

Introduction of Faculties:

Proposal for operational management structures within Academic Schools

The University is committed to a full re-refresh of structures within its academic Schools as part of the formation of the new Faculties. To date we have agreed and appointed to the senior level in all Faculties such that the Executive Deans, Heads of School and Associate Deans have all been appointed. We now turn our attention to the structures that sit within the Schools and are under the direct remit of each Head of School.

The current situation is that there is a very varied set of structures across Schools. The outcome of this is significant operational variation between Schools in terms of roles. There is also a disparity in terms of the level of individuals undertaking each role and a disparity in the number of staff/students/ courses that each individual is responsible for. There is a need to address these disparities and differences and to do so in a way that ensures that we can meet the future priorities of the institution, whilst supporting the progression of colleagues.

The proposals set out in this document need to be considered in the context in which the university finds itself. There is an imperative to diversify the portfolio, particularly in relation to postgraduate study, alternative forms of learning and increased international cohorts. We need to both grow the university and its offering, whilst maintaining and increasing quality of provision and the student offer more generally. These changes will require a nimble, flexible, and forward-thinking approach. It is also crucial that these developments are undertaken in the spirit of fairness, transparency, and equity. The University is keen to encourage staff to develop leadership experience as part of their career development. The intention of these proposals is to create a range of opportunities for colleagues which will support the positive direction of travel of the university and will also contribute to the delivery of the strategic plan.

1. Faculty Academic Leadership

The following proposals should be viewed in the light of the fact that the Executive Dean has overall management responsibility for all academic staff in the Faculty and line manages Heads of Schools, University Executive Managers and Faculty Associate Deans.

2. School Leadership

The University appoints Heads of School who, in cooperation with the appropriate Executive Dean, have operational responsibility for providing School leadership and management. As the Head, they are a senior manager within the University and are responsible for the overall operational management for the School working with their School Management Group. They

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work within the context of the University's management systems, priorities and principles and are responsible to the Executive Dean. The Head of School is a significant player in strengthening Liverpool Hope's ability to work effectively and efficiently in an interdisciplinary way. They are expected to bring regional/national perspectives on current issues, and to anticipate and respond to the impact of Government policy and other external agendas.

The Head of School is expected to develop a business plan for the School, which will include; student recruitment and retention priorities, staffing plans, curriculum development and research and knowledge exchange plans, raising the local, national and international profile of the disciplines and the School. They are responsible for achieving School objectives within the University's Strategic Plan. The Head also works closely with the other Heads of School within the Faculty, the Executive Dean, the Associate Deans and other colleagues, to ensure that their School achieves excellence in Teaching, Learning, Research, Scholarship and Knowledge Exchange whilst ensuring that the School continues to grow and be financially sustainable.

The Head is expected to maintain good and clear communications within the School enabling the development of innovative curriculum and/or research initiatives, and to inform the Faculty Executive Dean of business development potential and of any resource requirements.

Thus, leadership of the School is the responsibility of the Head of School and all colleagues in the School are answerable to the Head of School. The University however accepts that effective management occurs where each individual has around 12 individuals reporting to them. Where the School comprises greater than 12 colleagues then a system of academic cluster leads may be introduced to assist the Head to ensure that line management of colleagues can be performed effectively (see Section 3 below).

Individual courses/programmes will then be managed on an operational level by course/programme leads (see section 4 below).

3. Cluster leads

The Heads of School can reasonably be expected to line manage approximately 12 academic staff. Where the size of the School indicates it to be necessary, all staff within the School over and above those who are line managed by the Head, will be grouped into clusters which each account for 6 -12 staff. Each cluster will have a lead academic identified from within the existing staffing of the School.

The Cluster lead will assist the Head by having responsibility for line management of these staff including performance review, absence monitoring, probation and identification of development needs. This work will be performed in close collaboration with the Head of School who retains overall responsibility. The Cluster Lead will have the following accountabilities:

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Role Title: Cluster Lead

Purpose of Role:

To line manage academic staff as identified by the Head of School.

Key Duties:

Providing outstanding academic leadership to the School through:

- Ensuring that all staff are engaged and motivated to achieve the highest standards of performance in a collegiate and mutually supportive environment through effective line management.
- In conjunction with the HOS, ensuring and enhancing the wellbeing of staff and students

Providing Staff Management to ensure all colleagues can maximise their potential by:

- Being responsible for all facets of staff management and development, including overseeing the annual review of all staff.
- Ensuring that, in conjunction with the University Staff Allocation Model, staff resources are effectively and fairly deployed within the School
- Supporting the HOS to ensure that high quality scholarly and professional practice is undertaken by staff.

Undertaking any other commensurate reasonable duties as requested by the Head of School.

The Cluster Lead role will be part of the standard workload of a colleague who is Grade 9 or 10 and will be awarded 120 hours in the SAM. Where there is not a grade 9 colleague available to undertake this responsibility, it may be taken up by a grade 8 colleague who will receive a financial supplement of £5000 pro rata for the period during which they are undertaking this role. Colleagues at grade 9 on pay spine point 44 or 45 who perform the role of Cluster Leader will move to point 46 on the pay spine on a temporary basis until they naturally increment to this point or no longer perform the role. This is to ensure equity in maintaining the differential between the top of a Grade 8 receiving a 5k allowance.

Appointment of colleagues to these roles will be undertaken jointly by the Executive Dean and relevant Head of School. Initially this will be through translations of existing roles or expressions of interest, but where this does not result in an appropriate colleague stepping forward an alternative approach will be used. These appointments will normally be made for 2 years. The intention is to give regular occasions for colleagues to take up these roles to provide valuable staff development opportunities.

4. Course/Programme Leads

Each course/programme or group of coherent courses/programmes will be allocated a course/programme lead who will have the responsibility of ensuring that the course functions appropriately on a day-to-day basis. This includes ensuring that teaching, assessment, timetabling and documentation related to this course are put in place and run according to the University's expectations. Where courses/programmes account for smaller numbers of students they may be grouped together under a single course/programme lead. The role is as described below:

Role Title: Course/Programme Lead

Purpose of the role:

To ensure that the course(s)/programme(s) function appropriately on a day to day basis. This includes ensuring that teaching, assessment, timetabling and documentation related to this course are put in place and run according to the University's expectations.

Key Duties:

- Take responsibility for the currency and appropriateness of course/programme content, aims and outcomes
- Ensure that the Definitive Document is kept up to date;
- Work with the Head of School/Cluster Lead to ensure that the course/programme has sufficient staffing and other resources
- Maintain the course/programme pages on Moodle
- Oversee the selection of student reps for the course/programme, engage with them to receive and respond to feedback on a regular basis;
- Respond to enquiries from potential applicants, as required;
- Liaise with the Associate Dean (Student Experience) and the Head of School /Cluster Lead to ensure appropriate monitoring of student progress and attendance;
- Take steps to increase student retention, progression and achievement for the course/programme, including follow up of students causing concern where approaches from the Personal Tutor have not reflected an improvement;
- Be responsible for the evaluation of the course/programme through the university course evaluation system and the NSS;
- Attending committee and other meetings such as Assessment Boards as directed by the Head of School
- Other duties connected with the course/programme and its operation as allocated by the Head of School.

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The Course/programme Lead role will be part of the standard workload of a colleague who is Grade 8 or above and will be awarded 50 hours in the SAM. The Course/Programme Leads will report to the Cluster Leads or to the Head of School as appropriate. Where there is not a grade 8 or above colleague available to undertake this responsibility, it may be taken up by a grade 7 colleague who will receive a financial supplement of £3000 pro rata for the period during which they are undertaking this role.

Appointment of colleagues to these roles will be undertaken jointly by the Executive Dean and relevant Head of School. Initially this will be through translations of existing roles or expressions of interest, but where this does not result in an appropriate colleague stepping forward an alternative approach will be used. These appointments will normally be made for 2 years. The intention is to give regular occasions for colleagues to take up these roles to provide valuable staff development opportunities.

5. Other Leadership roles

In each School, as currently, it is expected that every course will have Level Leads/ Block Leads where this is appropriate. These will have an allocation on the SAM which will be agreed with the Head of School according to need.

There may be a need to make specific arrangements related to specific curriculum areas. These arrangements will be proposed by the relevant Executive Dean and will be subject to agreement by UEB.

This proposal is intended to set out a basic norm for each School. Given the disparity of subjects, disciplines and need for specialist support (e.g. for placements) it is expected that some Schools will need to have variations on these norms but that they will be used as a starting point in all areas.

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