

THE UNIVERSITY OF THE WEST INDIES

**STRUCTURE, RESPONSIBILITIES AND PROCEDURES OF THE
SCHOOL FOR GRADUATE STUDIES AND RESEARCH**

MAY, 2009

1. History and Authority

The Board for Graduate Studies and Research was established in 1996 on the recommendation of the 1994 UWI Chancellor's Commission on Governance. The School for Graduate Studies and Research is the operational arm of the Board, and consists of an Office of Graduate Studies, an Office of Research, and a Campus Coordinator's Office, or its equivalent, on each Campus.

The Board for Graduate Studies and Research derives its authority from Statute 30, which speaks to the composition and powers of the Board; and from Ordinance 29, which speaks to the responsibilities of the Board.

A Chancellor's Task Force on Governance was established and operationalised in 2004 as a 10-year follow-up to the 1994 Commission on Governance that established the Board and School for Graduate Studies and Research. The 2004 Task Force made several recommendations for changes in the structure, responsibilities and procedures of the Board and School for Graduate Studies and Research. These required modifications to Statute 30 and Ordinance 29, which were approved by University Council in 2006 and 2008.

From the time of its establishment in 1996 until the Chancellor's Task Force on Governance in 2004, the School operated under a Memorandum of Understanding created at the time of its establishment. This Memorandum has now been replaced by the present document to accommodate the changes recommended by the Chancellor's 2004 Task Force and approved by University Council in 2006 and 2008.

2. Structure and Officers

The principal academic bodies responsible for the School for Graduate Studies and Research are identified below:

2.1 At the University Level: The Board for Graduate Studies and Research

- (a) As determined by the recommendations of the 2004 Governance Report, the Board comprises twenty-four members: the Vice-Chancellor; the Pro Vice-Chancellor for Research and the Pro Vice-Chancellor for Graduate Studies, who will act as Co-Chairs of the Board; the Pro Vice-Chancellor for Planning and Development; the University Librarian (or nominee), the Chair of the Committee of Deans and two Directors of Research Centres or Institutes. In addition, there will be, from each Campus, the Campus Coordinator (or equivalent designation) [see 2.1(b)], two Academic Board representatives and a graduate student representative.

- (b) The Vice-Chancellor shall appoint the two Directors of Research Centres/Institutes from across the UWI system, and after consultation with the Academic Boards, will name three representatives for each Campus, one of whom will be the Campus Coordinator. The Campus Coordinators (or equivalent) shall be appointed for a three year term and the other two representatives for a two year term, all renewable.
- (c) **Honorary Fellows.** At the recommendation jointly of the PVCs for Graduate Studies and for Research to University Appointments Committee, the Board may appoint persons with recognized national and/or regional community standing as Honorary Fellows of the School for Graduate Studies and Research. The procedures for this are outlined in BGSR P13 2003/2004

2.2 At the Campus Level: The Campus Committee for Graduate Studies and Research

- (a) The responsibilities and composition of this Committee are provided in Ordinance 29. The Committee includes the 5 to 8 members of the Board resident on a given Campus (excluding the Pro Vice-Chancellors who shall be *ex officio* members). The Board for Graduate Studies and Research is therefore represented on each Campus by at least five members. The additional members of the Campus Committee shall be the Chairs of the Faculty Sub-Committees (see 2.3), Directors of independent Institutes who are not currently members of the Board, and one Principal's nominee. The Principal's nominee shall serve for 2 years in the first instance.
- (b) A **Coordinator of Graduate Studies and Research** for each Campus will be named by the Vice-Chancellor after consultation with the Principal of the Campus, as Chair of Academic Board [see 2.1 (b)], and with the Co-Chairs of the Board for Graduate Studies and Research. This is a *working Coordinator* whose role is primarily developmental.
- (c) The Campus Committees, chaired by the Campus Coordinators, are mandated to play a developmental role. This means that they must foster programmes of research and development of graduate studies, maintain quality assurance, assist with obtaining funding and help to provide resources and support services.

2.3 At the Faculty Level: Faculties should establish Sub-Committees of the Faculty Boards for fostering the development of graduate education and research in their Departments and affiliated Centres and Institutes, and for the development of cross-Faculty programmes. These Committees should be representative of the units within a given Faculty and shall have a Chair, appointed by the Dean, who will be one of the additional members of the Campus Committee [see 2.2(a)].

2.4 At the Departmental Level: Heads should designate Departmental Coordinators and form Committees for the development and monitoring of graduate education and research at the Departmental and programme level.

2.5 For Multidisciplinary Studies: The School for Graduate Studies and Research will foster the establishment of multi-disciplinary research and graduate programmes and, where appropriate, manage multi-disciplinary graduate teaching programmes and Centre-funded Centres and Institutes, in keeping with the spirit of Ordinance 29.

3. Responsibilities and Procedures at the University Level

3.1 The Board, in keeping with the mandate from the Commission on Governance to enhance the role of the Centre in graduate education and research, shall be responsible for policy and operational plans for the development, regulation, management, administration, funding, monitoring and evaluation of graduate education and research throughout UWI. All new programmes and substantial modification of old programmes of graduate education will require the approval of the Board.

3.2 The Pro Vice-Chancellor for Research shall be particularly responsible for developing the output, relevance and quality of the research conducted at the UWI. . To this end, the PVC for Research shall, in collaboration with the Pro Vice-Chancellor for Graduate Studies, Campus Coordinators and Campus Committees, Campus Principals, Faculties, Departments, Centres, Institutes and Business Development Offices, seek to develop the research in close partnership with public and private sector bodies, to address the needs of the Caribbean region. Particular attention shall be paid to integrating the research of graduate students into the University's overall research programme, in order both to enhance research output and to develop a larger, more active body of researchers.

(a) The Pro Vice-Chancellor for Research shall be responsible for mobilizing and administering funds to support the research priorities of the University and the research activities of staff and research students.

(b) The Pro Vice-Chancellor for Research shall put in place and operationalise appropriate mechanisms for dialoguing with internal and external stakeholders to define and fine-tune the overall research agenda of the UWI.

(c) The Pro Vice-Chancellor for Graduate Studies shall assist the Pro Vice-Chancellor for Research in funding activities especially in relation to ensuring an expansion of the pool of funds available to support the work of graduate students.

3.3 The Pro Vice-Chancellor for Graduate Studies shall be responsible for maintaining and improving the quality of graduate programmes in the School.

(a) While the appointment of Supervisors and Advisors must be approved by the Campus Committee and ratified by the Board [see 8(b)], the PVC Graduate Studies shall have the power, on recommendation of the Campus Committee, to remove Supervisors who are not discharging their responsibilities satisfactorily. Any such case must be reported to the Campus Principal and to the next meeting of the Board.

(b) The Pro Vice-Chancellor for Graduate Studies shall be responsible for facilitating the achievement of the enrolment targets set out in the Strategic and Operational Plans, whilst at the same time ensuring that the intellectual reputation of the UWI increasingly rests on the high quality of its graduate education programmes.

3.4 The Pro Vice-Chancellors must work closely to ensure that the inter-related objectives of increasing the quality and relevance of research as well as the output and quality of graduate students are achieved.

4. Responsibilities and Procedures at the Campus Level

4.1 The Campus Committee shall be a working body acting on behalf of the School for Graduate Studies and Research on a given Campus.

(a) **As Chair of the Campus Committee**, the Coordinator shall, on behalf of the Committee, have the authority to execute both the research and graduate education functions of the School on the Campus and shall report to the Co-Chairs of the Board for Graduate Studies and Research. It shall be the duty of the Coordinators to maintain close relations with the Campus Principal and the Academic Board of the Campus, to brief them fully and regularly on the proposed activities of the School, to bring the views of the Principal and Academic Board to the attention of the Campus Committee and the Board, and to ensure that these views are accorded careful attention in the deliberations of the Campus Committee and the Board. In carrying out their duties, the Coordinators shall receive administrative support from the graduate sections of the Registry on each Campus.

(b) **Involvement with Academic Boards.** To facilitate the activities in 4.1 (a), Coordinators shall be members of the Academic Board on each Campus and shall formally report to Academic Board on the overall developments in graduate education and research, at least once per semester.

4.2 New or Amended Graduate Programmes. The introduction of new programmes or the modification of old programmes by a Department, Institute or Centre must be routed, for support, through the Faculty of affiliation where applicable [see 5(b)], and the Faculty will be responsible for bringing the matter to the attention

of Academic Board. The responsibilities and procedures of the various Campus entities in the preparation of new and amended graduate programmes prior to the submission to the Campus Committee for review and recommendations, is provided in BGSR P19 2006/2007. The Campus Committee, having considered and supported the proposals, shall submit it to the Board for final approval. The Campus Committee may approve changes in old programmes without forwarding to the Board for final approval if, in the opinion of the Campus Committee, the changes are not substantial.

4.3 Campus Research and Publication Funds. Research and Publication funds and Postgraduate Awards funds, which are not already targeted for specific purposes, will be administered by the School for Graduate Studies and Research.

- (a) The allocation to each Campus of the University Centre's contribution to these funds will be determined by the Pro Vice-Chancellor (Research). The allocation of the funds within a Campus will be determined by the Campus Committee, with the addition of the Pro Vice-Chancellor (Research), Pro Vice-Chancellor (Graduate Studies) and Campus Principal, as members *ex officio*. A representative of the Campus Business Development Office or the Office of Sponsored Research shall also be invited to these deliberations, but shall be without a vote.
- (b) Allocation of these funds within a Campus will be in accordance with the established research and graduate studies priorities of the Campus and the School for Graduate Studies and Research.

4.4 University of the West Indies Postgraduate Scholarships. University of the West Indies Postgraduate Scholarships will be administered by the School for Graduate Studies and Research. The allocation to each Campus of the University Centre's contribution to these funds will be determined by the Pro Vice-Chancellor (Graduate Studies). The allocation of the funds within a Campus will be determined by the Campus Committee, with the addition of the Pro Vice-Chancellor (Graduate Studies), Pro Vice-Chancellor (Research) and Campus Principal, as members *Ex Officio*.

4.5 The main responsibilities of Campus Coordinators, acting on behalf of the Campus Committee, shall be:

- (a) To conduct the work of the Board at the Campus level in a planned manner so as to assist Faculties, Departments, Institutes and Centres to develop and expand graduate education and research, consistent with the strategic and operational plans of the Campus and the School. In so doing, the Coordinator serves as the pivotal link between the Board and the academic units of the School, i.e. the Departments, Faculties, Institutes and Centres. The Coordinator must work with these units, not only to administer a range of graduate studies matters, but importantly to perform a support and developmental role in the expansion of both graduate education and research.

- (b) To keep the Pro Vice-Chancellor (Research), the Pro Vice-Chancellor (Graduate Studies) and the Board fully informed on the activities in graduate education and research on each Campus by means of regular reports, which will include the Minutes of Campus Committee meetings [See 4.5 (c)].
- (c) To convene and Chair regular meetings of the Campus Committee at which strategic and operational plans for the enhancement of graduate education and research at the Campus will be developed and reviewed, in consultation with the Principals and the academic bodies on that Campus.
- (d) To invite Deans, Heads of Departments or Directors to the deliberations of the Campus Committee where appropriate, noting that the Principal may attend meetings of the Campus Committee at any time.
- (e) To distribute full minutes of each Campus Committee meeting to the Campus Principal and relevant excerpts to Academic Board.
- (f) In collaboration with the PVC Graduate Studies, to ensure that the targets for graduate enrolment are achieved on a given Campus without jeopardizing quality of the programmes.
- (g) In collaboration with the PVC Research, to ensure that research priorities are identified and pursued at each Campus and that the objective of enhancing the quality and relevance of research output is achieved.
- (h) To consult with the Campus Principals, and with members of the Board resident on a given Campus, on the development, management and funding of graduate education and research on that Campus.
- (i) To administer the activities of the graduate section on the Campus, except for the administration of registrarial matters which should remain under the portfolio of the Campus Registrar, and to ensure that the graduate section on the Campus provides administrative support to the activities of Faculties, Departments, Centres and Institutes.
- (j) In collaboration with the Quality Assurance Units and Officers, to develop and apply the UWI's systems of quality assurance to programmes of graduate education and research, in order to ensure that they attain and maintain the highest international standards. In so doing, the Coordinator and QA Officers should be sensitive to the importance of managing balance between undergraduate and graduate teaching, research, service to the University and Public Service, broadly defined.
- (k) To pay particular attention to improving the quality of graduate student life and the services and facilities provided for students.

- (1) To work together as a team with other Campus Coordinators, the Co-Chairs of the Board and the Board as a whole to take joint responsibility for the development of graduate education and research throughout the UWI system and across the Caribbean, i.e., not restricting themselves to the development of graduate education and research on the Campus for which they are directly responsible.

5. **Responsibilities and Procedures at the Faculty Level**

- (a) **Faculty Sub-committees for Graduate Studies and Research** shall monitor the work of their Departments with respect to graduate studies and research. Faculties can send any matter relating to graduate studies and research to the Board for Graduate Studies and Research through the Campus Committee. Introduction of new programmes as well as modifications of old programmes must have Faculty support before they are considered by the Campus Committee and Board (see 4.2 and BGSR.P19 2006/2007).
- (b) **Institutes and Centres** with affiliation to Faculties will route matters pertaining to Graduate Studies and Research through the affiliated Faculty Board to the Campus Committee. The independent Institutes will route such matters to the Campus Committee through their Board of Studies on the Campus.

6. **Responsibilities and Procedures at the Departmental Level**

- (a) Departments, through their Heads or Departmental Coordinators [see 6 (b)], in particular, may relate directly to the Campus Committee on all routine matters, but the introduction of new programmes or the modification of old programmes will require Faculty support (See 5). Departments may be assisted by the Institutional Development Units to perform the essential role of vetting new courses and programmes before the latter are brought to the Faculty Sub-Committee, Campus Committee and Board for Graduate Studies and Research.
- (b) It is recommended that Heads of Departments designate Departmental Coordinators and form Departmental Sub-Committees for Graduate Studies and Research, which will link with the Faculty Sub-Committee (see 2.3 and 2.4).
- (c) Heads and Faculty members within Departments should seek to ensure quality in their graduate teaching and research programmes and should formulate plans for the development of graduate education, research and inter-disciplinary programmes. This work will be supported and monitored by the Campus Committee, the Quality Assurance Unit and the Board for Graduate Studies and Research.

7. **Responsibilities and Procedures at the Graduate Student Level**

The Graduate Student member of the Board who represents a particular Campus will be a member of that Campus Committee. It will be their particular responsibility to bring matters that concern graduate students in the attainment of their academic goals to the attention of the Campus Committee, and to convey issues of relevance from the Board to the graduate student community.

8. **Responsibilities and Procedures of Committees of Advisors**

- (a) Each student registered for a research degree shall have a Supervisor and a Committee of Advisors. Members of the Committee of Advisors shall be appointed before the end of the first Semester of the student's registration in a programme. The Committee shall be made up of at least three persons, one of whom shall be the Supervisor of the student's research. The Supervisor shall have direct responsibility for the academic development of the student, and in particular the research component of the student's programme. The Committee shall be responsible for guiding the student in the timely and satisfactory completion of all aspects of the academic programme, to the highest possible standard. The Committee shall take all reasonable steps to assist the student to overcome any difficulties he or she may be facing in completing the academic programme and to act as a source of advice and support. The Committee will be required to meet at least annually with the student and, based on this meeting, to submit a report on the student's activities to the Campus Committee and the Board.
- (b) It shall be the responsibility of the Campus Committee to ensure that the Supervisors and Committees of Advisors are appointed and are operational for each student, and that the Advisory Committees submit annual reports on the progress of the student. Supervisors will submit an additional six-month report on the student's progress. Supervisors and membership of Committees of Advisors must be sent to the Campus Committee for approval, and must be ratified by the Board [See 3.3 (a)]. The rules, procedures and code of conduct governing the responsibilities of Graduate Students, Supervisors and the Committees of Advisors are set out in the **Graduate Studies Guide for Students and Supervisors**.
- (c) Qualified persons external to the UWI system may be appointed supervisors, but in such cases, a UWI co-supervisor from the Campus on which the student is located must also be appointed. It is recommended that this should also apply when a student is supervised by a UWI staff member from a different Campus. Non-UWI supervisors may be paid a stipend when the student has successfully completed his/her thesis. In cases of co-supervision, both supervisors will be members of the student's Committee of Advisors.