



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

Appendix 4.14

**STATUTES, ORDINANCES AND JOB DESCRIPTIONS –
THE CAMPUS PRINCIPAL, THE DEPUTY CAMPUS PRINCIPAL, THE
CAMPUS REGISTRAR AND THE CAMPUS BURSAR**

Abstract: The four principal officers that make up the senior management of the Campus are described in this document that compiles the statutes and ordinance related to the appointment and work of the Campus Principal, the Deputy Campus Principal, the Campus Registrar and the Campus Bursar. The Job Descriptions of these officers of are also provided.

STATUTE 9- THE PRO-VICE-CHANCELLORS

1. The Pro-Vice-Chancellors shall from time to time be appointed by the Council from among the members of the University on the recommendation of the Vice-Chancellor.
2. The Pro-Vice-Chancellors shall hold office for such periods and upon such conditions as shall from time to time be prescribed by the Council and where they have been appointed for a fixed period they shall be eligible for re-appointment for one or more than one such further period.
3. A Pro-Vice-Chancellor shall perform such of the functions of the Vice-Chancellor as the Vice-Chancellor may delegate
4. A Pro-Vice-Chancellor may resign by writing addressed to the Council.

STATUTE 10 - THE CAMPUS PRINCIPALS

1. There shall be a Campus Principal for each campus of the University who may also hold the office of Pro-Vice-Chancellor and who shall be appointed by the Council on the recommendation of the Vice-Chancellor.
2. A Campus Principal shall hold office for such periods and upon such conditions as shall from time to time be prescribed by the Council and where the Campus Principal has been appointed for a fixed period the Campus Principal shall be eligible for re-appointment for one or more than one such further period.
3. Where a Campus Principal by reason of incapacity is unable to perform the functions of the office or where there is a vacancy in the office of Campus Principal, the Council shall on the recommendation of the Vice-Chancellor designate the Deputy Campus Principal or another member of the University to perform the functions of the Campus Principal for such period and upon such terms as it shall determine.
4. A Campus Principal shall, except in the case of a committee of the Board for Graduate Studies and Research, be ex-officio Chair of the Academic Board for the campus to which the Campus Principal is appointed and of any standing, special or advisory committees set up by the Council, the Campus Council for that campus or the Senate under Statute 29 for the purpose of exercising in relation to that campus any of the powers or duties conferred or imposed upon the Council by the Charter or Statutes and upon the Campus Council for the campus or the Senate by the Charter, Statutes and Ordinances provided that the Campus Principal may appoint any person being a member of the University to be Chair of any such Committee.

5. A Campus Principal shall be responsible to the Vice-Chancellor for maintaining and promoting the efficiency and good order of the University at a campus to which the Campus Principal is appointed. The Campus Principal shall have the power to suspend any student and to exclude any student from the precincts of the campus either for such period as the Campus Principal may think fit for the purposes of section 6 of this Statute, or pursuant to any Regulations made by the Senate under Statute 25.2(p) (hereinafter referred to as Disciplinary Regulations), pending the outcome of disciplinary proceedings against the student or as a penalty. The Campus Principal shall have the power to impose fines and penalties pursuant to Disciplinary Regulations. For the more effective maintenance of discipline the Campus Principal shall have power to delegate authority (other than the power of suspension or exclusion) to such Members of the University as the Campus Principal may deem fit.
6. A student who is suspended or excluded by a Campus Principal in pursuance of section 5 of this Statute shall, except where suspended or excluded as a penalty pursuant to Disciplinary Regulations, have a right of appeal to the Vice-Chancellor, and until the Vice-Chancellor has disposed of the appeal, the decision of the Campus Principal shall be of full force and effect.
7. A Campus Principal shall at all times take such action as the Campus Principal may deem necessary or expedient to maintain peace, protect property and promote and protect the safety and welfare of the students and staff within the campus to which he is appointed.
8. A Campus Principal may resign by writing addressed to the Council.

STATUTE 11 - THE DEPUTY CAMPUS PRINCIPALS

1. There shall for each campus of the University be a Deputy Campus Principal who shall be appointed by the Council on the recommendation of the Vice-Chancellor.
2. A Deputy Campus Principal shall hold office for such periods and upon such conditions as shall from time to time be prescribed by the Council and where the Deputy Campus Principal has been appointed for a fixed period the Deputy Campus Principal shall be eligible for re-appointment for one or more than one such further period.
3. Where a Deputy Campus Principal by reason of incapacity is unable to perform the functions of the office or where there is a vacancy in the office of Deputy Campus Principal, the Council shall on the recommendation of the Vice-Chancellor designate another member of the University to perform the functions of the Deputy Campus Principal for such period and upon such terms as it shall determine.

4. A Deputy Campus Principal of a campus shall perform such of the functions of the Campus Principal of the campus as the Campus Principal may delegate to the Deputy Campus Principal.
5. A Deputy Campus Principal may resign by writing addressed to the Council.

ORDINANCE 21 - THE CAMPUS REGISTRARS

1. There shall be a senior administrative post of Campus Registrar for each of the Cave Hill, Mona and St. Augustine Campuses of the University.
2. The Campus Registrar shall in addition to discharging the functions of that office under Statutes 19.1(e), 19.2, 23.5 and 38.4(a) be secretary of any committee thereof and of any other committee of which the Campus Principal of the campus is ex-officio Chair under Statute 9.3.
3. The Campus Registrar shall have such other duties, such remuneration and such terms and conditions of service as the Council shall deem fit.
4. The Campus Registrar may be authorised by the University Registrar to discharge the functions of the University Registrar's deputy and otherwise to discharge functions for which the University Registrar is responsible.
5. The persons designated as Campus Secretaries at the date that this Ordinance comes into force shall subject to the terms of their contracts as applicable immediately before that date be deemed to have been appointed as Campus Registrars under this Ordinance.

D R A F T

UNIVERSITY OF THE WEST INDIES

JOB DESCRIPTION

ACADEMIC/SENIOR ADMINISTRATIVE POSITIONS

JOB TITLE: CAMPUS PRINCIPAL

CAMPUS/CENTRE:

LOCATION:

JOB SUMMARY

Directly responsible for managing the academic and administrative affairs of cross-campus Faculties; exerts academic leadership in teaching, research and general scholarship.

REPORTING RELATIONSHIPS

Reports Directly to: Vice Chancellor

Reports Indirectly to: Campus Council (*through the Chairman*)

SUPERVISION GIVEN TO:

Directly: Deputy Principal
Campus Registrar
Campus Bursar
Deans of Faculties
Executive Assistant
Event Coordinator
Director of Projects Office
Director of Marketing & Communications
Director of the Business Development Office

LIAISES WITH:

- Internally: Pro-Vice-Chancellors
Principals of other campuses
Deans
Campus Registrar
Campus Bursar
Heads of Departments
- Externally: Governments (particularly that of the Campus territories)
Local donor agencies
International donor agencies
Caribbean and regional institutions
Foundations

DUTIES AND RESPONSIBILITIES

The Principal is responsible for ensuring that the Campus makes the best possible contribution to the educational, social and cultural advancement of the region. The Principal is directly responsible for the maintenance and promotion of security, efficiency and good order of the Campus.

S/he will be capable of negotiating with governments, Caribbean regional institutions, international agencies, foundations and other like institutions, leaders of the private sector, philanthropists, other campuses and their benefactors for financial assistance and to promote the interest of the University of the West Indies.

The Principal executes the following functions:

Academic

1. As Chairman of the Campus Academic Board, fulfills the following functions:
 - institutes, confirms, abolishes or holds in abeyance any academic offices on the campus;
 - oversees the establishment of new Faculties or abolition of existing ones;
 - promotes and provides for research and development activities at the campus; and
 - maintains and enhances academic standards on the campus.

Administrative

Within the Governance structure prescribed by the University, the Principal oversees the fiscal, operational and administrative management of the Campus and its grant management. The Principal provides day-to-day professional guidance and leadership to the programmes and educators, as appropriate. Administratively, the Principal:

1. manages and oversees the administrative and daily operations of the institution ensuring compliance with legal policies and regulations;
2. oversees the supervision of administrative personnel, which includes work allocation, training and problem resolution; evaluates performance and makes recommendations for personnel actions; motivates employees to achieve peak productivity and performance;
3. manages contracts and grant funding; approves and monitors budget expenditures; prepare budget revision; provides interim status reports on all accounts; oversees, coordinates, and/or assists with proposal writing to develop additional funding; provides advice and support in development of curriculum;
4. interfaces and collaborates with students, parents and the community to build an institutional environment that maximizes student learning, academic performance and social growth;
5. creates a stable, smooth-functioning educational organization by establishing and maintaining an environment of mutual trust and respect through supportive leadership;
6. collaborates with all departments, programme, projects, local and other educational institutions and/or community organizations to consolidate resources and enhance programmes;
7. develops or assists with the development and implementation of policies and procedures consistent with those of the organization to ensure efficient and safe operation of the unit;
8. participates in development and implementation of objectives, short and long-range planning; develops and implements projects and programmes to assist in accomplishing established goals;
9. makes provisions for the buildings, premises, furniture and equipment and other facilities for carrying on the work of the campus;
10. supports initiatives aimed at maintaining the regional character of the University; and

11. develops annual operating budgets and provide fiscal direction to the institution.

Financial

1. As Chairman of the Campus Finance and General Purposes Committee of the Campus Council, carries out the following functions:
 - governs, manages and regulates the finances, accounts investments and property of the campus;
 - ensures the implementation of measures aimed at safeguarding the financial viability of the campus.

General

1. Makes provisions for the buildings, premises, furniture and equipment and other facilities for carrying on the work of the campus.
2. Supports initiatives aimed at maintaining the regional character of the University.

AUTHORITY

- To make decisions on behalf of the Vice-Chancellor.
- To initiate action deemed necessary to safeguard the interests of the campus.
- To take disciplinary action against students and staff.

PERFORMANCE STANDARDS

The job is satisfactorily performed when the academic, administrative and financial goals of the campus are achieved in the interest of the regional University.

CERTIFICATION:

This document is a true and accurate description of the position.

INCUMBENT:.....

DATE:.....

HEAD OF DEPARTMENT:.....

DATE.....



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UNIVERSITY OF THE WEST INDIES**

**JOB DESCRIPTION
ACADEMIC/SENIOR ADMINISTRATIVE POSITIONS**

JOB TITLE: DEPUTY CAMPUS PRINCIPAL

CAMPUS: ST. AUGUSTINE

LOCATION: TRINIDAD & TOBAGO

JOB SUMMARY

The Deputy Campus Principal is responsible for assisting the Campus Principal in the administration of the campus and deputises in his absence. This position has special responsibility for student matters including academic quality, developing, implementing and assessing student services and co-curricular programs and services that support the development and success of all students; enhancing the quality of campus life at the St. Augustine Campus. The Deputy Principal's Office serves as the office of last resort for student complaints. Management of programmes and personnel associated with learning support services, disability services, career development, counseling services, student activities, on and off-campus student housing, orientation, student conduct and discipline, and health services.

REPORTING RELATIONSHIPS

Directly: Campus Principal

Indirectly: Vice Chancellor

SUPERVISION GIVEN TO:

Directly: Director, Student Advisory Centre
 Director, Sports and Physical Education Centre
 Medical Officer
 Manager, Student Activity Centre

Liases WITH

Internally: Academic, Senior Professional and ATSS Staff; Members of the Academic Quality Assurance Committee; The Guild of Students; Pro-Vice Chancellor, Members of Executive Management, Office of the Board for Undergraduate Studies (OBUS);, Human Resources Division, The Bursary, All Deans and Heads of Departments

Externally: University Stakeholders, Parents and Guardians, government officials

DUTIES AND RESPONSIBILITIES

A. Student Affairs

1. Student Advisory Services (SAS)
2. Halls of Residence
3. Health Services
4. Sports and Physical Education Centre (SPEC)
5. Student Activity Centre (SAC)
6. Academic Advising and Disability Liaison Unit (AADLU)
7. Campus Security (Student Issues)
8. International Office (Student Issues)

B. Committees

Chair of:

1. Academic Quality Assurance Committee (AQAQ)
2. Co-curricular Credits Committee
3. Cooperative Learning Committee
4. Matriculation Ceremony Planning Committee
5. Campus Service Quality
6. Estate Constable Tribunal
7. UWI Games Committee
8. Sabbatical Leave/Special Leave Committee (alternate with WIGUT)

Deputy Chair of:

1. Academic Board
2. Campus Appointments Committee
3. Campus Finance and General Purposes Committee

Member of:

1. Board for Undergraduate Studies
2. Campus Council
3. University Finance and General Purposes Committee (UF&GPC)
4. Campus Finance and General Purposes Committee (CF&GPC)
5. University Executive Management

6. Campus Management
7. Graduation Planning Committee
8. Sabbatical Leave/Special Leave Committee
9. Disciplinary Committee-Estate Police
10. Disciplinary Committee-Industrial Relations Matters
11. St. Augustine Campus Selection Committee Vice Chancellor's Award for Excellence
12. Senior Staff Review
13. Principal's Summary Hearing
14. All Advisory Committees

C. Provides oversight

1. Guild of Students
2. Campus Concessionaires

- Works closely with the Quality Assurance Unit and monitors the process of academic quality review and implementation of the recommendations;
- Works generally to improve the quality of academic programmes and student services on the campus;
- Works with relevant individuals and units to develop university policy and programmes to enhance the quality of student life;
- Oversees the system of Student Evaluation of Lecturers;
- Oversees the work of ABSCOSM – The Academic Board sub-Committee on Student Matters and has recently been involved in transferring some of the processes to electronic format;
- Approves on behalf of Academic Board decisions on student matters e.g. leave of absence, change of option, rescind of Required to Withdraw status etc.
- Works closely with the Director, SPEC and other staff to ensure that the St. Augustine Campus emerges as a leader in promotion and use of sport not only in the area of fitness, wellness and recreation but also as an area of teaching and learning, research as well as athletic development and competition.
- Is the office of complaint of last resort for students seeking redress or assistance in relation to specific problems or student matters.
- Approves Campus Events
- Works closely with Health Services on the quality of health services as well as on issues of health policy and practice e.g. alcohol and tobacco use, medical transport and the quality of food offerings on the Campus.
- Monitors the full implementation of the University Policy on sexual harassment.

D. General Administration

1. Performs any other functions as determined by the Principal or Vice-Chancellor.

AUTHORITY

- To implement changes aimed at improving the efficiency of and academic AND administrative systems and procedures.
- To approve expenditures within the budget.

PERFORMANCE STANDARDS

The job is satisfactorily performed when:

- The Deputy Principal successfully facilitates the efficient and effective operations of Student Affairs inclusive of matters relating to Co-Curricular Credits, Co-operative Learning, Matriculation, Student Residences, Health Service Unit and Student Sporting activities.
- Specific matters pertaining to Administration are carefully executed and are brought to fruition.
- Strategic development of research is on-going, keeping in line with the University's vision and mission.
- All meetings Chaired by the Deputy Principal are convened on time and are effectively managed in terms of direction of the quality of decisions taken with timely follow-up and subsequent implementation of decisions taken.
- All stakeholders are satisfied.

CERTIFICATION:

This document is a true and accurate description of the position.

INCUMBENT:

DATE

HEAD OF DEPARTMENT.....

DATE.....

D R A F T

UNIVERSITY OF THE WEST INDIES

JOB DESCRIPTION

ACADEMIC/SENIOR ADMINISTRATIVE POSITIONS

JOB TITLE: CAMPUS REGISTRAR

CAMPUS:

LOCATION:

JOB SUMMARY

Directly responsible for administering the admissions, registration and examinations processes for students. Additionally, as chief administrative officer of the campus, he/she will be responsible for providing secretariat services to all campus committees and for administering the records and archives of the campus. He/She will also be responsible for administering the recruitment of staff and for providing training and development.

REPORTING RELATIONSHIPS

Directly: Campus Principal (*regarding operational matters*)

Indirectly: University Registrar (*regarding functional matters; Principal should be informed of any agreements reached in relation to these matters*)

SUPERVISION GIVEN TO:

Directly: Senior Assistant Registrars
Assistant Registrars
Estate Manager
Safety Officer
Records Manager

*A functional reporting relationship exists between this office and that of the University Archivist

LIAISES WITH

Internally: Deputy Principal
University Registrar
Registrars across the University
Pro-Vice-Chancellors
Deans
Campus Bursar

Externally: Registrars at other universities
Government representatives
Private Citizens on committees/boards
General public

DUTIES AND RESPONSIBILITIES

A. Student Affairs

1. Coordinates the implementation of procedures for student admission and registration.
2. Coordinates the implementation of procedures relating to examination of students.
3. Advises the Principal, as necessary, on matters relating to suspension or expulsion of students.

B. Records and Archives

1. Acts as Secretary to the Campus Council and of any standing, special or advisory committee of which the Campus Principal is ex-officio Chair under Statute 10.4.
2. Ensures that decisions taken by the Campus Council and Committees are accurately recorded and implemented.
3. Is the custodian of the records and archives of the Campus.
4. Coordinates the development and expansion of the computerized system for the effective management of student records on the Campus.

C. Human Resource Management

1. Implements human resources management systems for campus staff.
2. Implements performance appraisal systems for staff.

3. Coordinates training and development programmes for staff.
4. Utilizes, in consultation with Deans and Heads of Departments, guidelines for ensuring optimal mechanisms for filling vacant posts, subject to the procedures set out in the Ordinances for the appointment of staff.
5. Implements succession planning procedures for senior administrative and academic staff.

D. General Administration

1. Coordinates the work of the Senior Assistant Registrars and Assistant Registrars on the Campus.
2. Ensures the proper maintenance and security of the campus.
3. Ensures that budget is not exceeded for areas under supervision.
4. Cooperates with the University Registrar in ensuring uniformity of administrative procedures, systems and standards across campuses.
5. Performs any other functions as determined by the Principal.

AUTHORITY

- To implement changes aimed at improving the efficiency of administrative systems and procedures.
- To approve expenditures within the budget.

PERFORMANCE STANDARDS

The job is satisfactorily performed when:

1. Minutes of the meetings of the Campus Council and other Campus Committees and Boards are accurately recorded, distributed and follow-up action taken in a timely manner.
2. Campus records and archives are properly managed and stored and their integrity is maintained.

3. The student admission and registration processes run efficiently and smoothly.
4. Information on examinations is made available in a timely manner and examinations take place on schedule and run smoothly.
5. A uniform, computerized management system for student records is implemented on the Campus.

CERTIFICATION:

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INCUMBENT:..... DATE:.....

HEAD OF DEPARTMENT:..... DATE:.....

D R A F T

UNIVERSITY OF THE WEST INDIES

JOB DESCRIPTION

ACADEMIC/SENIOR ADMINISTRATIVE POSITIONS

JOB TITLE: CAMPUS BURSAR

CAMPUS/CENTRE:

LOCATION:

FACULTY:

REPORTING RELATIONSHIPS

Reports directly to: Campus Principal

Works closely with: University Bursar / University Chief Financial Officer

SUPERVISION GIVEN TO:

- Directly:
 - Heads of Sections/Units of the Campus Bursary
 - Bursary Office Manager
 - Executive Assistant/Secretary

- Indirectly:
 - All other members of staff in the Campus Bursary administration

LIAISES WITH:

- Internally:
 - Pro-Vice-Chancellors (*in residence*)
 - Campus Executive Management team
 - Deputy Campus Principal
 - Deans
 - Heads of Departments
 - Campus Management Auditors

University Management Auditor
Other Campus Bursars

- Externally:
Participating Governments
Financial institutions (local and overseas)
Stockbrokers (local and overseas)
Donor agencies
Fund-raising organisations
Taxation and other statutory authorities
Auditors
Management consultants

DUTIES AND RESPONSIBILITIES

Administrative

1. Advises the Campus Principal and Management Team on finance and accounting-related matters.
2. Monitors the accurate and timely preparation of Campus financial statements and management accounts and present them to Campus Management and the University Chief Financial Officer / University Bursar.
3. Ensures that the Campus Triennium Estimates and other medium- and long-term financial operational plans/budgets are prepared based on the University Strategic Plan.
4. Co-ordinates the preparation of Campus Triennium income and expenditure, balance sheet and cash flow estimates in accordance with guidelines issued by the Office of Finance.
5. Monitors fixed assets and working capital (inventory, receivables and payables), management and ensure that they are being efficiently and effectively managed.
6. Evaluates, maintains, updates and develops computerized and manual accounting and financial management systems and procedures in conjunction with the Office of Finance.
7. Monitors treasury management including cash flow projections and forecasts of the Campus for prudence and variances.
8. Manages the funds flow and working capital budgets, with specific emphasis on

identifying the likely timing of cash deficits and/or surpluses.

9. Manages the Campus investment portfolio in accordance with guidelines from the Office of Finance.
10. Ensures the preparation of Final Accounts and supporting schedules for annual audits and ensures efficient, effective and economical completion of same.
11. Monitors monthly income and expenditure and balance sheet variances against the budgets and ensures they are rectified.
12. Ensures that accurate records are maintained of all local and foreign assets and liabilities held by the Campus.
13. Assists in developing and maintaining accounting, financial, budgeting and purchasing policies and procedures in accordance with the directives of the Office of Finance.
14. Assists in negotiations with government, suppliers and financial institutions with regard to financial matters and in accordance with guidelines issued by the Office of Finance.
15. Monitors the funds received from donor agencies and other agencies.
16. Ensures that funds received from donor agencies, where applicable, are used for the specified projects.
17. Ensures that general funds are used for projects which provide the highest benefits.
18. Ensures the timely and accurate preparation and presentation of related reports.
19. Ensures that all assets of the Campus are adequately insured.
20. Reviews project appraisals before submission for approval to the Campus Principal and University Centre.
21. Reviews and monitors capital expenditure projects and ensure their budgetary control.
22. Ensures the submission of statutory returns by the Campus to the relevant authorities on a timely basis and that they comply with relevant accounting and regulatory standards.

23. Ensures that the Campus complies with local financial requirements.
24. Prepares and/or review Performance Evaluation reports for subordinate staff.
25. In accordance, with guidelines from the Office of Finance, develops and/or implements systems and procedures to address areas of weakness identified by the audit and management assignments.
26. Participates in the activities of relevant University Committees.
27. Performs any other relevant function assigned by the Campus Principal and the University Chief Financial Officer / University Bursar.

AUTHORITY

- To review and recommend Campus financial and general administration policy and performance standards.
- To review and take corrective actions in relation to Campus budget reports and financial statements.
- To control disbursements in line with cash availability.
- To approve and authorize capital expenditure within prescribed limits.
- To monitor results and rectify variances in accordance with guidelines laid down by the Office of Finance.
- To approve and initiate the investment of surplus funds in accordance with the directives of the Office of Finance and the Investment Committees.
- To review and recommend Bursary staff for appointment, promotion, training, sanctions and termination.

PERFORMANCE STANDARDS

The job is satisfactorily performed when:

- Financial and statistical statements generated are prepared accurately and stipulated deadlines are met consistently.
- Overall prudent and efficient management of the budgets and treasury functions of the campus is evident from the reports.
- Overall proper financial management of projects and production of accurate reports as required by donors, University and Campus

CERTIFICATION:

This document is a true and accurate description of the position.

INCUMBENT DATE

HEAD OF DEPARTMENT DATE