

March 2008

THE UNIVERSITY OF THE WEST INDIES OPEN CAMPUS COUNCIL ORGANIZATIONAL STRUCTURE



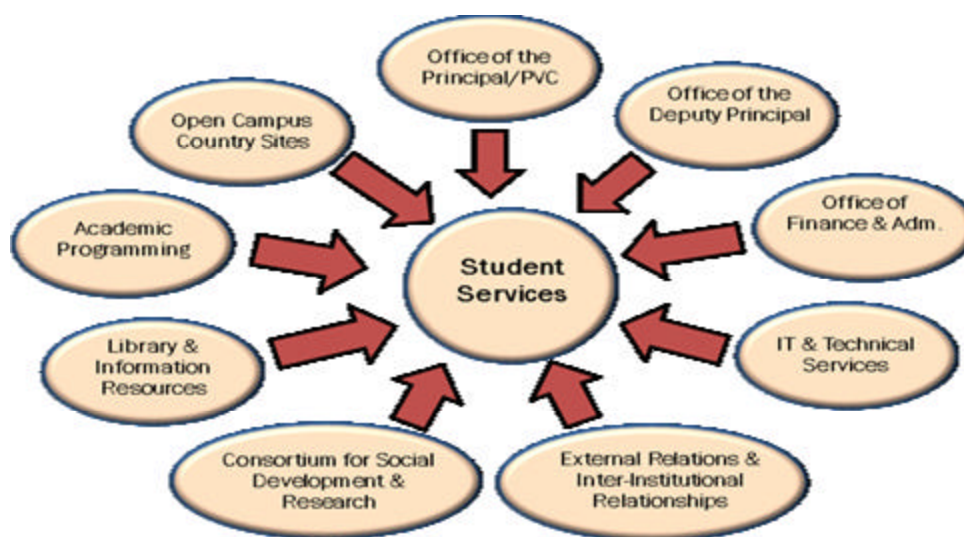
Produced By:
UWI Open Campus
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The University of the West Indies Open Campus - Organizational Structure

In April 2007, the University of the West Indies Council approved the establishment of an Open Campus to serve the UWI-12 and “hitherto underserved communities.” During the course of the year subsequent to that meeting, the staff in the outreach sectors have been engaged in the planning and development for the administration and organisational structures of the Open Campus. Council is asked to consider the organizational structure for UWI Open and to recommend it to the University Council for approval at its next meeting in April 2008.

The organisation of UWI Open has been designed on the basis of the functional imperatives that are required for efficient functioning within a distributed environment. These include the Divisions indicated in Chart 1, in which Student Services is centrally placed and is the focus of the other units that form the organisational structure of UWI Open. In keeping with the concept and the vision articulated for the Open Campus, the existing outreach sectors, namely, the School of Continuing Studies with the twelve sites established in the UWI-12 as well as the sites existing in communities within countries with established campuses, the Tertiary Level Institutions Unit and The UWIDEC are incorporated and integrated into the campus structure to facilitate efficient functioning and delivery of services. Accordingly, UWI Open will comprise ten functional units that will be responsible for the management of the affairs of the campus and for the delivery of its services. These are: (i) the office of the Principal; (ii) the office of the Deputy Principal; (iii) the office of the Director of the Open Campus Sites in the region; (iv) the office of the Director of Academic Programming; (v) the office of Student Services managed by the Registrar; (vi) the Division of Computer and Technological Services; (vii) Library and Information Resources; (viii) the office of the Director of External Relations and Inter-Institutional Relationships; (ix) the Consortium of Social Research and Development and (x) the office of Finance and Administration.

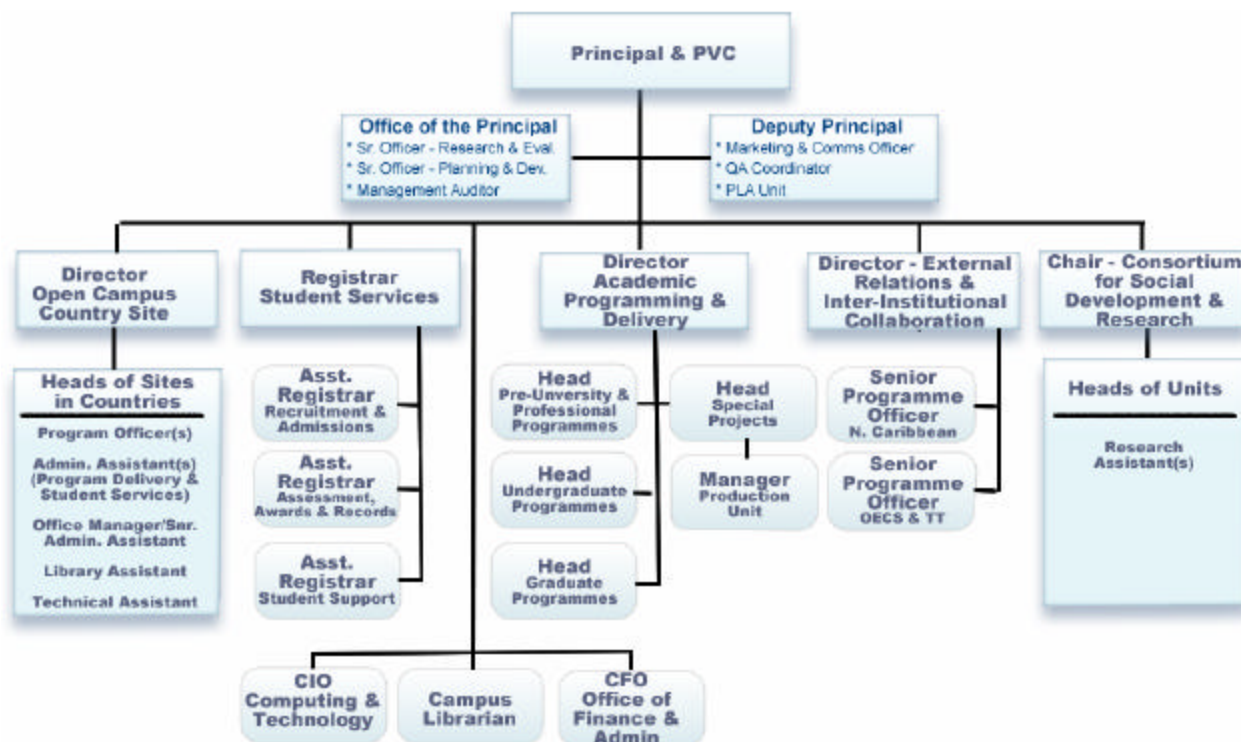
Chart 1 – An Organizational Structure – Based on Functional Imperatives



Operationally these are not stand alone entities; they are integrally linked with regard to the functions which must be performed and the collaboration required for delivery of services in the most efficient way.

Chart 2 presents the managerial positions that exist within the organisation.

Chart 2 – Open Campus – Organization Chart



The majority of the positions indicated on Chart 2, are expected to be filled by the reassignment of staff within the Open Campus system. The Directors and Senior Administrative staff of UWI Open will comprise the Management / Steering Committee of the campus with Heads / Managers / Officers co-opted on the basis of items tabled for discussion on the agenda of monthly management meetings.

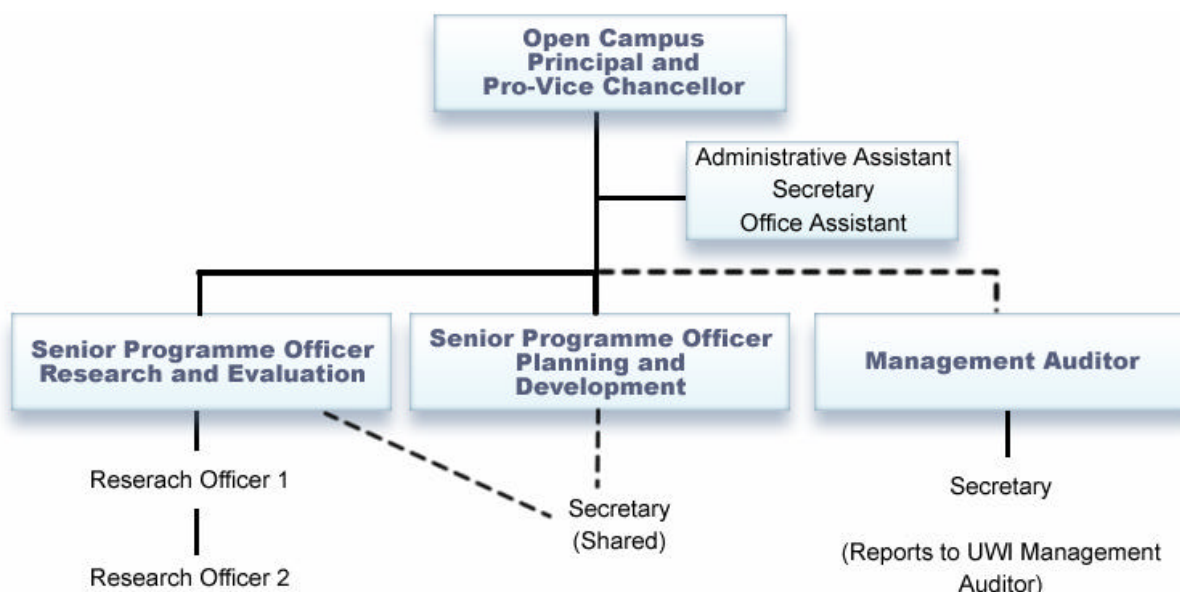
The Office of the Pro-Vice Chancellor and Principal

Little modification has been made to the existing organisation of this office. The support staff remains the same. The institutional research unit has been strengthened within this office by the transfer of one research officer from the UWIDEC to this office and by making provision for the appointment of a Senior Programme Officer (Research and Evaluation) to direct the work of the unit and ensure

that institutional research is conducted on a regular basis to inform the efficient functioning of all units within UWI Open and to collaborate closely with the Quality Assurance officer and the Management Auditor to obtain the information that UWI Open would require to maintain a high degree of excellence in its operations;

- i. continuing collaboration with the Open Campus sites in the UWI-12 and the Director of the sites through whom requests for assistance by UWI to conduct research projects would be channelled and brought to the attention of the UWI Consulting Company to ensure a University-wide response to the research needs of the countries of the region;
- ii. collaborate closely with the Deputy Deans of Outreach in the Faculties as well as with the UWI Consulting Company and through this medium to ensure that the research projects requested by governments through UWI Open sites are undertaken and completed in a timely fashion.

Chart 3 – Office of the Principal and PVC

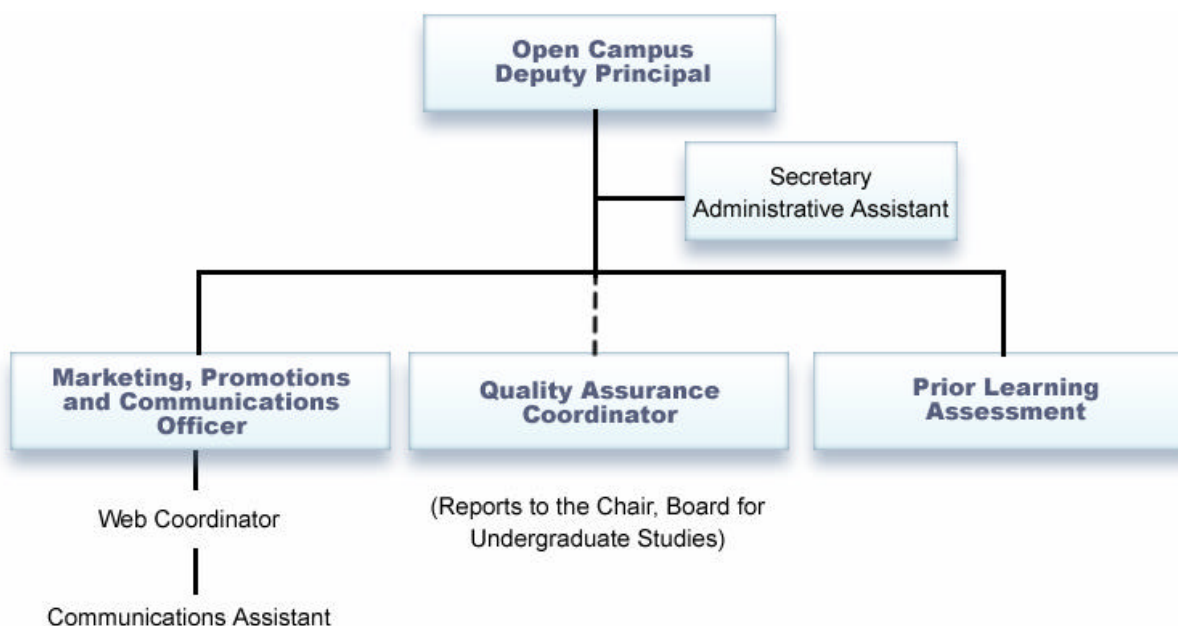


The position of a Senior Programme Officer already exists but the post of Management Auditor is new. This position will be introduced in 2009-2010. The Management Auditor will report directly to the University Management Auditor as is done on the other campuses. The Secretariat will be reorganised to enable shared services within the units in the Principal's office.

The Office of the Deputy Principal

This is a new office. The positions of Deputy Principal and Marketing, Promotions and Communications Officer are accommodated through the reassignment of existing staff within the outreach sector. The Position of Website Coordinator will similarly be filled by the reassignment of qualified staff currently serving in another outreach sector. The Deputy Principal will collaborate with the Admissions and Recruitment Office to manage the prior learning assessment needs of students within UWI Open as the required expertise for supervision resides in the Deputy Principal's office. Training of staff in prior assessment will be facilitated by this office to build a cadre of qualified personnel in Admissions to service this area in the longer term. The Quality Assurance Coordinator will report to the Chair of the Board for Undergraduate Studies as is done elsewhere in the University, but in the short term this officer is expected to assist with the quality reviews of programmes at the pre-university and postgraduate levels. Some additional staff will be required in the medium to long term to enable the efficient monitoring of academic programmes in all three Divisions.

Chart 4 – Office of the Deputy Principal



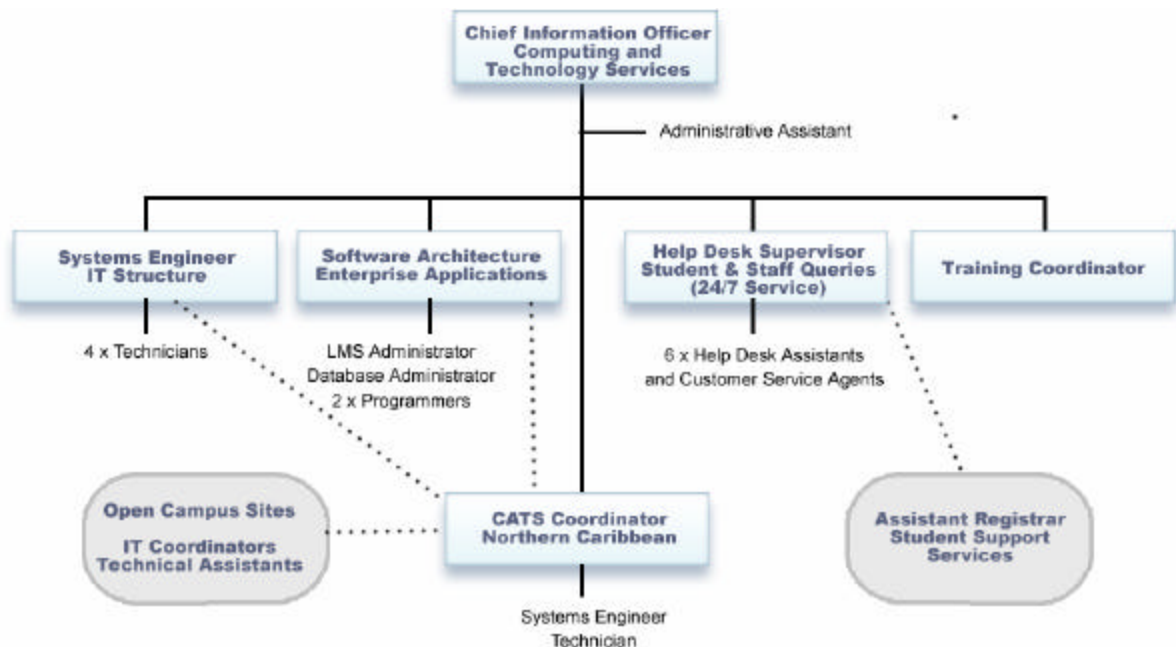
The Office of Computing and Technological Services (CATS)

This Unit will be developed primarily by reassigning qualified staff in the UWIDEC sections on the existing campuses. The core specialist technical staff will be located at one venue to manage all aspects of the technical and technological requirements of UWI Open. The position of Manager already exists as do several of the other technician positions, but the former will be re-designated Chief Information Officer. Five new specialist positions are required to design, develop and maintain systems infrastructure and applications software to enable access to

academic programming and business applications. Chart 5 shows the organisation of this division which through links with the offices of the Principal, the Director of Programming, and the other Directors will provide the services required by the sectors within UWI Open.

The CATS Unit will maintain links with the IT Coordinators in all the Open Campus sites across the region with the assistance and support of a CATS Coordinator located in the Northern Caribbean. The Unit is also responsible for the provision of a 24/7 Help Desk which will handle the queries and other problems directed to UWI Open on matters related to programme delivery. The Help Desk section will be built up over time and will be staffed by graduate students who will be provided with training and the opportunity for part-time employment as they pursue their graduate degrees. The Assistant Registrar for Student Support will collaborate with the Help Team to provide prompt service to students.

Chart 5 – Computing and Technology Services (CATS)



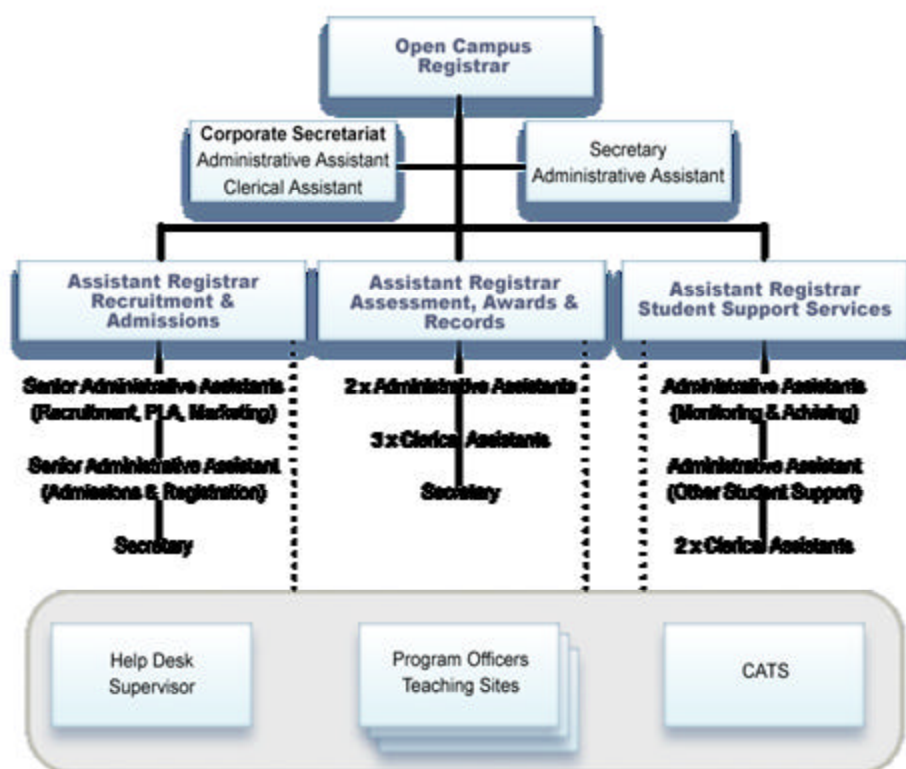
Five new positions are required to enable this Unit to set up systems in a timely fashion for the delivery of services in 2008. These are: (i) *Software Architect*, whose primary duty will be to function as the project manager for enterprise software application projects to provide software solutions for the identified business needs of UWI Open; (ii) *Functional Business Analyst* who will interface between the functional business units and the software development team and who will also be responsible for identifying and documenting business, functional and reporting requirements for the functional units of UWI Open; (iii) *Database Administrator*, who will be responsible for the daily operation and maintenance of databases used by enterprise software applications, and who will be required to monitor, improve, ensure high availability, verify database integrity, implement security, apply upgrades and patches and design and implement new databases to support the business needs of UWI Open; (iv) *Learning Management System Administrator* who will be primarily responsible for the daily operation,

administration and maintenance of the Learning Management System (LMS) software that provides the online learning environment for students and e-tutors; and (v) *Systems Technician* who, under the guidance of the Systems Engineer, will be responsible for the daily monitoring, maintenance, repairing and provision of upgrades to the physical network, server, hardware and telecommunications infrastructure which includes videoconference systems, web-conference systems, teleconference systems and IP telephony systems.

The Office of Student Services

This office is managed by the Registrar who is responsible for all matters related to student services. The three core areas of (i) Recruitment and Admissions, (ii) Assessment, Awards and Records and (iii) Student Support – are departments within Student Services and supervised by Assistant Registrars functioning in a distributed environment and reporting to the Campus Registrar. The Assistant Registrar (A, A & R) currently operates out of the Office located in Barbados, and the Assistant Registrar (Recruitment and Admissions) operates out of the Trinidad Office and is serviced by a temporary appointment at present. This position will be advertised and an appointment made during the course of Semester II. A determination has yet to be made regarding the location of the third AR position. The chart presented in Appendix 6 presents the ideal for support staff, but positions will be filled over time as needed.

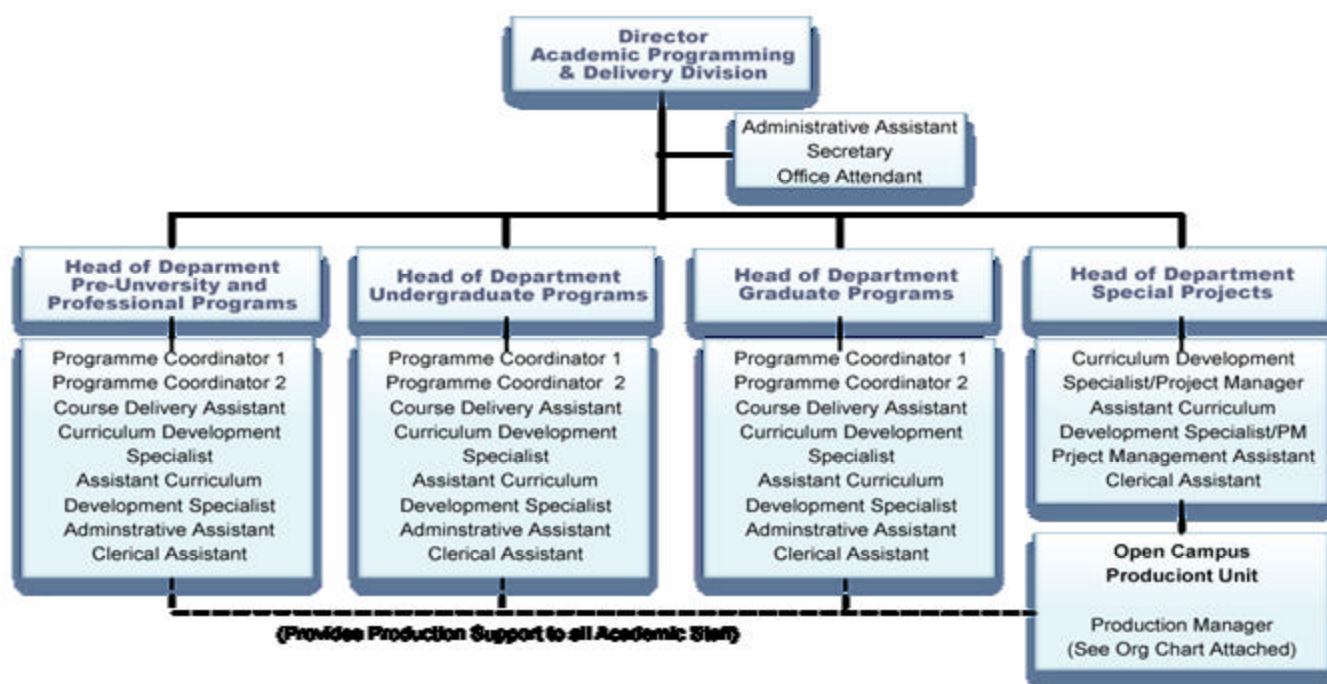
Chart 6 – Student Services



The Office of Academic Programming

This comprises the Academic Division (Instructional Design and Curriculum Development and the Production Unit (Desktop publishing, Learning Environment Support (Moodle) team, Multimedia Development Team and the Materials Distribution Team). Qualified staff in the existing UWIDEC will be redeployed to fill positions in the Divisions of this Sector. The Academic Divisions: (i) Pre-University and Professional Programmes; (ii) Undergraduate Programmes; (iii) Postgraduate programmes and (iv) Special Projects will be supervised by staff with strong academic profiles and, in the case of Special Projects, by an academic with entrepreneurial skills also. The Special Projects Division is primarily an income-generating division which provides services in a range of areas (See Chart 6). The Heads of the Academic Divisions will be responsible for the development of programmes and courses in their respective areas. The strategic objective of UWI Open to design and produce a larger number of courses / programmes (including selected courses already being delivered out of the OC Sites in countries) over the next four years requires the concerted effort of a highly qualified team in curriculum development and instructional design. UWI Open will appoint qualified staff (on short –a few on long - term contracts) to generate the additional programmes needed to produce the courses by the required deadlines.

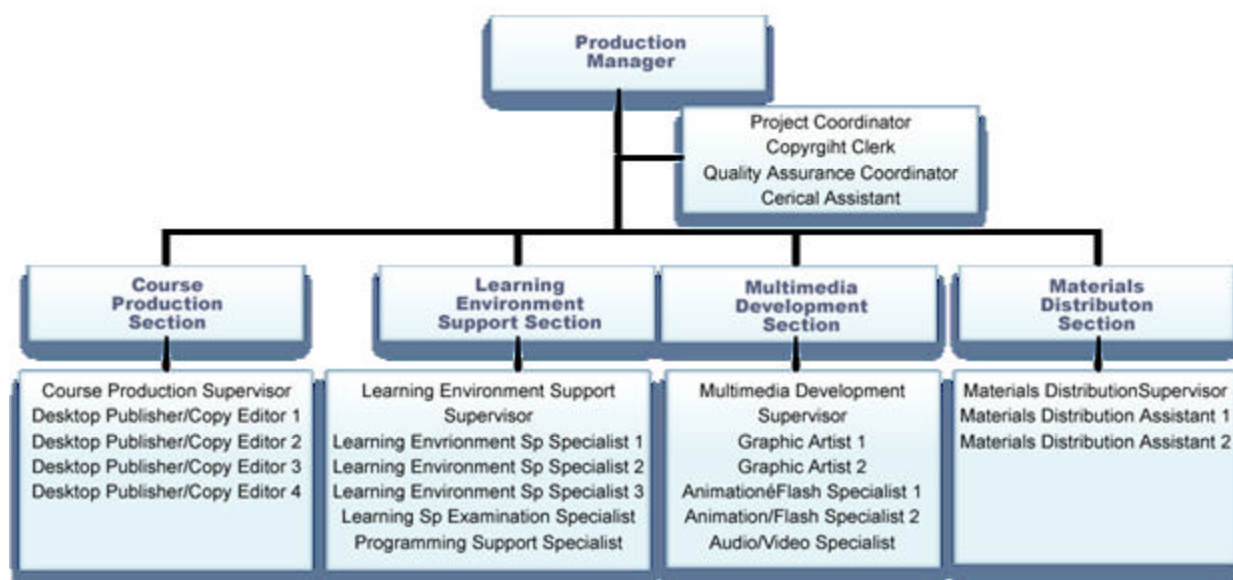
Chart 7A – Academic Programming Division



The Production Unit (Chart7B), will be responsible for copyright matters, Quality control over products , course production, the learning environment (Moodle) support team, a multimedia development team and a materials distribution team. The Desktop publishers /Editors, Quality Control Coordinator and Copyright Clerk are new designations for existing Production Assistant positions. Some retraining of staff who will fill these positions will be required. The learning environment support team (Moodle) already exists and some realignment of reporting

relationships will be required. A team section Head will be appointed as required. At present one graphic artist is currently employed by UWI Open. The positions listed under the Multimedia section will require new positions but these will be filled as the demand for courses and programmes grows.

Chart 7B – The Production Unit



Office of the Director of UWI Open Campus Regional Sites

This Division is responsible for the management of all the Open Campus sites in the region. Supported by three Regional Coordinators with responsibility for each sector, the Director will ensure that University services delivered at the sites meet the required standards and needs of the communities in which the sites are located. The number of sites has increased over the years and the growth justifies the appointment of Regional Coordinators who can assist the Director with the management of the sites. The Northern Caribbean sector comprises Belize, the Cayman Islands, The Bahamas, Turks and Caicos and Jamaica (which has ten sites); the Eastern Caribbean sector, the OECS and Barbados, comprises Anguilla, Antigua and Barbuda, Dominica, St. Kitts / Nevis, The British Virgin Islands, Montserrat, St. Lucia, Grenada and Barbados; Southern Caribbean – Trinidad and Tobago which currently has ten sites and is growing at an exponential rate; Chart 8 shows the organisation of the Director's Office.

The sites vary according to size and need and in order to rationalise service to them templates for the basic staffing needs that would be required to support sites of varying sizes have been prepared to guide Heads of UWI Open Sites. Specific templates have been presented for existing very large sites but these are not presented in this document. Appendices 8A, 8B, and 8C show the requirements for small, medium and large sites respectively.

Chart 8 - Office of the Open Campus Country Sites

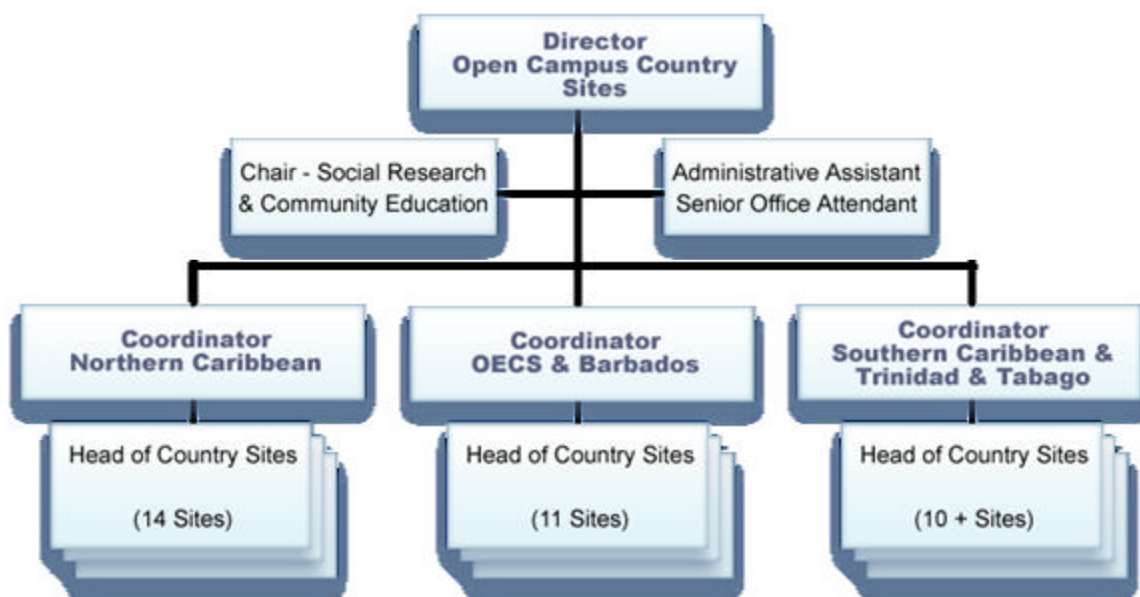


Chart 8A – Template for a Small Country Site

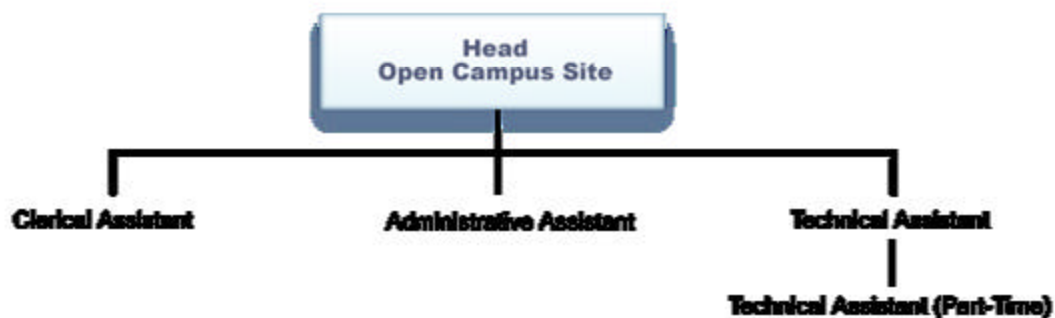
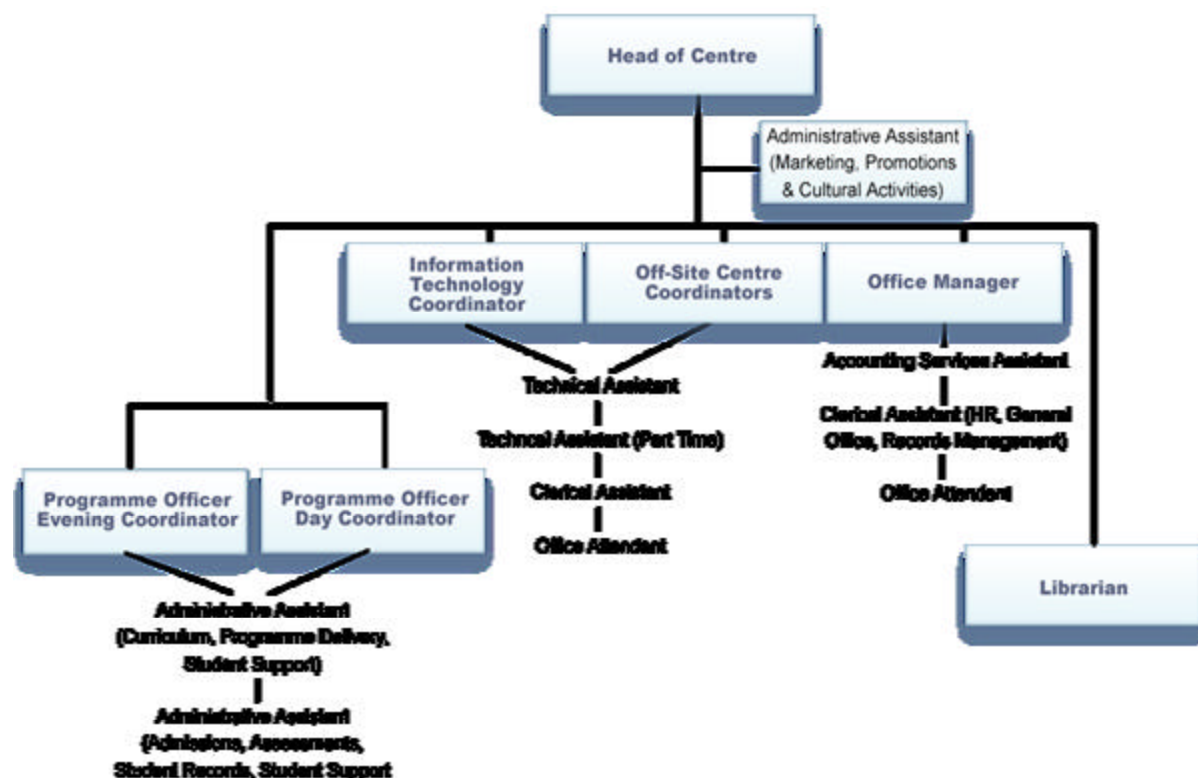


Chart 8B – Template for a Medium Country Site



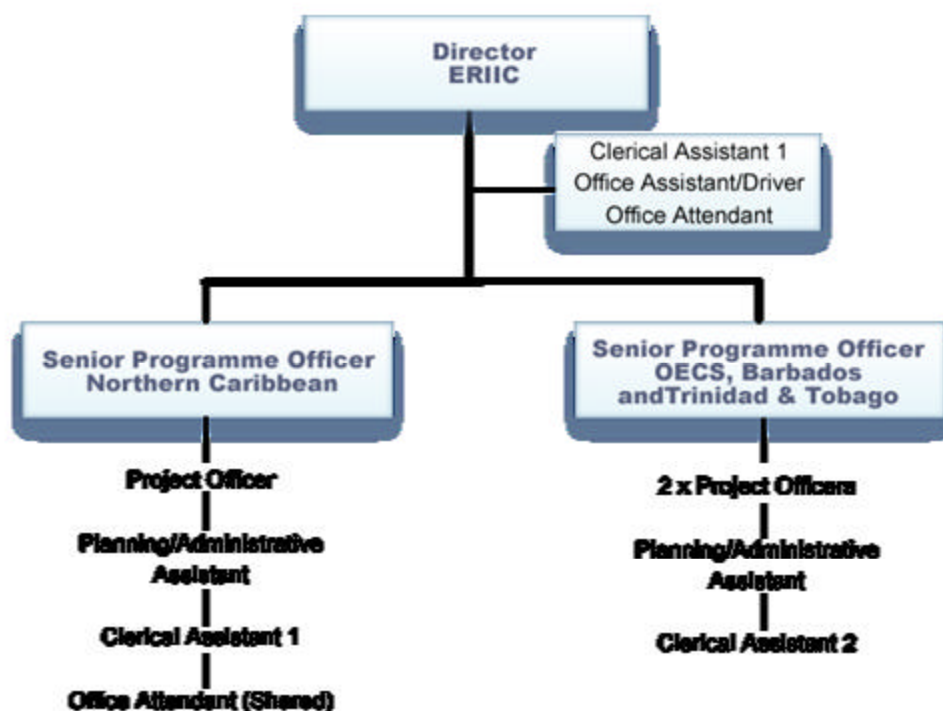
Chart 8C – Template for a Large Country Site



Office of External Relations and Inter-Institutional Collaboration (ERIIC)

This is the proposed new designation for the former TLIU. The Office is organised so that Senior Programme Officers cater to the needs of sectors within the Caribbean. In this instance, the OECS and Trinidad and Tobago are served by one officer. ERIIC will continue to build partnership arrangements between the UWI and other tertiary institutions in the region. Chart 9 presents the organisation for this Division.

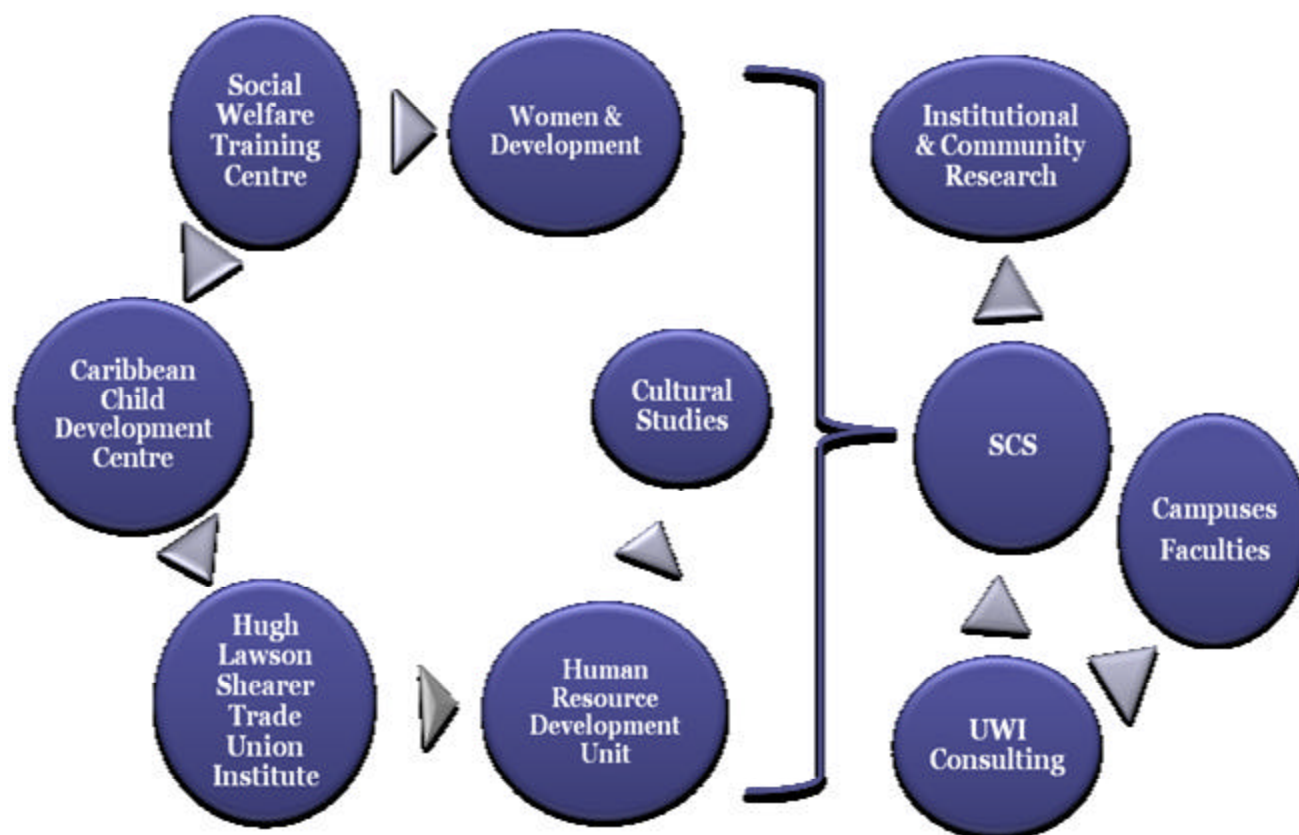
Chart 9 – External Relations and Inter-Institutional Collaboration (Eriic)



Consortium for Social Development and Research (CSDR)

This Division comprises the former “Specialised Units”, which were primarily small entities with researchers conducting the work of each unit within the broader context of the School of Continuing Studies. The proposed reorganisation within the Open Campus organises these research units as a semi- autonomous group which will collaborate to prepare work plans for conducting research and providing education within the communities. The groups helped by these research units are usually those who are underprivileged and lack the means to better their circumstances. The Consortium will work to enable the vulnerable and socially disadvantaged within the Caribbean to attain their full potential through formal and non-formal education, research and technical assistance using a person-centred approach.

Chart 10 - Consortium for Social Development and Research (CSDR)



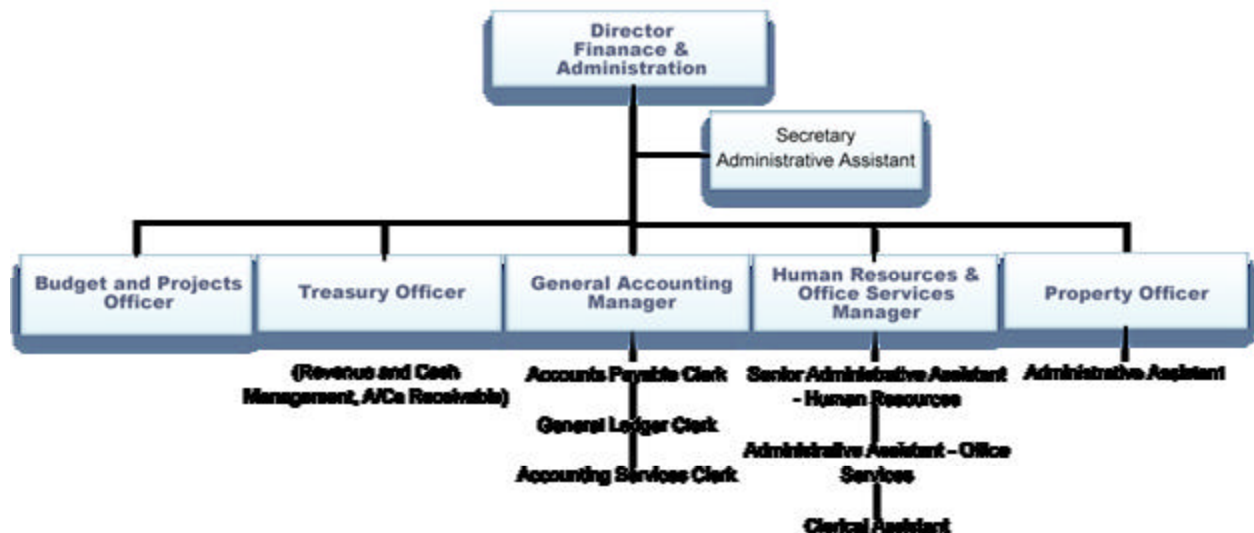
The Units (see Chart 10) will continue to be managed by the Heads who will organise research and education programmes to be offered. Through collaboration and an organisation system that will allow for (i) the appointment of a Director from among the Heads on a rotating basis every two years; (ii) monthly meetings to plan projects and to determine synergies for collaboration among the units (iii) interaction with the Director (and Heads) of Open Campus sites to increase community research, this Division within UWI Open will pursue opportunities for funding to support the research that needs to be undertaken.

The Units incorporated in this consortium are: The Social Welfare and Trade Centre (SWTC); the Caribbean Child Development Centre (CCDC); the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI); The Women and Development Unit (WAND); The Human Resource Development Unit (HRDU) and, within the developmental context of UWI Open, a Cultural Studies Unit is proposed to capitalise on and to work with the UWI Open Campus Sites to develop cultural awareness among the inhabitants of the communities and to conduct research on culture in its many manifestations in these communities. The latter will be established in 2009-2010. The Consortium will maintain links with the Director of Academic Programming to develop its programmes for delivery in multimode format and with the Director and Heads of UWI Open Campus Sites to promote the University as a primary contributor to the overall development of the welfare of disadvantaged peoples in the region.

The Office of Finance and Administration

UWI Open has separated the functions of Registrar and other general administrative functions normally attached to this office to permit the Registrar (of Student Services) to focus on the needs of students and matters related to the efficient delivery of academic services. In addition, UWI Open has collapsed the offices of Finance and Administration to allow the Director of Finance and Administration to assume full responsibility for the financial and administrative functions within UWI Open. This office is a minimalist Division (see Chart 11) that includes an HR Manager as well as a Property Manager and three middle management officers in finance. As with most of the other divisions within UWI Open, the support staff is skeletal but deployed to provide service across the departments within the division. UWI Open requires a finance office to manage the fees, prepare grant proposals and to work with the Bursars on existing campuses to manage the financial affairs of the campus.

Chart 11 – Finance and Administration



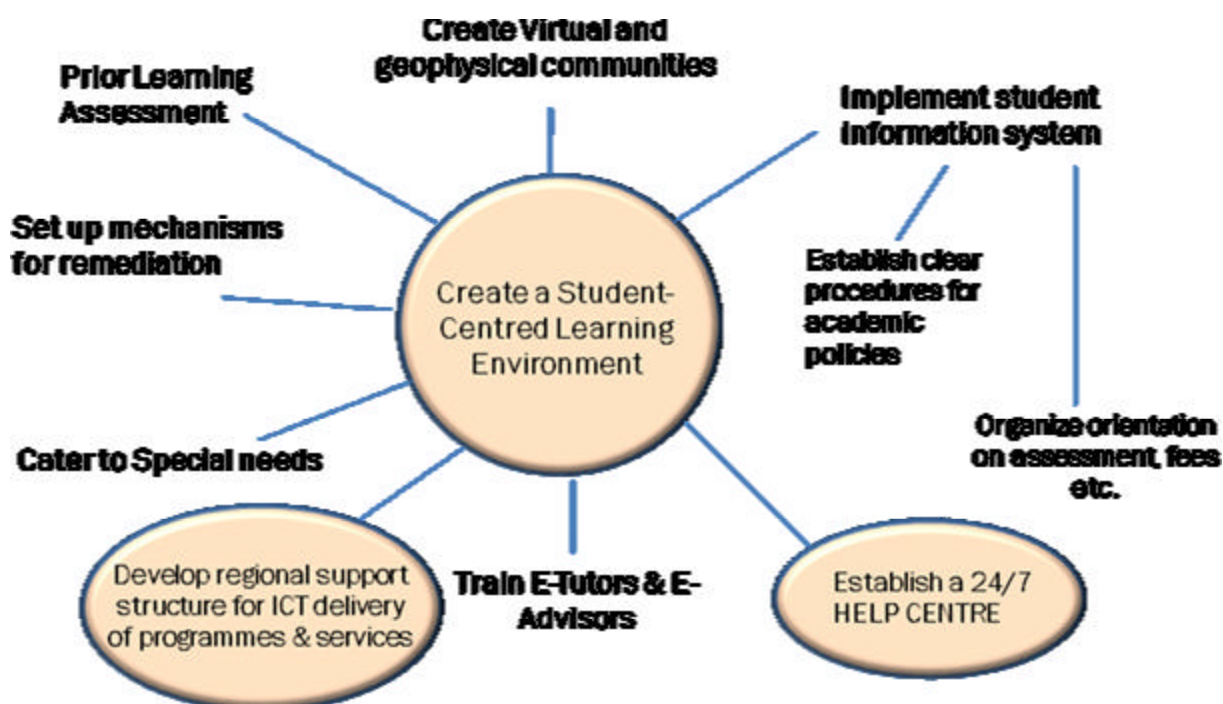
While the individual charts are presented to show the composition and flow of the operations in each, the systems are designed to permit maximum communication between staff at all levels. The organisation along functional lines is suitable and appropriate for the efficient management of the affairs of the Campus in a distributed environment and it has obviated the need for replicating a bureaucratic structure that may be more suitable to other environments.

Focus of establishment and operational imperatives

Two of the objectives set for UWI Open are (i) the creation of a student-centred learning environment for a diverse student body and (ii) expansion of the scope of the University by increasing the range, reach and access to University programmes and services by students from the relevant target groups

UWI Open seeks to achieve this objective in various ways and these are set out in Chart 12.

Chart 12 – Creating a student-centred environment



Key operational initiatives include (i) the establishment of a prior learning assessment unit to provide students with the assistance they need and to facilitate their access to courses and programmes; (ii) setting up mechanisms for remediation through online and other modalities which include the presentation of courses in English and Mathematics and IT literacy so that students might build adequate proficiency before undertaking more complex programmes - the introduction of IT programmes is intended to enable them to navigate the Web and use computers without difficulty; (iii) implementing a student information system that will establish clear procedures and academic policies, organise orientation for students on admissions, assessment, fees etc; (iv) catering to students with special needs; (v) creating virtual and geophysical communities to facilitate interaction and communication among students; providing better and more comprehensive training for e-tutors and e-advisors; and (vi) establish a 24/7 help centre to provide support for students.

The proposed organisational structure of UWI Open is designed to promote the achievement of the second objective, namely, **expansion of the scope of the University by increasing the range, reach and access to**

University programmes and services by students from the relevant target groups. The creation of a division

dedicated to the development of pre-university and professional courses and programmes will provide the opportunity for people in the region to pursue various routes to accessing university education. In addition, the mobilization of the community-focused teaching and research units in a consortium that will collaborate to provide a wider range of preparatory and developmental programmes for an increasing number of applicants is a positive step in the direction of widening the net to capture those who otherwise would either not have had the opportunity for access or who, through lack of sensitization may not have pursued the means of so doing. The varied methods of delivery of programmes of quality and interest are also likely to attract those who may not have found exclusive face-to-face settings conducive to their styles of learning. In addition, the redesigning of programmes offered at the Sites for multimode delivery will make available to a much wider range of people preparatory programmes that will open up opportunities for access to higher education.

The University of the West Indies Open Campus

Office of the Pro-Vice Chancellor and Principal

March 2008
