



**THE UNIVERSITY OF THE WEST INDIES  
ST. AUGUSTINE CAMPUS  
INSTITUTIONAL ACCREDITATION SELF-STUDY REPORT 2010**

**Appendix 4.13**

**GENERIC JOB DESCRIPTIONS OF THE DEAN OF A FACULTY  
AND THE HEAD OF A DEPARTMENT**

**Abstract:** This document is a compilation of general job descriptions for the dean of a faculty and the head of department at the University of the West Indies. These positions provide the academic and administrative leadership at the faculty and department levels.



## **THE UNIVERSITY OF THE WEST INDIES**

### **ROLE OF THE DEAN**

The Dean's role is to give leadership to his/her faculty. The Dean has primary responsibility for the academic and administrative management of the faculty, and also has responsibility for financial management as principal budget holder in the Faculty. The Dean Represents the faculty on all relevant Campus and University Boards and Committees, and externally, in dealings with other public and private institutions, the media, and the general public. As a member of the Campus' Senior Management Team, the dean may also be called upon to serve the University on a variety of Boards and committees which are in addition to his/her normal responsibilities.

Under the new governance structure, the dean is positioned at the junction between the administration of the University Campus and the faculty and students. This makes the Dean a Keeper of crossroads, a role that more than that of any other functionary within the system must respond to the needs and demands of both the 'top' and the 'bottom'. The Dean is part of the faculty but also part of the administration.

#### **ACCESSIBILITY**

It follows that an important role of the Dean is being accessible to both staff and students, whether by open-door policy or by planning. While the culture of the students demands this, it is often the case that other functionaries (Deputy Dean, Administrative Officers or even Clerical Assistants) can meet their needs. Care therefore needs to be exercised in creating the appropriate balance between buffer and access.

#### **SENIOR MANAGEMENT**

It follows as well that Deans have to be part of the Senior Management of Campus. The Mona practice should be institutionalized on other campuses, as also the practice of sitting through University Appointments Committee meetings when they have cases to present. When other bodies such as Strategy Committee and University Council are meeting, Deans on the Particular campus should be present by invitation.

## ADMINISTRATION

As the faculty CEO, the Dean requires an administrative structure that is appropriate and properly staffed. Because no attention was given to this in the implementation of the new governance structure, the Dean is like new wine in old bottle. In addition to the old tasks like Appointments and Promotion and representing Faculty on various bodies, the Dean has new functions, the chief ones being oversight of the Faculty's Budget and the Faculty's strategic plans. These new areas of responsibility require specialist expertise if they are to be effectively managed.

## LEADERSHIP

Situated at the nexus between top and bottom, and with some control over budget, the dean occupies an important position for innovation and change. The role requires vision, but it also requires level-headedness and patience. Leadership also calls for diplomacy in balancing and resolving the often conflicting interests of stakeholders, while retaining the confidence and respect of all.

## RELATIONS WITH HEADS OF DEPARTMENT

Heads of Department are appointed by and report directly to Campus Principal. It is therefore vital that in the operationalising of this line of direction and accountability Deans be involved. The norm is for communication up to be routed 'Thru' the Dean, and for the Dean to be apprised in communication down.

## GRADUATE AFFAIRS

Deans with one accord assert their responsibility for the Graduate work of their Faculties. Their relationship with the School for Graduate Studies, the Board for Graduate Studies and Research, as well as with the Campus Coordinators, is still evolving. At the minimum the Dean chairs or is responsible for the Faculty's Graduate Studies Committee.

## ACADEMIC

Although not required, the Dean, as an academic, endeavors to teach, conduct research, attend conferences and publish. This is important not only for personal and professional goals, but also to keep in touch with the pulse of the student body.

## ORIENTATION

Special arrangements should be in place to give new appointees the orientation required to function as Deans. This should include, where possible, invitation to those COD and Campus Management meetings that take place after the appointments have been made, conferring with the Campus incumbents, and, of course, understudy of the outgoing Dean.

## COMMITTEE OF DEANS

The new governance structure made no provision for Deans to exercise any role other than as CEOs of Faculties. This omission is to be viewed as fortuitous. Without a defined role, the Committee of Deans is left to design its own place within the University. It is one of great power. Nothing can be implemented without the compliance of the Deans. As a gathering of Crossroad Keepers, therefore, the COD, it should be said, holds the keys to the future of the University.

4. Proactively participates in the recruitment, development and management of the human resources of the Faculty including:
  - Playing a lead role in ensuring that the Faculty attracts and retains the highest quality staff at all levels
  - Collaboration with departments in reputable institutions internationally to build networks and expand resource base for recruiting
  - Establishing a selective database of potential recruits in the range of disciplines within the Faculty from institutions around the world
  - Reviewing recruitment and academic staff development needs with Heads
  - Ensuring that the recruitment of staff whether academic, senior administrative and technical or ATS is transparent and in line with the University policies and procedures
  - Playing a mentoring role for the staff of the Faculty
  - Providing for and monitoring the annual assessment of all staff of the faculty in keeping with the Ordinances and regulations.
  - Ensuring that appropriate procedures and practices are in place for the appointment, allocation, development of the Faculty's ATS resources
  - Ensuring the maintenance of good collegial relations in the Faculty

### *Academic*

5. Manages the undergraduate and post graduate programmes of the Faculty by:
  - Ensuring that all quality assurance issues are addressed by reviewing academic programme structures and regulations
  - Overseeing the admission and registration of students
  - Ensuring that the Faculty's examination obligations as outlined in the Examinations regulations are met
  - Establishing and maintaining contact with students in the Faculty
  - Monitoring and ensuring that the Faculty through its programmes, facilitates, teaching and administrative services provides a student-centred environment

- Monitoring and maintaining articulation with TLIs and DEC
- Facilitating academic exchange programmes
- Promoting a culture conducive to learning, teaching, research and publication

*Other*

6. Manages all other matters essential to the operational efficiency and well-being of the faculty including:
- Strategic planning
  - Implementation and monitoring of Operational Plan
  - Community outreach and public education initiatives
  - Net-working and Establishment of academic links with Departments in local and overseas institutions
  - Alumni relations

POSITION DIMENSIONS:

Total number of employees directly reporting to incumbent  
 .....

Of these total number of:

..... academics

..... administrator(s)

..... ATS staff

Annual operating budget for which the incumbent held responsible -not including capital budget:

Year 2003/2004 .....,

Annual capital budget for which incumbent has direct responsibility:

Year 2003/2004 .....

## GUIDELINES FOR HEADS OF DEPARTMENTS

1. The Head of Department is responsible to the Academic Board at the Campus, to the Campus Council, to the Senate, and to the Council through:
  - (a) The Vice-Chancellor and the Campus Principal, for the general administration of his Department;
  - (b) The University Dean and the Dean of his Faculty for the Campus, for the relations of his Department with the Faculty, and with other Departments teaching the same subjects at other campuses.
2. The Head of Department should accept as his prime responsibility the initiation of formal discussion on any matter of importance to the work of the Department, the encouragement of continuing discussion among his colleagues about the work and programme of the Department and the enunciation, after due consultation, of the policies which have broad general support.

Equally, however, it is the duty of individual members of the Department to assist the Head in meeting those responsibilities and to cooperate fully in the formulation of policy and the implementation of the decisions.
3. While it is accepted that there may be variations in details between Faculties, or even between Departments in a Faculty, the Head of Department should normally:
  - (a) Act as co-ordinator of all the activities of the Department so as to ensure its cohesion;
  - (b) Play a leading role in securing personnel and material to enable the Department to attain its teaching and research objectives;
  - (c) Administer the Budget allocated to the Department;
  - (d) Promote the academic standards and progress of the students enrolled in the courses in the Department;
  - (e) Take an active interest in the welfare of the students enrolled in courses in the Department;
  - (f) Assist in the career development of staff, especially Junior Staff, in his Department;
  - (g) Play a leading role in representing the Department at the meeting of Faculty Board, Academic Board and Senate and in advising such bodies on matters affecting the Department;
  - (h) Advise and assist the Campus Registrar, the Campus Bursar, the Dean of the Faculty for the Campus and other Campuses or University Officers as appropriate to fulfill expeditiously the functions assigned to them under the Charter, the Statutes, the

Ordinances and the Regulations, particularly with respect to University Examinations, the Appointment and Promotion of Staff and the preparation of Estimates;

- (i) Make, through the University Dean or where appropriate, the Dean of the Faculty for the Campus, and annual report on the work of the Department to the Campus Council.
4. For the efficient discharge of these functions, he should, where not, otherwise provided for by accepted Faculty procedures:
- (a) Call Department meetings at least once per term and for each of the following purposes:
    - (i) to ensure the proper registration of students and to establish the proper start of an academic year;
    - (ii) to consider the setting of examination papers and to determine the duties of examiners;
    - (iii) to project teaching, research, and Departmental administrative responsibilities for a coming academic year and to ensure, as far as possible, a fair distribution of such responsibilities between members of the Department;
    - (iv) to consider, in discussion with student representatives of the various courses offered by the Department, any matter relating to the academic programme of the Department.
  - (b) Record all decisions of such Departmental meetings and circulate them as promptly as possible to all members of staff of the Department, to the Dean of the Faculty or where appropriate to the University Dean, and to Heads of Departments in his own subject at other campuses;
  - (c) make the views of the Department known to the appropriate Campus and/or University Committees, while being free to express his own views on any matter under discussion;
  - (d) endeavour, through Departmental meetings and informal communication, to keep the staff members informed to the business of the Department, of relations between the Department and the Faculty or other campus and/or University bodies, and of the relevant decisions of such bodies so as to enable them effectively to perform the functions assigned to or expected of them;
  - (e) make a formal announcement to his colleagues at Departmental meetings, and at any other times in writing, on the state of the Department's annual budget and capital vote, and on his recommendations to Research and Publications Committee and other University and Campus Committees;

- (f) seek the views of his colleagues at Departmental meetings on the Departmental Estimates, and the filling of academic vacancies which arise, in particular those at the Senior level on which a report to the Faculty is required;
- (g) assign teaching and administrative duties to members of the staff of the Department, so however as not to infringe the provisions of the Charter, the Statutes, the Ordinances and the Regulations of the University and the terms of the contract of any such staff members with the University.
- (h) inform the staff member of any report, adverse or otherwise, which he intends to make about his work, while, at the same time, respecting the confidentiality of documents such as referees' reports which have been received.
- (i) regulate the admission of students into the Department within the limits laid down by the Senate and Council and subject to the powers conferred on the Academic Board relating to admissions to the campus and upon the Vice-Chancellor by the Statutes to supervise the admission of students.

- N.B.
- (i) In the case where a subject(s) is/are taught within a unit or Sub-Department of an existing Department, the Head of Department may delegate to a member of staff of that unit or Sub-Department in respect of that subject or subjects, such of these duties as he deems to be appropriate, save that in all cases reporting to Campus or University Committees or Officers should be through the Head of Department.
  - (ii) In the case where a Department or Unit is not in a Faculty, the above guidelines should be applied with appropriate modifications.
  - (iii) In the case where a Department or Unit is not in a campus, the above guidelines should be applied with appropriate modifications.



THE UNIVERSITY OF THE WEST INDIES

**JOB DESCRIPTION**

TITLE: HEAD OF DEPARTMENT  
LOCATION: DEPARTMENT .....  
FACULTY OF .....  
CAMPUS .....

ACCOUNTABLE TO: THE CAMPUS PRINCIPAL, THROUGH THE  
DEAN OF THE FACULTY

GENERAL ACCOUNTABILITY STATEMENT

GENERAL ACCOUNTABILITY STATEMENT

The Head of Department is responsible for creating and maintaining an environment that is centered on the academic welfare of the students enrolled in the programmes of the department and on encouragement of scholarly activities and output of the academic staff. While expected to maintain academic pursuits, the Head of Department provides the academic, administrative and financial leadership to ensure the effective management of the academic, administrative and financial affairs of his/her Department. The Head of Department has primary responsibility for encouraging consensus on matters of importance to the mission of the Department and for articulating this in the appropriate forums. The Head of Department is a constituent and member of the Campus Board of his/her Faculty, a member of the Campus Academic Board and may be elected to other University or Campus bodies. The Head of Department is responsible to the Dean for maintaining constructive relationships between his/her department and others in the Faculty, and with Departments which have similar academic programmes or common interests throughout the University including University Centres in the Non-Campus Countries.

## STAFF REPORTING DIRECTY TO THIS POSITION

*Job Titles: Professor, Senior Lecturer, Lecturer, Assistant Lecture, Tutor, Instructor  
Research/ Teaching Assistant.*

Responsible f or t eaching, r esearch a nd pub lication, s upervision of gr aduate s tudents, collaborative academic activities internal and external to the Department and for as sisting t he Head of Department with the administrative management of the Department.

*Job Titles: Technologist, Scientific Officer, Engineer, Technician, Administrative Officer, Administrative Assistant. Secretary, Clerical Assistant, Office Attendant*

Responsible for providing a dequate administrative, technical and service support to enable the Department to meet its objective and fulfill its obligations to the Faculty and the University.

## SPECIFIC ACCOUNTABILITIES/MAJOR RESPONSILITIES

### *Academic*

1. Manages the academic activities of the Department by:
  - /' Ensuring that t he hi ghest academic standards are promoted and sustained i n t he Department Ensuring e quitable a llocation o f t he graduate a nd und ergraduate teaching and supervision among the academic staff  
Ensuring t hat qua lity a ssurance i ssues are addressed t hrough regular reviews of programme structures and regulations.
  - /' Ensuring t hat s tudents are a dequately guided i n r elation t o registration procedures and selection of academic programmes and courses offered by the Department
  - /' Ensuring t hat t he p rogress of s tudents i n t he D epartment i s effectively m onitored and t hat f eedback and academic counseling are available where necessary  
  
Monitoring t o e nsure t hat t here i s a dherence t o Examination Regulations
  - /' Convening de partmental m eetings at l east onc e per S emester t o consider t he s etting of examination pa pers a nd t o de termine t he duties of Examiners
  - /' Ensuring that academic members of the Department consider and implement recommendations from External Examiners
  - /' Informing academic members of the Department, the Dean and relevant Faculty members on t he ot her C ampuses on de cisions t aken b y t he D epartment on research, teaching and administrative matters

- / Promoting a culture within the Department that is conducive to learning, teaching, research and publication
- / Ensuring that the Department keeps abreast of emerging trends in research and scholarship
- Facilitating consultation and dialogue among staff and students towards consensus on academic issues and policies.

#### *Administrative*

2. Chairs Departmental meetings
  3. Serves as a member or nominates members of the Department, where applicable, to serve on:
    - Campus Board of Examiners
    - Faculty Management Committee
    - Faculty Entrance Committee
    - Faculty Assessing Committee
    - Faculty Committee on Graduate Studies and Research
- / Campus Faculty Board

#### *Academic Board*

##### University & Campus Advisory Committees for Appointments

4. Serves on other University or Campus Boards or Committees if elected or appointed by the Campus Principal or the Dean
5. Plays the lead role in the human resource management activities of the Department including:
  - Recruitment and allocation of suitable academic, administrative, technical and service personnel to facilitate the attainment of the Department's teaching and research objectives
  - Forging a team committed to the provision of guidance and counseling in relation to training and development opportunities for members of the Department, especially the junior members, to facilitate career growth and development
  - Development of an orientation programme that will provide guidance to new staff.
  - Deployment of graduate students to assist on a part-time basis with teaching activities and deployment of undergraduates as appropriate

- Initiation of the procedures for performance appraisal and evaluation of all members of the department to ensure optimum performance, the achievement of the Department's strategic objectives and fulfillment of its mission
  - Documentation and communication, as promptly as possible of all decisions of Departmental meetings to staff.
  - Ensuring that staff members are kept informed of relevant decisions taken by Faculty or other University Committees and Boards, especially issues that affect the business of the Department, so as to enable staff to effectively perform the functions expected of them; .
  - Communication of views of the Department to the Dean, Vice Deans, Heads of corresponding Departments on the other Campuses and appropriate Campus or University bodies
  - Provision for full participation of members of the Department in the decision-making processes relating to personnel matters, academic programming and the administrative operations of the Department
  - Fostering and promoting good relationships between the Department and the rest of the Faculty and other University bodies.
6. Manages the plant, facilities and the financial activities of the Department, including:
- Preparation of Departmental estimates including the biennial estimates
  - Acquisition of equipment and material to facilitate the work of the Department
  - Allocation of resources to ensure that the physical facilities of the Department are adequately maintained
  - Monitoring the use of Departmental resources to ensure efficiency

*Other*

7. Manages all other matters essential to the operational efficiency and well-being of the Department including:
- Strategic planning
  - Implementation and monitoring of Operational Plan
  - Community outreach and public education initiatives
  - Net-working and Establishment of academic links with Departments in local and overseas institutions
  - Alumni relations

Authority

8. Has the authority, after due consultation in the Department, to:
- Approve the admission of students into courses offered by the Department
  - Make recommendations, after consultation with the Dean, for temporary and part-time assignments
  - Assign duties to all categories of staff
  - Manage and control the budget of the department, adhering to the guidelines agreed with the Dean in his/her capacity as the principal budget holder for the Faculty
  - Present formally at departmental meetings and at other times in writing the state of the Department's annual budget.

POSITION DIMENSIONS:

Total number of employees directly reporting to incumbent

.....

Of these total number of:

..... academics

..... administrator(s)

..... ATS staff

Annual operating budget for which the incumbent held responsible -not including capital budget:

Year 2003/2004 .....,

Annual capital budget for which incumbent has direct responsibility:

Year 2003/2004 .....