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**Senate**

Subject: Progress Report on Implementation of New Organisational Structure

**Origin: Project Management Board Meetings held on 4 October and 3 November 2010**

**Executive Summary:**

This paper summarises key issues discussed by the Structure Implementation Project Management Board (PMB) at meetings held on 4 October and 3 November 2010. It includes preliminary recommendations on the discharge of responsibilities currently undertaken by the Faculties in relation to Teaching and Research and proposals on the formation of the new School leadership teams. Job descriptions for key roles at School level are presented Senate for comment.

**Senate Action Required:**

Senate is asked to NOTE the discussions that have taken place and the job descriptions attached at Annex B.

**1. Membership and Terms of Reference**

Vacancies on the Project Management Board have now been filled and the Director of Human Resources has been appointed a full member of the PMB on the recommendation of the Human Resources Issues Working Group. An updated membership is attached at Annex A.

**2. Teaching & Learning Working Group**

Preliminary recommendations on the discharge of Faculty responsibilities were accepted by the PMB as follows:

* Each School should appoint an AD(T) who would provide strategic and operational leadership in learning and teaching within their School, but who would also take on a supra-School role. This supra-School role would include working with other AD(T)s, the PVC(T) and colleagues in support services, and acting, on a rotational basis, as an independent assessor of quality and standards in other Schools.
* Roles requiring academic judgement should be core roles carried out by academic staff with specific L&T roles in the new structure, notably AD(T)s and Deans of Schools.
* In the future roles involving communication and liaison between colleagues at University and School level should be carried out by the Registry, Teaching Centre, PVC or Dean of the Graduate School as appropriate.

These recommendations are reflected in the job description of the AD(T) which is included at Annex B.

Further work on the detailed assignment of responsibilities is being undertaken by the Working Group. This will include a review of APR and PPR, a review of the implications for programme and module approval, a review of institutional governance structures with a view to replacing some groups with limited-life working groups and consideration of the opportunities to rationalise and improve current placement provision. Deadlines for submitting detailed recommendations on these issues to the PMB have been set with the aim of completing all reviews by June 2011.

**3. Research & Enterprise Working Group**

Preliminary recommendations on the discharge of Faculty responsibilities in relation to research and enterprise were accepted by the PMB. Schools would require an AD(R) and an AD(E) but this could be a joint role for a single person. The AD(R) would represent the School on the Research Team and assume responsibility for the majority of the role of the Faculty AD(R). This would include overseeing the personal research planning process, in conjunction with the Dean of School, and contributing to institutional strategy in research. These recommendations are reflected in the job description for the AD(R) which is included at Annex B.

**4. Academic Governance Working Group**

The PMB received an update on discussions that had taken place at the Academic Governance Working Group including the following:

* Proposals on the future composition and membership of Senate were being developed and would be brought forward for approval in March/April 2011 together with recommendations on all University committees. The PMB recommended that the size of Senate should not increase, that elected representatives should continue and that the number of staff in the Research & Teaching job family should be used to determine the membership from each School.
* A review of necessary changes to Charter, Statutes, Regulations and Ordinances was being undertaken. It was likely that the statute on Faculties would be amended to incorporate Schools and remove references to Faculty Boards. Amendments to the objects of the University were also being considered. Since amendments to the Charter and Statutes required consideration at Council meetings less than three months apart, the necessary amendments would be submitted to Senate and Council in the Autumn.

**5. HR Issues Working Group**

Significant developments since the last meeting of Senate include the implementation of a new policy on the internal advertisement of posts and the development of robust redeployment procedures; the latter is being progressed through the relevant negotiating committees and HR Committee. The job description for the Dean of School (included in Annex B) has been finalised and the existing procedure for the appointment of Heads of Departments is being used to progress the appointment of Deans of Schools. Where existing Deans have declared an interest, the Provost has assumed responsibility for the recruitment process.

Job descriptions for the following School roles have been developed and agreed by the PMB and are attached at Annex B:

* + Associate Dean (Research)
	+ Associate Dean (Teaching)
	+ School Manager
	+ Head of Department

In the case of the latter, the PMB recognised that the title of Department is subject to approval by Senate. The job description, therefore, defines the changed role of the existing Head of Department in the new organisational structure. It is intended to apply to existing departments only. Senate is asked to note on the proposed job descriptions.

The PMB noted that detailed discussions on the basic HR principles governing the transfer of staff to new Schools and the transfer of staff directly affected by the removal of the Faculties will be discussed at the next meeting of the Working Group. However, it has accepted the principle that candidates for the AD(T) and AD(R) roles should be sought from within the relevant School. New School Manager positions should be advertised as soon as possible after the appointment of the Dean of School and candidates should be sought from all areas of the University.

**6. Teacher Education Unit**

The Committee for the Co-ordination of Teacher Education will require a new governance model following the removal of the Faculties. During the remainder of this academic year 2010-2011 it will lead and coordinate more detailed reviews that will take place as to the future of the TEU which will be prepared by the Deans of the two Schools. Proposals will be brought to Operations Committee and the University Structure PMB.

**7. Academic Leadership Team**

Proposals on the operation of the Academic Leadership Team (ALT) were presented to the PMB by the Vice-Chancellor. The ALT would constitute a central advisory team to the Vice-Chancellor, consisting of the Deans of Schools, Pro-Vice Chancellors, Chief Operating Officer, Director of Finance and the Provost. Other senior members of staff would be invited as appropriate, where specific input or guidance was required. Meetings would be held every fortnight, and would replace much of the business currently considered by the Executive Leadership Team (ELT). It was intended that the ALT would start in a shadow format with monthly meetings taking place from January 2011, once all the Deans of Schools were appointed and would run in parallel with ELT during this period. Part of the aim of the ALT was to forge a closer relationship with academic leadership within the university, by the inclusion of the ten Deans of Schools.

**8. Communication**

A dedicated web-site for the project can be viewed at:

<https://internal.lboro.ac.uk/service/publicity/uniwide/restructure/index.html>

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**Annex A**

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**Subject: Science and Enterprise Park – Summary of Analysis****Origin:** **Pro Vice-Chancellor (Enterprise)** |  |

**Subject: Science and Enterprise Park – Summary of Analysis****Origin:** **Pro Vice-Chancellor (Enterprise)** |   |

**Subject: Structure Implementation Project Management Board Membership and Terms of Reference**

**Origin:** **Operations Committee**

**Membership**

Vice-Chancellor (Chair)

Deputy Vice-Chancellor (Sponsor, Client & Chair as required)

Deans

President LSU

Chair of each Working Group

Jo Corlett

Nick Cope (IT)

Julian Sulley (Technical Services – until 31 December 2010)

Mark Harrod (Technical Services)

Diana Snaith (Administrative Services)

Sandie Dann (Academic)

Jonathan Potter (HoD)

John Richardson (Research Staff)

Rob Allan

Will Spinks (occasional member when required)

Caroline Walker (occasional member when required)

Phil Dickens (occasional member when required)

In attendance: Ian Cairns

With support from Fidelma Hannah (Secretary to PMB) and Andy Wilson (Project Manager)

**Terms of Reference**

* To co-ordinate and oversee the move to a new organisational structure to be implemented from August 2011
* To develop a detailed and comprehensive timetable and ensure that key deadlines are met
* To appoint working groups to undertake all functions required for a successful transition
* To ensure that adequate resources are in place to support the move to schools
* To receive reports and recommendations from the individual working groups
* To report regularly to Senate and Council and ensure that changes are in place by August 2011
* To identify communication needs and to ensure these are met
* To articulate and agree the goals and the definition of a successful outcome

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**Annex B**

**Job Details: Associate Dean (Teaching)**

**Job Description**

**Role Purpose**

To play an integral role in the University’s learning and teaching leadership, thereby contributing to strategic priorities in this core area.

To provide strategic and operational leadership in learning and teaching for the School of *insert details*; responsible for maintaining and developing the School’s excellence in learning and teaching in line with the Institutional learning and teaching strategy and Strategic Plan.

**Responsibilities**

**External to the School**

1. To contribute to institutional strategy in learning and teaching and to represent the School in University learning and teaching fora, notably Learning and Teaching Committee.
2. To work with the other Associate Deans (Teaching), colleagues in the Teaching Centre, E-learning Team, Registry and other support services to ensure that efficient practice in teaching, and effective student learning and assessment are shared across the University and promoted within the School.
3. To act as an independent assessor of quality and standards in other Schools, notably in annual and periodic programme reviews, and in external validations as appropriate. (Note 2.)

**Within the School**

1. To coordinate the development and implementation of School policy in learning, teaching and assessment in line with University strategy with academic and administrative support as determined by the Dean.
2. To work with colleagues in the School to coordinate the development, delivery, review and evaluation of the School’s undergraduate and taught postgraduate programmes.
3. To work in a collaborative manner with the School Associate Dean for Research to ensure both a scholarly and research-informed approach to teaching excellence and excellence in research.
4. To ensure that the School’s provision satisfies the University’s quality assurance/enhancement objectives, and that this is recognised in internal and external assessments, including professional body accreditation as appropriate.
5. To work with the Dean of the School to prepare responses to student-related evaluations, notably the National Student Survey, and to oversee the development and maintenance of learning and teaching practices that address relevant issues.
6. To support and encourage the professional development of School staff in relation to learning and teaching.
7. To pursue his or her own research, scholarship, teaching and enterprise and contribute to the School’s research and teaching programmes.
8. To chair the School Learning and Teaching Committee as appropriate.
9. To participate as a member of the School Senior Management Team (SSMT), which has overarching responsibility for the strategic and operational management of the School, to report to the Team on matters relating to learning and teaching, and to support the Dean in the overall development of the School.
10. To work with the School Manager and advise the SSMT on equipment, space and other resource requirements needed to support the School’s learning and teaching provision.
11. To engage in professional development opportunities in the University consistent with the needs and aspirations of the post holder and the University.
12. To undertake any other related duties as reasonably requested by the Dean of School and the Pro Vice-Chancellor (Teaching).

**Organisational Responsibility**

Reports to: Dean of School

Accountable to: PVC(T) for AD(T) role external to the School

Responsible for: None

**Notes**

1. It is anticipated that responsibilities external to the School of all ADTs will involve a time commitment of up to and not exceeding 0.2 FTE and that this will be reflected in the School workload model.

2. External roles relating to quality and standards and to validation will be carried out on a rotational basis.

3. The time commitment of ADTs to their internal role will be agreed internally and reflected in the School workload model.

4. How responsibilities internal to the School are discharged will be influenced by the internal organisation of the School.

5. In all Schools, the role will be supported by an academic team with specific learning and teaching responsibilities. It will also receive administrative support from the School Administrative Team.

**Person Specification**

**Job Title:** Associate Dean (Teaching)

**Grade:** Senior Lecturer/Reader/Professor

**School:** *Insert details*

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|   | **Essential** | **Desirable** | **Stages in assessment** |
| Leadership Experience | Experience of leadership in learning and teaching, at least at departmental levelExperience of supporting staff engaged in learning and teachingAn understanding of issues facing the UK higher education sector, notably in relation to learning and teaching | Experience of leading national/institutional teaching and/or research collaborationsEngagement with national organisations in relation to learning and teaching  | 1, 31. 31, 31, 31, 3 |
| Teaching Experience | Experience of planning and organising the delivery of quality undergraduate and postgraduate teachingExperience of leading programme and curriculum developmentHigh quality teaching at undergraduate and postgraduate (PGT and/or PGR) levels | Experience of undergraduate/postgraduate admissions processesExperience of managing departmental resources in relation to learning and teaching | 1, 31, 31, 31, 31, 3 |
| Research Experience | Research of national/international standing in his or her field Experience of publishing research outcomes, securing research funding and postgraduate supervision |  | 1, 31, 3 |
| Skills and abilities | Interpersonal, communication and team working skills |  | 3 |
| Training | A willingness to undertake further training and personal development as appropriate and to adopt new procedures as and when required |   | 3 |
| Education | Graduate in a relevant academic discipline  | PhD in a relevant or cognate discipline | 11 |
| Other | To be an advocate for the mainstreaming of the University’s Equal Opportunities policy in all aspects of School activities  |   | 3 |

Stages in assessment: 1. application form at shortlisting, 2. selection test, 3. interview

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**Job Details: Associate Dean (Research)**

**Job Description**

**Role Purpose**

To play an integral role in the University’s research leadership, thereby contributing to strategic priorities in this core area.

To provide strategic and operational leadership in research for the School of *insert details*; responsible for maintaining and developing the School’s excellence and international standing in research in line with the Institutional research strategy and Strategic Plan.

**Responsibilities**

**External to the School**

1. To contribute to institutional strategy in research and to represent the School in University research fora, notably Research Committee.
2. To work with the other Associate Deans (Research), colleagues in the Research Office, Graduate School, Registry and other support services to ensure that efficient practice in research and researcher development are shared across the University and promoted within the School.
3. To represent the School in the international and national academic and practitioner research communities, with the object of promoting the School and enhancing its status and esteem.
4. To contribute to the quality assurance process in respect of research degree programmes with particular reference to the consideration and approval of non standard admissions cases, the appointment of Examiners for research degree submissions, requests for extensions to submission deadlines and for leave of absence, chairing research degree appeal and academic misconduct hearings.

**Within the School**

1. To foster a research environment and culture that includes:
2. Supporting the Dean in maintaining an oversight of the Personal Research Planning process in collaboration with appropriate colleagues.
3. Generating an international reputation for research by recruiting, and successfully supervising, high quality PhD students, winning substantive research contracts, conducting internationally leading research, producing highly cited and respected output and disseminating and promoting that output via prominent international events and by other means.
4. Generating an international reputation for research student development, attracting high calibre home and international research students; generating an influential PGR and research alumni. Taking full advantage of the opportunities offered by the Graduate School.
5. Developing all research staff via appropriate training and PDR.
6. Setting and achieving research targets for the School, its sections, and all staff in line with those for the university.
7. Promoting collaborations in research with external bodies.
8. Creating an inclusive and equitable environment for research staff and students.
9. Promoting collegiality amongst all research staff and research students in the context of research and the overall school.

All of which is to be pursued to a level exemplifying internationally competitive standards.

1. To represent the School in research matters, at appropriate University decision-making bodies.
2. To undertake appeals/grievance/disciplinary issues related to research, as required.
3. To contribute a School perspective to the collegial development of the University.
4. To pursue his or her own research, scholarship, teaching and enterprise and contribute to the School’s research and teaching programmes.
5. To work in a collaborative manner with the School Associate Dean for Teaching to ensure both a scholarly and research-informed approach to teaching excellence and excellence in research.
6. To advise the Dean on the support required for the effective conduct of the AD(R) role.
7. To engage in training programmes in the University consistent with the needs and aspirations of the post holder and the University.

**3. Organisational Responsibility**

Reports to: Dean of School

Accountable to: PVC(R) for AD(R) role

Responsible for: None

**Note**

The workload model of the School will take full account of the duties and responsibilities of the ADR and will ensure time is available for the ADR to pursue his or her own research.

**Person Specification**

**Job Title:** Associate Dean (Research)

**Grade:** Senior Lecturer/Reader/Professor

**School:** *Insert details*

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| --- | --- | --- | --- |
|   | **Essential** | **Desirable** | **Stages in assessment** |
| Leadership Experience | Experience of leadership in research, at least at departmental levelExperience of supporting staff engaged in researchAn understanding of issues facing the UK higher education sector, in relation to research | Experience of leading substantial research collaborationsEngagement with national and international organisations in relation to researchExperience of postgraduate research student admissions processesExperience of managing departmental resources in relation to research | 1, 31. 31, 31, 31, 31, 31, 3 |
| Research Experience | Experience of supporting high quality research applications and interaction with the research office Experience of leading research projectsResearch of national/international standing in his or her field Experience of publishing research outcomes, securing research funding and postgraduate supervision | Experience of postgraduate research student admissions processesExperience of managing departmental resources in relation to researchExperience of preparing submissions to the national research assessment exercise. | 1, 31, 31, 31, 31, 31,31,3 |
| Skills and abilities | Interpersonal, communication and team working skills |  | 3 |
| Training | A willingness to undertake further training and personal development as appropriate and to adopt new procedures as and when required |   | 3 |
| Education | Graduate in a relevant academic discipline. PhD in a relevant or cognate discipline |  | 11 |
| Other | To be an advocate for the mainstreaming of the University’s Equal Opportunities policy in all aspects of School activities  |   | 3 |

Stages in assessment: 1. application form at shortlisting, 2. selection test, 3. interview

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**Job Details: Head of Department**

**Job Description**

This is a new role for which the following job description is proposed.

**Role Purpose**

To provide leadership and representation within the School, the University and the academic community for one of the departments in the School.

To align the department’s research, teaching and enterprise activities with the School and University Strategic Plans.

To ensure the integration of the Department within the overall School activities by (a) identifying and promoting academic synergies within the School and (b) by enabling the integration of School support staff.

To adopt a collegiate, inclusive approach to coordinating the department’s current activities and their future development.

**Responsibilities**

1. To play an integral role within the School’s Senior Management Team (SMT), thereby contributing to the development of the School.
2. To have responsibility, within the SMT, for the identity of the department.
3. To support the Dean of School and other members of the SMT in order to allocate School funds for activities in a strategic and transparent manner.
4. To engage, as determined by the Dean, with the Associate Deans and the School Manager, in activities to support the School’s Strategic Plan.
5. To advise the Dean on the allocation of teaching and administrative responsibilities to academic staff within the department, taking account of the School workload model.
6. To maintain a supportive environment for academic and research staff, organising high quality mentoring for individuals' research and teaching development.
7. Co-ordinate the running of PDP and PDR within the department.
8. To encourage appropriate staff promotion and merit award submissions for consideration by the Senior Management Team.
9. To monitor and evaluate progress of the department against agreed criteria devised by the School and University.
10. To report to the Senior Management Team on matters relating to the department’s activities.
11. To undertake any other related duties as reasonably requested by the Dean of School.

**Organisational Responsibility**

Responsible to: Dean of School

Responsible for: Academic and Research Staff as assigned by the Dean of School

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**Job Details: School Manager**

**Job Description**

This is a new role. It will be a Management and Specialist post, the grade will be determined by Job Review.

The School Manager has a key role as a member of the School Senior Management Team (SSMT), with overall responsibility for the effective co-ordination and integration of administrative, technical and academic support functions.

As such, (s)he will be responsible to the Dean for the development and implementation of management processes to support the delivery of the School’s objectives. (S)he will provide leadership and management to a team of professional staff, ensuring that effective systems and structures are in place to enable the delivery of the School’s development plan. The University regards School Managers as key to delivery of the mission and objectives of the University. The School Manager will report to the Dean of School, with a functional reporting relationship to the Chief Operating Officer.

The post requires a highly motivated individual, with excellent communication and leadership skills and significant experience in managing people, diverse projects, preparing management information, and monitoring performance against financial and business targets.

**Role Purpose**

To work closely with the Dean of School and the SMT on strategic issues; assisting with the development and implementation of the School’s Development Plan; providing leadership for support functions.

To work closely with the Chief Operating Officer and other School Managers to ensure alignment of School policies and activities with University strategy.

**Responsibilities**

1. Leadership – School
	1. To be an integral part of the SMT of the School supporting the SMT and specifically the Dean with the development and implementation of the School’s development plan in the context of the University’s strategy and goals.
2. Leadership – University
	1. To represent the School on appropriate University committees, and to liaise on behalf of the School with support sections of the University at a strategic level.
	2. To represent the School at regular meetings of all School Managers, chaired by the Chief Operating Officer.
3. Staff Management
	1. To lead, direct and manage all support staff within the School and to promote a culture of equity and inclusivity.
	2. To develop, implement and monitor procedures and a working environment that will secure the wellbeing and safety of all staff.
	3. To work with Human Resources to implement and monitor appropriate development programmes for all staff.
4. Resource Management
	1. To assist the Dean in ensuring that the strategic and operational planning, management and monitoring of the School’s finances are sound; and financial resources are deployed in ways that are aligned with the School’s strategic aims and objectives.
	2. To keep under review the School’s organisational structures, resource allocation and deployment and to bring about changes where necessary in the pursuit of strategic aims and objectives.
	3. Working with the SMT and the Finance Office, to develop the School’s annual business plan reflecting the School and University’s strategy.
	4. To assist the Dean in managing the annual operational budget of the School.
	5. To implement robust procedures for procurement and budgetary control.
	6. To assist the Dean in maintaining a transparent academic staff workload model; overseeing the collection of data necessary for this.
	7. To assist the Dean and work with the Director of Finance to contribute to the continuous review of University-wide finances.
5. Process Management
	1. To ensure effective and efficient administrative systems are in place to support excellence in research, scholarship, teaching and enterprise.
	2. To direct the implementation of University policies in all areas of operation across the School and to ensure that these are effectively delivered and consistent with the School’s and the University’s requirements.
	3. To ensure that University policies and procedures are effectively implemented within the School, feeding back to policy originators any concerns or difficulties that may arise.
	4. To direct the implementation of University policies in the School in relation to issues of statutory compliance, for example: health, safety and environment, data protection, freedom of information, disability and equality of opportunity.
6. Information Management
	1. To collate and supply management information for the School and develop systems for monitoring progress against its Development and Business Plans.
7. Risk Management and Governance
	1. To understand risks / issues within the School and contribute to the development of a risk register.
	2. To take actions to reduce and mitigate risk.
	3. To contribute to the development and testing of the University’s risk and crisis management plans which will be utilised in crisis situations or when serious unexpected events occur.
	4. To ensure that the School adheres to the requirements of the University’s Charter, Statutes and Regulations
8. Other
	1. To engage in professional level development which is consistent with the needs and aspirations of the post-holder, the School and the University.
	2. To develop collaborative working relationships with other School Managers and colleagues in central service functions.
	3. To undertake such other duties as may be reasonably requested and that are commensurate with the nature and grade of the post.

**Organisational Responsibility**

Reports to: Dean of School

Accountable to: Chief Operating Officer

Responsible for: All support staff within the school

**Person Specification**

**Job Title:** School Manager

**Grade:** Management and Specialist (grade to be determined by Job Review)

**School:** *Insert details*

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|   | **Essential** | **Desirable** |
| Experience | Substantial line management responsibility, including experience of conducting staff appraisals and management of HR issues Experience of operational planning and the preparation and monitoring of budgets and targets of a complex organisationCompilation and interpretation of management information for performance monitoringDevelopment or enhancement of administrative systems involving other staffExperience of working in a confidential environment | Experience of general management role in a HE environmentUnderstanding of marketing and promotional issues in HEExperience of external client/ partner liaisonExperience of financial modelling and forecasting  |
| Skills and abilities | High level of interpersonal, communication, negotiating and team working skills, commensurate with working at a senior level.Ability to develop financial and business modelling skillsAdvanced ITC skills relevant to constructing and working with financial and information databasesWork using their own initiative to prioritise work and meet deadlinesPossess complex high level analytical and problem solving skillsPlanning and project management skillsConcern for thoroughness and accuracyAbility to adapt to, and function effectively within, different organisational structures |  |
| Training | Willingness to undertake further training as required and to adapt to new procedures as and when required |  |
| Education | Educated to degree level or equivalent | Post experience / postgraduate general management qualification to Diploma levelMembership of a Professional Body |
| Other | Commitment to observing the University’s Equal Opportunities policy at all times, with responsibility for ensuring the compliance of others  |   |