towards modern e-learning, hybrid and blended learning environments.
- Ensure effective utilisation of the Learning Management System and appropriate digital technologies across academic programmes.
- Promote interdisciplinary programmes and collaboration across Faculties and academic units.

Key Performance Indicators

- Percentage of programmes reviewed within approved review cycles.
- Percentage of programmes subjected to structured employer, industry or professional input.
- Percentage of relevant programmes incorporating entrepreneurship, innovation and employability competencies.
- Percentage of appropriate programmes incorporating work-integrated or experiential learning.
- Number of new programmes, short courses and micro-credentials introduced in response to demonstrated demand.

- Percentage of courses actively utilising the University's Learning Management System.
- Growth in enrolment in new, revised and flexible academic offerings.

KPA 3: GOVERNMENT, INDUSTRY AND STRATEGIC STAKEHOLDER ENGAGEMENT

Key Responsibilities

- Establish and maintain structured relationships with Government Ministries and agencies, industry, employers, professional bodies, regulators, development partners and other strategic stakeholders.
- Engage Government and other national stakeholders to understand current and future national skills requirements and ensure these inform academic planning and programme development.
- Establish mechanisms through which employers and industry contribute to curriculum development and periodic programme review.
- Promote the establishment and effective utilisation of industry and professional advisory structures for relevant academic programmes.
- Strengthen partnerships with professional and regulatory bodies to ensure programmes meet applicable professional, accreditation and industry standards.
- Develop partnerships that increase opportunities for internships, work-integrated learning, graduate placement, industry exposure, guest lecturing and collaborative academic projects.
- Use employer feedback, alumni engagement, graduate destination information and labour-market intelligence to inform programme development and review.
- Develop strategic academic partnerships with universities and institutions locally, regionally and internationally.
- Represent the University's academic interests in relevant national, regional and international forums.
- Strengthen the University's contribution to national policy dialogue and development through its academic expertise.

Key Performance Indicators

- Number of active strategic Government, industry and institutional partnerships producing measurable outcomes.
- Percentage of relevant programmes supported by functioning industry or professional advisory mechanisms.
- Number and percentage of eligible students accessing internships, workplace exposure or work-integrated learning.
- Number of active international academic partnerships, exchanges and collaborative initiatives.
- Evidence of stakeholder input incorporated into programme and curriculum decisions.
- Annual employer and strategic stakeholder feedback on programme relevance and graduate preparedness.

KPA 4: RESEARCH, INNOVATION AND COMMUNITY ENGAGEMENT

Key Responsibilities

- Provide academic leadership for implementation of the University's research policies, strategy and priorities.
- Promote a strong research culture across Faculties and academic units and ensure that research contributes to teaching, knowledge creation and national development.
- Increase the quality, relevance, visibility and impact of University research.
- Promote integration of research and innovation into teaching and curriculum development.
- Promote multidisciplinary and collaborative research addressing national, regional and global challenges.
- Strengthen research collaboration with Government, industry, universities and research institutions.
- Promote publication in reputable and recognised scholarly outlets.
- Promote the translation of research into policy, practice, innovation and societal impact.
- Oversee and promote community engagement as an integral component of the University's academic mandate.
- Ensure that academic community engagement is relevant, measurable and contributes to the University's impact on society.
- Work collaboratively with relevant University officers and structures to ensure that appropriate research outputs and intellectual capital are translated into innovation, enterprise, commercialisation and societal impact.

Key Performance Indicators

- Annual growth in peer-reviewed research outputs.
- Growth in publications in recognised and reputable scholarly outlets.
- Number of multidisciplinary and collaborative research projects.
- Number of active research collaborations with external institutions.
- Number of research outputs demonstrating policy, industry, community or other societal impact.
- Number of research outputs progressing towards innovation, commercialisation or practical application.
- Percentage of Faculties and Institutes achieving agreed annual research-performance targets.

KPA 5: RESEARCH FUNDING AND GRANT MOBILISATION

Key Responsibilities

- Develop and lead implementation of a University-wide **Research Funding and Grant Mobilisation Strategy**, with clear annual and medium-term targets for external research income.

- Identify and pursue national, regional and international research funding opportunities from Governments, research councils, development partners, foundations, industry and other funding institutions.
- Build strategic relationships with major research funders and position UNESWA competitively within national, regional and international research funding networks.
- Establish and maintain an institutional pipeline of funding opportunities, proposals under development, applications submitted and grants awarded.
- Strengthen the capacity of Faculties, Institutes and individual researchers to develop competitive and high-quality funding proposals.
- Promote multidisciplinary, multi-institutional and international grant applications.
- Develop strategic research partnerships with universities, research institutions, Government, industry and development partners that increase access to external funding.
- Establish appropriate institutional support mechanisms for grant identification, proposal development, budgeting, contracting, administration, compliance and reporting.
- Establish appropriate annual grant mobilisation targets for Faculties and relevant academic units and monitor performance against these targets.
- Ensure effective academic oversight of externally funded research.
- Work closely with the Bursar and relevant University structures to ensure sound financial governance, accountability and compliance in grant management.
- Report regularly to the Vice Chancellor and appropriate governance structures on research income, the funding pipeline, applications, awards and performance against targets.

Key Performance Indicators

- Annual value of external research funding secured.
- Percentage annual growth in external research income.
- Total value of the active research funding pipeline.
- Number and value of competitive grant applications submitted annually.
- Number and value of grants successfully awarded.
- Grant application success rate by number and value.
- Number and percentage of Faculties/Institutes successfully securing external research funding.
- Number and value of international and multi-institutional grants secured.
- Number of active strategic relationships with major research funding organisations.
- Percentage of externally funded projects compliant with contractual, financial and reporting requirements.
- Percentage achievement against annual institutional and Faculty grant mobilisation targets.

KPA 6: EXTERNAL CONSULTANCY, PRIVATE WORK AND ACADEMIC PROFESSIONAL PRACTICE
Key Responsibilities

- Develop, implement and periodically review a comprehensive **External Consultancy and Private Work Framework** governing external professional activities undertaken by academic staff.
- Promote appropriate external consultancy and professional practice as a means of strengthening academic relevance, professional development, industry exposure, knowledge transfer and the University's contribution to society.
- Establish clear distinctions between:
    - private professional work undertaken by an employee in a personal capacity;
    - external work involving University time or resources;
    - consultancy undertaken using the University's name, reputation, facilities, intellectual property, staff or other resources;
    - institutional consultancy contracted through the University; and
    - externally funded research and related academic activity.
- Establish a transparent and proportionate declaration and prior-approval system for external consultancy and private professional work.
- Define permissible levels of external professional activity and ensure that such work does not interfere with teaching, research, student supervision, administration or other contractual responsibilities to the University.
- Establish clear controls governing external work undertaken during normal University working time, including arrangements for approved release from University responsibilities where appropriate.
- Establish rules governing the use of University facilities, laboratories, equipment, ICT resources, intellectual property, employees, students, vehicles and other institutional resources for external assignments.
- Develop an appropriate cost-recovery and revenue-sharing framework where University resources, time, intellectual property, reputation or infrastructure contribute to the generation of external income.
- Develop mechanisms through which suitable consultancy opportunities may be contracted institutionally, enabling both the University and participating academics to derive appropriate benefit.
- Promote institutional consultancy by actively positioning the University's academic expertise to Government, industry, development partners and other potential clients.
- Ensure appropriate disclosure and management of actual, potential or perceived conflicts of interest arising from external professional activities.
- Establish and maintain a central institutional register of declared and approved external consultancy and private professional activities.
- Ensure that Deans, Directors and Heads of Department effectively monitor compliance while avoiding unnecessarily bureaucratic controls that discourage legitimate professional engagement.

- Establish appropriate mechanisms for addressing non-disclosure, unauthorised use of University time or resources, conflicts of interest and other breaches of the approved framework.
- Ensure that appropriate consultancy experience and industry exposure are, where relevant, translated back into teaching, curriculum development, research and student learning.
- Report periodically to the Vice Chancellor on external consultancy activity, institutional income generated, compliance trends, conflicts of interest and material risks.

Key Performance Indicators

- External Consultancy and Private Work Framework developed, approved and implemented within the agreed period.
- Percentage of academic staff undertaking external consultancy or private professional work who appropriately declare such activity.
- Percentage of external-work applications processed within the approved turnaround time.
- Percentage compliance with the approved external consultancy and private-work framework.
- Number and value of consultancy assignments formally contracted through the University.
- Annual consultancy income generated through institutional consultancy arrangements.
- Annual income or cost recovery accruing to the University from external work involving University resources, facilities, time or intellectual property.
- Percentage of qualifying consultancy assignments subject to approved cost-recovery or revenue-sharing arrangements.
- Number of Government, industry and professional partnerships generated or strengthened through academic consultancy.
- Number of cases involving non-disclosure, conflict of interest or unauthorised use of University resources, and percentage resolved within prescribed timelines.
- Annual report on external consultancy and professional activity submitted to the Vice Chancellor.
- Evidence of external professional practice contributing to curriculum renewal, research, industry engagement or academic professional development.

The performance objective under this KPA shall not be to suppress external professional activity, but to increase legitimate and transparent external engagement while protecting University time, resources and institutional interests.

KPA 7: QUALITY ASSURANCE, ACCREDITATION AND ACADEMIC STANDARDS

Key Responsibilities

- Provide executive oversight of institutional and programme-specific accreditation and ensure continuing compliance with national, regional and applicable professional standards.
- Strengthen the University's internal quality assurance framework across Faculties, Institutes and academic centres.
- Establish and monitor consistent academic quality indicators and ensure corrective action where required standards are not achieved.
- Ensure systematic programme review, external examination, moderation and academic quality monitoring.
- Ensure all academic programmes maintain required accreditation and regulatory status.
- Use accreditation findings, external examiner reports, student feedback, employer feedback and graduate outcomes to drive continuous improvement.
- Benchmark academic programmes and standards against appropriate regional and international institutions.
- Protect academic standards and quality throughout institutional transformation and programme restructuring.

Key Performance Indicators

- Percentage of eligible programmes holding required accreditation or regulatory approval.
- Percentage of programmes reviewed within prescribed quality-assurance cycles.
- Percentage of accreditation and external-review findings addressed within agreed timelines.
- Number of programmes subjected to appropriate external benchmarking.
- Compliance rate with institutional academic quality standards.
- Reduction in recurring quality-assurance findings.

KPA 8: STUDENT SUCCESS, GRADUATE EMPLOYABILITY AND ACADEMIC PERFORMANCE

Key Responsibilities

- Develop and monitor University-wide strategies for improving student access, progression, retention, completion and academic success.
- Monitor academic performance across Faculties, Institutes and programmes and ensure timely intervention where performance falls below acceptable standards.
- Drive continuous improvement in teaching effectiveness and the academic experience of students.
- Promote appropriate academic support interventions for students at risk.
- Establish and monitor institutional mechanisms for tracking graduate destinations, employability, entrepreneurship and other graduate outcomes.

- Use graduate, alumni and employer feedback to inform curriculum development and academic improvement.
- Promote graduate attributes reflecting the University's commitment to producing competent, ethical, innovative, entrepreneurial and socially responsible graduates.
- Ensure that academic transformation results in measurable improvements in student and graduate outcomes.

Key Performance Indicators

- Student retention and progression rates.
- Programme completion and graduation rates.
- Reduction in student failure and attrition rates.
- Percentage of graduate destinations successfully tracked.
- Graduate employment, further-study and enterprise-creation rates within agreed measurement periods.
- Student satisfaction with teaching and the academic experience.
- Measurable improvement in identified underperforming programmes.

KPA 9: LEADERSHIP AND PERFORMANCE MANAGEMENT

Key Responsibilities

- Provide effective leadership to Deans, Directors and other academic leaders reporting to the Pro-Vice Chancellor (Academic).
- Draft, negotiate and sign annual performance agreements with all direct reports aligned to University strategy and transformation priorities.
- Monitor and formally evaluate performance against agreed targets and submit annual performance assessments to the Vice Chancellor within prescribed timelines.
- Hold academic leaders accountable for academic quality, student outcomes, programme relevance, research performance, grant mobilisation, staff performance, resource utilisation and implementation of transformation initiatives.
- Promote effective deployment and utilisation of academic staff, including compliance with approved teaching workload requirements.
- Ensure that external consultancy and private professional work by academic staff does not compromise approved workload and performance obligations.
- Develop academic leadership capacity and succession across Faculties and academic units.
- Promote a performance culture characterised by accountability, delivery and continuous improvement.
- Identify and address persistent academic or management underperformance within the portfolio.

Key Performance Indicators

- 100% of direct reports with approved annual performance agreements within prescribed timelines.
- 100% completion of annual performance assessments within prescribed timelines.

- Percentage achievement of agreed Faculty and Institute performance targets.
- Compliance with approved academic workload requirements.
- Improvement in agreed academic staff productivity indicators.
- Percentage of identified underperformance interventions concluded within agreed timelines.
- Succession and development plans in place for identified critical academic leadership positions.

KPA 10: ACADEMIC PLANNING, MONITORING AND INSTITUTIONAL PERFORMANCE

Key Responsibilities

- Lead academic planning and ensure alignment between academic priorities, the University's Strategic Plan, national development priorities and available resources.
- Contribute to formulation, implementation and monitoring of the University-wide Strategic Plan, with particular accountability for its academic components.
- Develop and monitor implementation of the University Almanac and academic calendar.
- Establish and monitor key academic performance indicators and regularly report on performance against agreed targets.
- Ensure proposals for new and continuing academic programmes are supported by evidence of demand, relevance, quality, resource requirements and sustainability.
- Monitor institutional ranking and benchmarking indicators relevant to the academic enterprise and lead interventions aimed at strengthening the University's academic standing and relevance.
- Ensure academic planning takes appropriate account of enrolment trends, staffing, infrastructure, technology, financial sustainability and changing student demand.
- Provide regular reports to the Vice Chancellor, Senate and other appropriate governance structures on academic performance, programme relevance and transformation.
- Exercise any other powers and perform such other duties as may lawfully be assigned by the Vice Chancellor.

Key Performance Indicators

- Approved annual academic plan delivered within agreed timelines.
- Percentage achievement of institutional academic KPIs.
- Compliance with the approved academic calendar.
- Percentage of programmes meeting approved enrolment and viability thresholds.
- Improvement against agreed institutional benchmarking indicators.
- Academic performance reports submitted within prescribed timelines.
- Evidence of academic resource allocation increasingly aligned with programme demand, performance and strategic priority.

4. MANPOWER SPECIFICATIONS

Educational Requirements

- PhD or equivalent doctoral degree from a recognised institution.
- Must hold the academic rank of at least Associate Professor.
- Must have a credible academic record in teaching, research and/or scholarly contribution appropriate to the seniority of the position.

Experience

- Minimum of five (5) years' progressive experience in senior academic management, such as Dean, Director or equivalent senior institutional leadership.
- Demonstrated experience in academic strategy, curriculum development and review, quality assurance and institutional transformation.
- Demonstrated experience in successfully leading significant academic or organisational change.
- Demonstrated experience engaging Government, industry, professional bodies, regulators and other external stakeholders.
- Evidence of developing partnerships that have strengthened academic programmes, student opportunities, research or institutional outcomes.
- Demonstrated experience in research grant mobilisation, external research funding and/or development of successful competitive research proposals.
- Evidence of developing productive relationships with research funders, development partners, research councils, foundations, industry or international research institutions.
- Experience in developing or leading institutional and collaborative research funding initiatives.
- Demonstrated understanding or experience in the governance of academic consultancy, professional practice, conflicts of interest and external engagement within a university, research or comparable professional environment.
- Experience in developing or implementing institutional frameworks that balance professional autonomy, external engagement, commercial opportunity and institutional accountability would be an advantage.
- Experience in academic programme development, review and/or rationalisation.
- Demonstrated understanding of digital transformation in teaching and learning.
- Experience in performance management and leading senior professional and academic teams.

5. SPECIFIC COMPETENCIES

The incumbent must demonstrate:

- Strategic academic leadership and sound judgement.
- Strong transformation and change-management capability.

- Ability to translate institutional strategy into measurable academic outcomes.
- Curriculum innovation and programme-development capability.
- Strong understanding of national development priorities, labour-market requirements and emerging skills needs.
- Ability to build productive relationships with Government, industry, professional bodies and other strategic stakeholders.
- Strong appreciation of entrepreneurship, innovation and employability in graduate development.
- Strong research funding, grant mobilisation and resource-mobilisation capability.
- Knowledge of national, regional and international research funding environments and funding mechanisms.
- Ability to identify funding opportunities and develop compelling research funding propositions and competitive proposals.
- Ability to build high-level relationships with research councils, development partners, foundations, industry and international funding institutions.
- Understanding of research grant governance, budgeting, contracting, compliance and accountability.
- Ability to establish and manage institutional research funding pipelines and measurable funding targets.
- Strong understanding of the governance of external consultancy, private professional practice and conflicts of interest in an academic environment.
- Ability to develop practical institutional controls without unnecessarily restricting legitimate academic and professional activity.
- Understanding of consultancy contracting, costing, cost recovery and revenue-sharing arrangements.
- Understanding of the governance of University intellectual property, facilities and institutional resources used in external assignments.
- Ability to balance academic freedom and professional development with contractual obligations and institutional accountability.
- Sound judgement in distinguishing legitimate external professional engagement from activities that conflict with University responsibilities.
- Ability to establish effective disclosure, approval, monitoring and compliance systems for external professional activity.
- Commercial and financial awareness in academic planning and decision-making.
- Knowledge of higher-education quality assurance, accreditation and academic governance.
- Understanding of digital transformation and emerging approaches to teaching and learning.
- Ability to use evidence, data and performance information to drive decisions.
- Strong performance-management and accountability orientation.
- Ability to lead and manage complex institutional change.

- High-level interpersonal, stakeholder-management, negotiation and communication skills.
- Ability to chair complex multi-stakeholder structures and build consensus without compromising timely decision-making.
- Ability to operate effectively within a complex and highly consultative University governance environment.
- High standards of integrity, professionalism and academic leadership.

6. REPORTING STRUCTURE

Job Title of Immediate Supervisor:
Vice Chancellor
Job Titles of Immediate Subordinates

- Deans of Faculties
- Directors of Academic Institutes
- Director, Centre of Excellence in Learning and Teaching (CELT)
- Heads/Directors of other academic units formally assigned to the Pro-Vice Chancellor (Academic)

7. KEY INTERNAL AND EXTERNAL WORKING RELATIONSHIPS

Internal

- Vice Chancellor
- Pro-Vice Chancellor – Innovation & Enterprise
- Registrar
- Bursar
- Librarian
- Deans and Directors
- Council and its Committees
- Senate and its Committees
- Faculty Boards
- Academic and professional staff
- Students and student leadership

External

- Ministry responsible for Education and Training
- Other Government Ministries, Departments and Agencies
- Higher education regulatory and quality assurance bodies
- Professional and statutory bodies
- Industry and employers
- Business and employer organisations
- Development partners
- Research councils and funding agencies

- Philanthropic foundations
- International research funders and donor organisations
- Local, regional and international universities and research institutions
- Consultancy clients and strategic partners
- Alumni and other strategic stakeholders

8. FINAL CHARACTER OF THE POSITION

The Pro-Vice Chancellor (Academic) is principally accountable for ensuring that UNESWA's academic enterprise transforms with the University; programmes remain relevant to Eswatini's economy and development priorities; Government and industry have meaningful input into programme relevance; curricula produce employable and entrepreneurial graduates; academic quality and student success improve; and research productivity and external research funding grow materially.

The position is further accountable for creating an environment in which academic expertise is actively connected to Government, industry and society through research, consultancy and professional practice, while ensuring that these activities are transparent, properly governed and do not compromise employees' primary obligations to the University.

The position must therefore create the appropriate balance between academic freedom and accountability; external professional exposure and University responsibilities; individual opportunity and institutional benefit; and academic excellence and financial sustainability.
Ultimately, the position is expected to ensure that the University's academic enterprise produces measurable value for students, Government, industry, employers, academic staff, the University and the Kingdom of Eswatini.