

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 all juncture between the administration of the University Campus and the Faculty and students. This makes the Dean a Keeper of the 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 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 the Campus. The Mona practice should be institutionalised on the other campuses, as also the practice of sitting through University Appointments Committee meeting 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 area 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 report directly to the **Dean and indirectly to the 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. The 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's chair or is responsible for the Faculty's Graduate Studies Committee.

ACADEMIC

Although not required, the Dean, as an academic, endeavours 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 could be said, holds the keys to the future of the University.

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JOB DESCRIPTION

JOB TITLE: DEAN

LOCATION: FACULTY OF

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CAMPUS

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ACCOUNTABLE TO: THE CAMPUS PRINCIPAL

GENERAL ACCOUNT ABILITY STATEMENT

The Deans' role is to give leadership to his/her Faculty. The Dean has primary responsibility for the academic 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.

ACCOUNTABILITY FOR JOBS DIRECTLY TO THIS POSITION

Job title: Head of Department (1 to 9 according to number of departments) responsible for the general administration of the Department and for its relations with the other departments of the Faculty.

Job Title: Director of School/Centre/Institute/Unit (0-3 depending on the Faculty)

Responsible for the general administration of the School/Centre/Institute/Unit and for its relation with the rest of the Faculty in much the same way as the Head is for a Department.



SPECIFIC ACCOUNTABILITIES/MAJOR RESPONSIBILITIES

Administrative

1. Chairs the following Faculty committees:
 - Faculty Board
 - Campus Board of Examiners
 - Faculty of Management Committee
 - Faculty of Entrance Committee
 - Faculty of Sub-Committee on Assessment and Promotions
 - Faculty of Committee on Graduate Studies and Research
2. Represents the Faculty as a member of the following Committees:
 - Academic Board
 - Steering Committee of Academic Board/Campus Senior Management Committee
 - Campus Appointments Committee
 - University & Campus Advisory Committees
 - Campus Finance and General Purposes Committee
 - Campus Council (by invitation)
 - Committee of Deans
 - University Board of Examiners
 - University Appointments Committee (as required)
3. Manages the financial activities of the Faculty, including:
 - Day-to-day budgetary management and allocation of resources to ensure the efficient use of all resources assigned to the Faculty
 - Identification of efficiency gains
 - Preparation of annual budgetary submissions, such as for the biennial estimates

- Longer term financial planning
- Fundraising

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 recruitments 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, facilities, 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
- Reviewing and reporting on Faculty activities to other bodies
- Community outreach and public education initiatives
- Promotional and recruitment activities
- Entertainment of distinguished visitors
- Maintenance issues
- Alumni relations

POSITION DIMENSIONS:

Total number of employees directly reporting to Incumbent

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Of these, total number of: academics

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Administrator

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ATS staff

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Annual operating budget for which you are held responsible-not including capital budget

Year 2003/2004

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Annual capital budget for which incumbent has direct responsibility

Year 2003/2004

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October 17, 2013