



LIVERPOOL
HOPE
UNIVERSITY

1844

Consultation on matters related to the introduction of Faculties.

USET have decided that the University should establish an academic structure of four faculties under which all existing Schools and Departments will be accommodated. This will have a number of benefits including:

- Creating some economies of scale.
- Ensuring consistency of approach where it is necessary.
- Promoting and facilitating academic and administrative collaboration.
- Clarifying and consolidating academic line management and links to USET.
- Creating larger administration teams to provide more resilient service for staff and students.
- Promoting consistency of processes and sharing of good practice across administrative and academic teams.
- Reducing the current number of School/Dept associated Committees to a more manageable number, freeing up time and reducing bureaucracy.
- Supporting the strategic plan by requiring a Faculty norm for outcomes in relation to continuation, completion, progressions, SSRs and financial return.
- Improving communication across the university.

Essentially, this is a consultation on a reordering of the academic areas of the University to more effectively meet the delivery the new Strategic Plan.

This consultation will take place in two phases.

Phase 1:

Phase one of this process invites the University community to give feedback on the following:

1. The proposed models of combining Schools and Departments into Faculties.
2. The proposed senior staffing structure for each Faculty.
3. The proposed arrangements for administrative support.

The Phase 1 consultation will take place 16 October 2023 to 11 November 2023.

You will be able to give feedback via an online form [available here](#) which will remain open throughout the phase 1 consultation period. There will also be drop in opportunities for feedback on the Creative Campus (30 October 2023 12.30-13.30 COR114) and at Hope Park (25 October 2023 16.00-17.00 EDEN005). As the consultation progresses we will build an ongoing series of FAQs derived from received responses and we will make these available to all colleagues.

The outcome of this phase of consultation will be discussed at USET on 14 November 2023, presented to the University Senate (Extraordinary meeting) for consideration on 20 November 2023 and subsequently given to University Council for information on 22 November 2023. There will be a 'soft launch' of the Faculty structure in January and a fully implemented launch of the Faculties in September 2024. A timeline is given at the end of this document.

Phase 2:

Phase two of this process will consider the detailed staffing plans for those posts that sit under the senior leadership team in each Faculty. This phase will take place after Christmas and there will be further opportunities for consultation on this detail. Dates for Phase 2 of this process will be released at the appropriate time.

Phase 1 Consultation:

1. Proposed models of combining Schools and Departments into Faculties.

The division of Academic Schools and Departments into Faculties is a complex exercise. There are multiple potential models and many have been considered before reaching this point. The following principles were used in selecting the presented models:

- To move the existing Schools and Department in an intact form into the new Faculties.
- To ensure, as far as possible, that colleagues within a Faculty have similar academic approaches and outlook
- To ensure that the Faculty portfolio has academic coherence
- To create four Faculties of approximately the same size in terms of staff and student numbers so that sufficient finance and resources to grow and develop are available to each of the Deans.

As a result, the University is considering the two following models and would welcome the Hope community's views on their strengths and/or weaknesses or any other appropriate observations.

Model A

| New Faculty | Existing School/ Departments to be included |
|--|--|
| Faculty of Professional Studies | School of Education |
| | School of Social Science |
| | |
| Faculty of Business and Law | Business School |
| | School of Criminology and Law |
| | |
| Faculty of Humanities and Creative and Performing Arts | School of Creative and Performing Arts |
| | School of Humanities |
| | |
| Faculty of Science | Department of Geography and Environmental Science |
| | School of Health and Sport Sciences |
| | School of Mathematics Computer Science and Engineering |
| | Department of Psychology |

Model B

| New Faculty | Existing School/ Departments to be included |
|--|--|
| Faculty of Education and Psychology | School of Education |
| | Department of Psychology |
| | |
| Faculty of Liberal Arts | Business School |
| | School of Criminology and Law |
| | School of Social Science |
| | |
| Faculty of Humanities and Creative and Performing Arts | School of Creative and Performing Arts |
| | School of Humanities |
| | |
| Faculty of Science | Department of Geography and Environmental Science |
| | School of Health and Sport Sciences |
| | School of Mathematics Computer Science and Engineering |

Consultation Questions:

- a. What do you see as the advantages or disadvantages of either/both of these models?
- b. Are there any amendments (in line with the benefits and principles listed) that you would like us to consider?
- c. Are the Faculty names appropriate? If not, why not? What would you suggest instead?

2. Proposed senior leadership for each Faculty.

The University is proposing that the senior leadership team in each Faculty has the following composition. (This will vary between teams of 6 and 9 individuals depending on the model agreed):

| |
|--|
| Faculty Dean |
| Role: strategic responsibility for the development and performance of the Faculty. |
| To be drawn from the existing senior leaders of the Schools/Departments in the proposed Faculty, following a call for expressions of interest against a Faculty Dean job description/person specification and a consequent selection process. |
| Heads of School/Department |
| Role: Strategic and Operational responsibility for subjects within the relevant portfolio. |
| To be filled by existing senior leaders of the relevant Schools and Departments whose roles will be relatively unchanged. Where existing Heads are appointed to Faculty Dean, a new Head of School/Department will be sought from the staff within that School/Department. This will be done through a call for expressions of interest against a Head of School/Department job description/person specification and a consequent selection process. (Note that those individuals already in these roles but with alternative titles, such as Dean of School, will retain these titles). |
| Associate Deans |
| Role: Oversight and responsibility for specific matters on a cross Faculty basis. There will be three appointments for each Faculty as follows: Associate Dean Student Experience Associate Dean External Engagement Associate Dean Research |
| To be filled by existing colleagues from the relevant Schools and Departments. This will be done through a call for expressions of interest against an Associate Dean a job description/person specification and a consequent selection process. |
| University Executive Manager |
| Role: Oversight of the administrative processes of the Faculty. |
| To be filled by the existing University Executive Managers, each to be attached to one of the new Faculties through a process to be agreed |

The detail of how to an express an interest for any of the available roles above will be shared at a later date. The intention is to appoint Faculty Deans as soon as possible after the Faculty structure is agreed.

Phase 2 of the consultation will include discussion of other roles within the Faculties such as Subject Leader.

Consultation Question:

- d. Do you have any comments on the proposed model for the senior leadership structure in each Faculty?

3. Proposed arrangements for administrative support.

To ensure that every Faculty has an equitable and flexible level of administrative support we are proposing that the current School and Department administrative offices are merged as dictated by the agreed model to form four Faculty Administration teams. To facilitate effective working there may be a need for these Faculty teams to be split into different offices on a geographic basis but the intention would be that they perform a Faculty wide function whatever their location.

Consultation Question:

e. Do you have any comments on the amalgamation of School/Department administration offices to a Faculty level?

Timeline* for Introduction of Faculties:

| Date | Activity |
|------------------------|--|
| 9 October 2023 | USET to decide model(s) and structural detail to be released for consultation. |
| 16 October 2023 | Post USET proposed model to be briefed Heads of School/Department. |
| 16 October 2023 | Proposed model released to full University community |
| 25 October 2023 | Drop in consultation opportunity at Hope Park EDEN005 |
| 30 October 2023 | Drop in consultation opportunity at Creative Campus COR114 |
| 11 November 2023 | Online feedback suspended and comments collated |
| 14 November 2023 | USET to agree final proposal for presentation to Senate |
| 20 November 2023 | Proposed new Faculty structure to be discussed by an extraordinary meeting of the University Senate |
| 22 November 2023 | Proposed new Faculty structure to be shared with University Council |
| w/c 27 November 2023 | Call for expressions of interest for Faculty Deans |
| w/c 11 December 2023 | Interviews with potential Faculty Deans |
| w/c 8 January 2024 | Announcement of Faculty Deans |
| 8 January 2024 onwards | Call for expressions of interest in other senior roles where these are not already naturally filled |
| 6 April 2024 onwards | Administrative teams within new structure begin to operate co-operatively under direction |
| 6 April 2024 onwards | Professional services units begin necessary changes to SITS, website, allocation of nominated officers etc |
| 1 August 2024 | Administrative start of new Faculty structure (new budget year). |
| 1 September 2024 | New Faculty structure commences for staff and students. |

*These dates may be subject to minor change, should circumstances require it, but the overarching intention is to move to fully functional Faculties in time for the start of academic year 2024/25