

Business Case for Consultation

Proposed Organisational Change in the Senior Academic Management Structure

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November 2022

1. Introduction

- The business case outlines the proposed organisational changes to the University's Senior Academic Management and Academic Faculty Structures.
- The purpose of the proposed enhancements to the existing University Academic Management structure are to ensure future stability, consistency and alignment with sector comparators / benchmarks.
- A proposed timeline is included in Section 6 below, for an orderly implementation is anticipated for completion by 31 July 2023 and effective from the 2023-24 academic year.
- There are no redundancies from the University associated with the change.

2. Background

Both the University's Academic and Senior Academic Management Structures have evolved through a series of separate and connected changes to reflect the structure of a modern and progressive University.

The key changes to date have included the Academic Career Pathway, Academic Promotion Process and Academic Management Structure, amongst other positive developments. As the University progresses with the shared objective of Vision 2030, it is proposed to continue with this progression and address the remaining structural issues within both the Academic Faculty Structure and Senior Academic Management Structures.

3. Current Academic Structure

The University's current Academic Structure consists of two Faculties and two Institutes as follows:

- Faculty of Sport Allied Health and Performance Science
 - Department of Sport and Exercise Science
 - Department of Health Sciences
 - Department of Psychology and Pedagogical Science

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- Faculty of Business and Law
 - School of Law
 - School of Business
- Institute of Theology and Liberal Arts
 - Department of Theology and Liberal Arts
 - Department of Drama and Film
- Institute of Education
 - Department of Primary Education
 - Department of Secondary Education
 - Department of Partnerships

Within these units, the University has a mixed structure of Deans / Directors > Associate Deans of Research and Student Experience or Research Leads > Heads of Department > Subject/ Programme Leads > Course Leads.

As a University, we have been responsive and successful in addressing staff concerns for greater personal development and promotion opportunities, through the introduction of Academic Career Pathway, and the structure of Subject/Programme and Course Leads. As a result, this structure will not be affected by the proposed changes. Workplace Learning will also be unaffected by these changes.

However, the current inconsistency in structure is creating bureaucratic inefficiency and a lack of clarity over responsibility for activities.

4. Proposed Changes

Faculty Structure

It is proposed that the University's academic structure should be focused around three consistent Faculty units, each inclusive of two Schools. Each Faculty will have a consistent management structure and clear responsibilities / accountabilities which staff understand and recognise.

The three Faculty structure is also future proofed, having been developed with future growth in mind and in alignment with the University's 2030 Strategy for growth in student numbers.

The Faculty and School structure are being proposed as follows, with each Faculty containing two Schools:

- Faculty of Sport, Applied Sciences and Allied Health
 - School of Applied Science
 - School of Allied Health
- Faculty of Business and Law
 - School of Business
 - School of Law
- Faculty of Education, Theology and Creative Industries
 - School of Education
 - School of Theology and Creative Industries

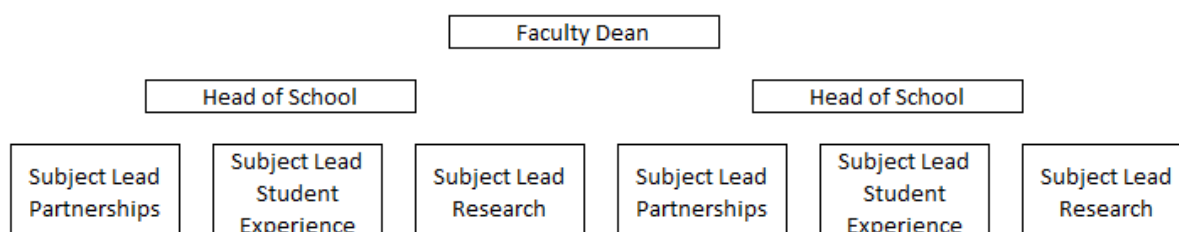
The critical changes are the merger of the Institute of Education and the Institute of Theology and Liberal Arts into a single Faculty of significant scale and impact. In addition, the Faculty

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of Sport, Applied Sciences and Allied Health will change from three Departments to two Schools.

Managerial Structure

Each Faculty will have a consistent management structure* as set out below, in addition to, the existing structure of Subject / Programme Leads and Course Leads which are unchanged by this process.



*the Faculty of Education, Creative Industries and Theology will have an amended structure to take account of the regulatory requirements of initial teacher training detailed below.

Dean of Faculty

The job description for the post of Dean of Faculty of Education, Theology and Creative Industries is provided as Appendix 1. This is a permanent role.

It is recognised that there is a need for greater consistency and proportionality in approach between academic units, with the aim of sharing and spreading best practice across the University. To facilitate this, each Faculty Dean will be given a corporate responsibility for either Partnerships, Student Experience or International Recruitment. Deans will then work across the different Faculties and Schools to drive consistency, working closely with appointed Subject Leads whom are appointed to manage delivery in each School and other key stakeholders.

Head of School

The job description for the post of Head of School is provided as Appendix 2. The role is a secondment appointment for 5 years, with the individual retaining the right to revert to their substantive academic role.

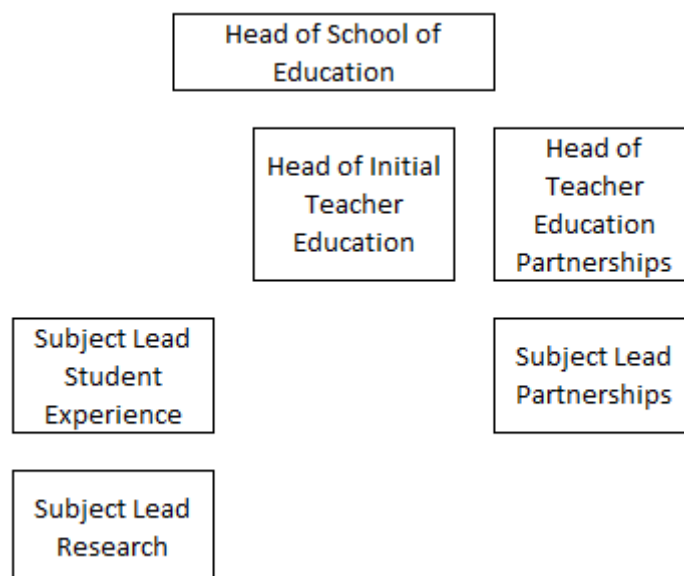
Consolidating the University's Departments in Schools, moves the University into alignment with practice in the University sector and ensures colleagues have common career paths both internally and externally.

An individual wishing to step down from the role shall be required to give three months' notice in writing to the Dean.

School of Education

The School of Education faces unique challenges as a result of its complex regulatory landscape relating to the Department of Education and the impact of rigorous external review by OFSTED. Maintaining regulatory compliance and good standing with OFSTED is critical to the future of the School, Faculty and University as one of the UK's centres of teaching excellence.

The structure for the School of Education will be supplemented by a Head of ITE and a Head of Education Partnerships.



The job description for the post of Head of Initial Teacher Education and Head of Teacher Education Partnerships is provide as Appendix 3 and 4 respectively. The role is a secondment appointment for 5 years, with the individual retaining the right to revert to their substantive academic role.

An individual wishing to step down from the role shall be required to give three months' notice in writing to the Head of School.

Subject Lead Partnerships and Subject Lead Student Experience

The duties description for the Subject Lead Partnerships and Subject Lead Student Experience are provided as Appendix 5 and 6 respectively.

Duties will normally be undertaken on a three-year rotation basis. It is anticipated that the role will move after a single rotation to afford other colleagues the opportunity to develop their career path. However, by exception an individual may continue for a further three-year rotation after due consideration. It is not anticipated that a member of staff will undertake more than one Subject Lead responsibility.

In accordance with the Academic Management Structure, the role will be undertaken on a three-year rotation basis. For the duration of the appointment, an allowance of £3,000 will be offered and between 150 hours and 500 hours will be made within the workload model for the completion of these duties.

In recognition of the leadership requirements of the role, it will normally be undertaken by a colleague with significant academic standing for example, an Associate Professor or Professor. If a Senior Lecturer is appointed to the position of Subject Lead, they will receive a top-up allowance which is equivalent to the difference between the current spine point and bottom point of the Associate Professor scale (spine point 42). Where the Senior Lecturer scale overlaps with the Associate Professor scale no top-up allowance will be paid.

An individual wishing to step down from the role shall be required to give three months' notice in writing to the Head of School.

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Research Structure

The University has made significant progress in developing its research capability in line with the Research Strategy. Key to this has been the awarding of RDAP and the successful REF 2021 submission, which has grown the University's research funding which is being reinvested into staff research opportunities.

However, the University's research output remains focused in relatively narrow spheres and there is a need to improve the University's research infrastructure and consistency in approach and output to sustain and improve our REF standing. To move this forward, a Director of Research role is proposed which will provide academic leadership to the Research Office and co-ordinate across the University.

Director of Research and Subject Lead Research

To drive this change, it is proposed that the post of Director of Research is established, reporting directly to the Provost and Chief Academic Officer. The role will provide academic leadership to the University's Research Services function and will be supported by a cross-network of Subject Lead Research duties, one in each School, to drive consistency of approach and further developments in this area.

The job description for the Director of Research is provided as Appendix 7 and this is a permanent role.

The duties description for Subject Lead Research is provided as Appendix 8.

In accordance with the Academic Management Structure, the Subject Lead Research role will be undertaken on a three-year rotation basis. For the duration of the appointment, an allowance of £3,000 will be offered and between 150 hours and 500 hours will be made within the workload model for the delivery of these duties. It is not anticipated that a member of staff will undertake more than one Subject Lead responsibility.

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An individual wishing to step down from the role shall be required to give three months' notice in writing to the Head of Department.

5. Timescales

w/c 21 November 2022 - Open consultation

w/c 28 November 2022 – Mid-point meeting

19 December 2022 – Close consultation

January 2023 - Outcome to consultation communicated (Indicative / Subject to Change)

January / February 2023 – Selection process to populate the structure (Indicative / Subject to Change)

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The recommendation is for the change programme to be complete by 31 July 2023 to enable the new structure to be in place for the new academic year.

6. Process for Change

Consultation

St Mary's University recognises the value and importance of obtaining the views and suggestions of all academic staff about these proposals for greater transparency as well as, collective contributions based on the knowledge and experience of those directly involved. The process of consultation essential to informing the finalised proposal and finalised outcomes.

During the consultation period, individuals are invited to provide feedback on the proposed organisational structure and job descriptions.

Comments or questions regarding the proposals should be conveyed directly to University via the following email address: AMSconsult@stmarys.ac.uk

Following feedback provided during the consultation period, consideration will be given to whether any changes to the proposals are required.

Changes to the proposals will be communicated to academic staff in an outcome to consultation document, published under staff announcements.

People Impact

No staff are at risk of redundancy as a result of this change.

Individuals currently seconded to the Head of Department role will complete their current term of office on 31 July 2023, before reverting to their substantive roles.

Populating the Structure

Subject to the outcome to consultation, the broad outline of the process for populating the new structure will be phased.

The University recognises the unique challenges and operational pressures of each Faculty and the process for populating the structure in phase 2 and 3 will be undertaken at a Faculty level under the direction of the Dean.

Title	Availability	Phase
Dean of Education, Theology and Creative Industries	Internal and external applicants	1
Director of Research	Internal and external applicants	1
Heads of School	Internal and external applicants	2/3
Education Heads	Internal applicants in the first instance	2/3
Subject Lead Partnerships	Internal applicants in the first instance	3
Subject Lead Student Experience	Internal applicants in the first instance	3
Subject Lead Research	Internal applicants in the first instance	3

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Appointments are expected to be effective from 1 August 2023, but this may be subject to change based on individual circumstances.

7. Employee Assistance & Support

Further support and advice can be obtained from the Employee Assistance Scheme. This is an independently run confidential service available to you. The Employee Assistance Scheme can be contacted on 0800 358 4858 (free from a landline) or 0330 332 9980 (uses mobile 'contract minutes).