Organisation of the School of Social Sciences 2022-2023

1 Structure

The School's management framework seeks to achieve the following:

- A lean and efficient structure;
- Clear lines of accountability and responsibility;
- Strong strategic focus on the University's three core goals;
- Clear leadership of the School's Departments;
- Enhanced and consistent staff support and development;
- Promotion of collegiality.

The School structure provides a strategic focus on the Universities core goals, we will be following the Faculty Plan which follows the University Our Future Vision and Strategic Plan which seeks to transform the School's performance across all areas of activity. Leadership of the School is provided by the Head of School supported by the Directors, Head of School Operations and Head of Teaching, Learning and Student Experience. There are Directors for each of the University's three core goals: Research, Teaching, Learning and Student Experience and Social Responsibility, in addition there is a Director of PGR, Director of External Relations and Director of ED&I. All six Directors are directly accountable to the Head of School and indirectly to their respective Faculty Vice-Deans. They are responsible for strategy and policy in their respective areas. There are also leads for e-Learning and Employability (sits under Teaching and Learning) and Business Engagement, Internationalisation (sits under Research) and Environmental matters (sits under Social Responsibility).

The Heads of Department (HoD) take responsibility for their department. This includes line management of academic staff (research and teaching and teaching only), recruitment of academic staff, P&DRs including PREP and management of teaching and research within the Department. Tasks relating to the management of the Department can be delegated by the HoD. The departments are largely autonomous in terms of how they organise and manage their area. Contributing to the effective functioning of the School is a responsibility of all academic staff. Department practice is to share administrative tasks among colleagues, on the principle that there should be a rough equality in their distribution, as appropriate to the experience of individuals; and that there should in general be rotation of the tasks that make the heaviest demands. Academics undertaking larger roles receive credits against their teaching and, in some cases, marking in order to give them the time required to carry out their duties. There is an expectation that the 20% of time for administration (based on the Teaching and Research Model 40:40:20, Teaching and Scholarship Model (60:20:20), will cover some of these roles.

> Strategic Management Roles at School level - Head of School, Director of Teaching, Learning & Student Experience, Director of Research, Director of PGR, Director of Social Responsibility Director of ED&I, Director of External Relations and HoDs receive additional remuneration and are the only roles to do so as well as credits in the Work Allocation Model. These roles are advertised when vacant and a formal selection procedure has to take place.

See appendix 1a Leadership & Management Structure and 1b PS Leadership & Management Structure and appendix 2 School Governance

2 School Governance

The School is managed through the following committees detailed below to ensure that: resources are deployed appropriately; the School is developed strategically and has operational priorities against which performance can be measured; due attention is paid to Health and Safety so staff and students are safe; there is a forum for all-staff discussions and promotions and probationary review are carried out at School level with recommendations for promotion sent to the Faculty who then after further review make a recommendations to the University regarding the cases.

School Policy and Resources Committee (SPRC)

SPRC, chaired by the Head of School, is the School's executive decision-making body, responsible for matters concerning, policy, resources and staffing.

Terms of Reference
To advise the Head of School with a view to securing:

- The proper development of policies for the School;
- The fair and effective management of the School;
- The resolution of any policy and resources issues referred by any member of the committee;
- Social Responsibility – to take account of social responsibility (including promoting equality and diversity) in decisions regarding policy, resources and staffing;
- Review terms of reference annually.

Membership

Chair	Head of School
Secretary	Head of School PA
Membership	• Director of Teaching & Learning • Director of Research • Director of Social Responsibility • Director of ED&I • Director of PGR • Director of External Relations • Heads of Department • Head of School Operations • Head of School Finance • People & OD partner • Faculty Communications and Engagement Manager • E-Learning Lead • Internationalisation Lead • Business Engagement Lead • Employability Lead • 2 non-professorial representatives • Student reps – one UG, one PGT and one PGR
Meeting Schedule	Five times a year
Reports to	Humanities Policy and Resources Committee (HPRC)
Sub-group	Health and Safety Committee

Minutes	Full minutes - public on the School's intranet except for items of reserved business.

Health and Safety Committee

Terms of Reference

- To receive reports from the School safety advisor on any Health and Safety incidents and actions taken;
- To receive information on any awareness campaign or targeted information about specific topics of interest, including correspondence from Safety Services about new legislation, university policies or guidance. Provide feedback and implementation plan as appropriate;
- To receive reports from internal inspection programme and risk assessment checks, and recommendations/action plans;
- To receive reports from building user groups, or other relevant committee such as the Humanities Health and Safety Committee;
- To receive reports and recommendations from Safety Services audits (HASMAP) or other audits;
- To receive reports and recommendations arising from fire risk assessments;
- To review the number of first aiders in the buildings occupied by the School annually;
- To receive reports on staff travelling on University business are covered by appropriate risk assessments;
- To review the number of fire marshals and fire evacuation plan for all the buildings occupied by the School on an annual basis;
- To review the Health and Safety action plans (annual objectives, key performance indicators, inspection programmes, etc.);
- To undertake annual reviews of local policy statement, health & safety entries on risk register and health & safety questions on compliance returns;
- To review and contribute to the annual monitoring report – progress made since the last annual monitoring report, items to be covered in future reports;
- To review terms of reference annually.

Chair	Head of School
Secretary	Head of School Resources and School Safety Adviser
Membership	• Head of School Operations • Head of Teaching, Learning and Student Experience • Head of Postgraduate Services • UG Programme Administrator • Head or Representative from each department • Institute PS Managers • University Safety Coordinator • Faculty Lead for Health and Safety
Meeting Schedule	Twice a year
Reports to	SPRC and HPRC
Minutes	Full minutes - public on the School's intranet except for items of reserved business.

School Leadership Team (SLT)

SLT, chaired by the Head of School is the working group responsible for the strategic development of the School.

Terms of Reference
To advise the Head of School on the following

- School Strategic Plan;
- Annual Operational Plan and budget;
- Annual performance evaluation;
- Social Responsibility – to take account of social responsibility (including promoting equality and diversity) in the strategic development of the School;
- Review terms of reference annually.

Membership

Chair	Head of School
Secretary	Head of School PA
Membership	• Director of Teaching & Learning • Director of Research • Director of Social Responsibility • Director of PGR • Director of External Relations • Heads of Department • Head of School Operations • Head of Teaching, Learning and Students • Head of School Finance • People & OD partner • Leads for Internationalisation, Business Engagement, Employability, e-Learning
Meeting Schedule	Fortnightly, with HoDs and Leads attending on a rotational cycle.
Reports to	Faculty Senior Management Team
Notes	Circulated at following meeting

School Board

The remit of School Board is defined by the University Ordinances: Ordinance XII. It has authority to determine its own way of working. School Board will be the forum for all-staff discussions or/ and consultations, for the purpose of advising the Senior Leadership Team. It will meet four times a year, with each meeting having an explicit central focus. It has an independent Chair, a Professor in the School and secretary (not a member of SLT).

Terms of Reference

1. The number and designation of the Schools of the University that are from time determined by the Board on the recommendation of the Senate shall be set out in Regulation.

2. The membership of a School Board established pursuant to Statute XVI.5 shall comprise:

(a) every member of the School who holds a full-time or part-time academic post in the University extending over a period exceeding one year;
(b) such other members or category of members (or representatives thereof) of the University as the Board may appoint on the nomination of the School Board concerned, and in accordance with guidance issued by the Board from time to time.

3. The Head of School shall be responsible for ensuring that the School Board meets at least three times annually, that its business is properly recorded and that due consideration is given to the views and advice offered by it.
The Head of School shall also be responsible for ensuring that action is taken to elect a Chair of the School Board from the academic membership of the School and that the views of the Dean of the relevant Faculty are communicated to the School Board as part of that process. Arrangements for the designation of the Secretary of a School Board shall be made by the Head of Operations in the School concerned.

4. Without prejudice to the generality of Statute XVI.6, a School Board shall have the power to consider and advise the Head of School on:
(a) the research profile and activities of the School;
(b) the content and operation of the programmes of study assigned in whole or in part to the School including the regulatory framework pertaining thereto;
(c) the recruitment, selection, admission, welfare, academic progress and conduct of the students with whom it is concerned;
(d) the allocation and management of the physical and financial resources assigned to the School;
(e) the allocation of duties and arrangements for leave of absence, amongst the academic and research staff assigned to the School;
(f) the allocation of duties amongst the academic-related and other staff assigned to the School;
(g) the strategic development of the School.
and to advise the Dean of the Faculty on the appointment of the Head of School.
5. A meeting of the School Board may be called by its Chair and shall be called on the requisition in writing to the Chair by at least one quarter of the membership. Each School Board shall determine its own modus operandi.

Membership

Chair	Elected
Secretary	PA to HoS
Membership	• Every member of the school who holds a full-time or part-time academic or research post in the university. • Every member of the PS staff (no voting rights).

	• A representative from the Library. • Graduate Teaching Assistants Reps • Two student representatives from each area: postgraduate research, postgraduate taught and undergraduate courses.
Meeting Schedule	Four times per year. A meeting of the School Board may be called by its Chair and shall be called on the requisition in writing to the Chair by at least one quarter of the membership.
Reports to	The University via the Faculty
Minutes	Full minutes - public on the School's intranet except for items of reserved business.

School Promotions Committee (SPC)

Terms of reference

To make recommendations to the Head of School and/or Faculty of Humanities as appropriate, on

- Academic staff promotions (*e.g.* L to SL and Grade 6 to Grade 7 (Reseach Associate & T&S);
- Change of status from SL to Reader;
- Promotion to chair;
- Probationary review;
- Rewarding exceptional performance;
- To take account of equality and diversity in promotion and exceptional performance decisions;
- Review terms of reference annually.

Membership

Chair	Head of School
Secretary	Head of School Departments
Membership	• Director of Teaching and Learning • Director of Research • Director of Social Responsibility • Director of PGR • One member of Professorial staff • One member non-professorial staff • HR Partner *By invitation: Department Representative*
Meeting Schedule	Three times a year
Reports to	Faculty and University Promotions Committees
Minutes	Private and Confidential. Restricted to members and Faculty/ University if requested.

3 Teaching Governance

The Director of Teaching, Learning and Students is responsible for strategy and policy in respect of achieving an outstanding learning and student experience, directly accountable to the Head of School and indirectly to the Faculty Associate Dean for Teaching & Learning via membership of the Faculty TLC. They chair the School's TLC which will be responsible for strategic planning and decision-making, as well as policy development.

The day to day management of teaching and learning takes place within the department. There is a streamlined operational chain of accountability. Module leaders will be responsible for managing their courses and for resolving low-level issues or problems, including student complaints. Those problems/complaints which cannot be resolved at that level will be referred up to Programme Directors, who are responsible for ensuring that programmes' teaching and learning objectives are met, as well as student satisfaction. If still not resolved, the problem/ complaint will be referred to the Head of Department. In the last instance the Director of Teaching and Learning will be required to provide final resolution. Where the issue or complaint concerns assessment, the Exams Officer for the Department will be consulted for advice.

Lines of Responsibility:

Teaching and Learning Committee (STLC)
Terms of Reference

- Responsible for Teaching and Learning Strategy;
- Responsible for Teaching and Learning policy and the implementation of policies;
- Oversight of all taught degrees: to receive minutes from BA (Econ), PPE, BASS and teaching and learning committees from the departments where they exist;
- Oversight of curriculum review and periodic reviews;
- Responsible for the coordination of continual monitoring and reporting to the Faculty;
- Approving new degrees/streams and changes to existing degrees/streams;
- Approving programme specifications;
- Approving new course units;
- Oversight of arrangements for all assessments, including responses to external examiners;
- Oversight of Examination Boards;
- Oversight of student support – e.g. induction/advice meetings;
- Oversight of employability;
- Oversight of ethical approval for UG and PGT students;
- Oversight of e-learning;
- NSS, PTES and Unit Surveys;
- Social Responsibility – to ensure that social responsibility (including promoting equality and diversity) is taken into account in teaching and learning policy and curriculum development;
- Review terms of reference annually.

Membership

Chair	Director of Teaching and Learning
Secretary	UG Deputy
Membership	• Head of Teaching, Learning & Students • Head of Undergraduate Administration • Head of PG Services • Student Support Manager • Manager TLSEO (Law & Criminology) • Department Teaching and Learning representatives (one per Department) • Faculty T&L Officer • TA Coordinator • E-Learning lead • Employability Lead • Senior Academic Advisor • Student Exchange Lead • BASS Director • BA(Econ) Director • PPE Director • Director Data Science • Academic Engagement Librarian • GTA reps • Student representatives (UG & PGT)
Meeting Schedule	Four times a year. Regulation meetings are additional.
Sub -Committees	BASS Committee, BA (Econ) Committee, PPE Committee, Department Programme Committees Regulations Committee Strategic Recruitment, Admissions and Portfolio Review Group (SRAP) School Employability Committee Staff-Student Committees
Reports to	SPRC , SLT, School Board, Faculty Teaching and Learning Committee (HTLC)
Minutes	Full minutes - public on the School's intranet except for items of reserved business.

SUB-COMMITTEES

Regulations Committee
This committee (one for UG and one for PGT) will meet once a year to review changes to degree regulations and module outlines. Membership will be drawn from the Teaching and Learning Committee.

Strategic Recruitment, Admissions and Portfolio Review Group (SRAP)

Terms of Reference

The primary remit of Strategic Admissions Group is to monitor ongoing recruitment and admissions activities and aid the further development of these activities in line with University/Faculty/School strategies and to regularly review the School's portfolio of degree programmes. In particular, the Committee will:

1. Promote and monitor the implementation of University/Faculty/School strategies, regulations, policies and procedures, in relation to Recruitment and Admissions, including:

    - Setting of career (UG, PGT and PGR) and programme recruitment targets for Home and Overseas students;
    - Agreeing the prioritisation of international markets;
    - Setting of programme fee levels for postgraduate taught courses;
    - Setting of WP targets;
    - Agreeing the allocation of funding for scholarships and bursaries;
    - Approving changes to the academic and language proficiency entry requirements for all programmes within the School of Social Sciences;
    - On an annual basis, consider the School operational priorities and agree marketing objectives that support these priorities;
    - Agree the development and delivery of marketing activities for student recruitment;
    - Support the delivery of the University's and Faculty's marketing for student recruitment strategy;
    - Monitor the success of all School marketing activities in order to inform future work;
    - Reviewing and making recommendations on appropriate conversion strategies;
    - Regularly review the School's portfolio and its future development in response to market information.

2. Monitor the Recruitment, Confirmation and Clearing process for undergraduate admissions and make recommendations to enable the School to reach intake targets.
3. Monitor the Recruitment and Confirmation process for postgraduate taught admission and make recommendations to enable the School to reach intake targets.

Membership

Chair	Head of School
Secretary	A member of UG and PGT Admissions staff
Membership	Head of School Director of Teaching, Learning & Students Head of Teaching, Learning and Students HoD Criminology HoD Economics HoD Law HoD Philosophy HoD Politics

	HoD Social Anthropology HoD Social Statistics HoD Sociology Internationalisation Lead Director of PGR Recruitment & Admissions Manager Recruitment & Admissions Coordinator Faculty Marketing Officer Faculty Web Content Editor
Meeting Schedule	Meets 4 times a year
Reports to	Teaching and Learning Committee, SLT and SPRC
Minutes	Full minutes - public on the School's intranet except for items of reserved business.

Employability Committee
Terms of Reference

- Enhance the employability of all SoSS students (UG, PGT and PGR), working closely with the Professions and University Careers and Employability Division;
- To identify opportunities for innovation in employability and related activities that enhance the learning experience of students;
- To assist the School in achieving a positive graduate destination rate of at least 82% by 2020, as measured by LEO data.
- To work with the Professions, the University Careers and Employability Division, alumni office and SoSS alumni in developing a diverse range of work experience opportunities including placements and internships for students to access;
- To ensure that employability is embedded within the curriculum across all undergraduate and postgraduate programmes and to engage with graduate recruiters and the Professions to ensure that programmes develop the skills, knowledge and attributes that will enable students to make a successful transition into the workplace;
- To ensure that key messages regarding employability are communicated across the School;
- To develop and monitor a School plan for employability reflecting the needs of the departments;
- To ensure that information from Faculty employability meetings are disseminated as appropriate;
- Social Responsibility – to take account of social responsibility (including promoting equality and diversity) in developing employability strategy and policies;
- Review terms of reference annually.

Membership

Chair	Employability Lead
Secretary	External Relations Assistant

Membership	• Head of Undergraduate Administration • Head of Postgraduate Services • Head of Student Services • External Relations Manager • Department Employability Champions • Student representatives (UG & PGT)
Meeting Schedule	Four times a year.
Reports to	Teaching and Learning Committee
Minutes	Full minutes - public on the School's intranet except for items of reserved business.

Programme Committees (held at Department level)
It is important that for each programme offered within a school there is an identified body that has oversight of the management and development of the programme. For joint honours this should be led by the admitting School.

- The relative responsibilities of programme directors and programme committees should be established clearly. Day to day management will normally be under the control of the programme director, but oversight of this management and decisions on matters such as the design of the curriculum, annual review, the future development of the programme and the performance of students should involve the programme committee
- It is not expected that there will be a separate committee for every individual programme. Related programmes or programmes within a single discipline area could be overseen by one committee.
- Programme committees should be small in size. It is not necessary for all members of the teaching team to also be members of the programme committee (although when student performance is being considered they can be invited to attend), but the committee should include some teaching staff beyond the programme director and the relevant programme administrator.

Staff-Student Committees

These take place at department or programme level, but it is a standing item on the Teaching and Learning Committee so UG and PGT Directors can report on any activity or issues.

Terms of reference for both UG and PGT Staff-Student Committees

- The nurturing of good staff-student relations within the School and the discussion of academic and University affairs so far as they affect the School of Social Sciences.
- Election of student representatives to serve on the various School committees.

4 Research Governance

The Director of Research has overall responsibility for the School's research strategy and policy development. They chair the Research Committee which will consist of the departments, centres and institute leads. He/ she will work closely with the PGR Director to ensure an integrated and joined-up approach.

Centres are governed by the School's policy. This sets out a framework for governing the different forms of collaborative research in the School, as well as specific processes and criteria for the establishment, monitoring and 'winding down' of centres. Institutes are governed by the Faculty, with prescribed reporting lines and annual reviews. The departments, centres and institutes will help to deliver our strategic research priorities.

Departments, Centres and Institutes: purpose and activities

Their purpose is to provide a focus for research activity, facilitating intellectual exchange and staff development.

They will:

- Facilitate discussion and collaboration;
- Encourage a culture of internal peer-review of publications, grant applications, book proposals etc;
- Mentor and support early-career researchers;
- Provide a supportive environment for PGR students and research staff;
- Organise regular research seminars;
- Participating in the RRE/ REF processes, providing feedback to members;
- Attending Research Committee;
- Centres to produce annual research reports for consideration by the Director of Research;
- Institutes to produce annual research reports for consideration by the Faculty and attend a meeting with the Faculty;
- Hold a minimum of four meetings per year.

Interdisciplinarity and collaboration are encouraged: colleagues are free to contribute to research activity in more than one area. Additionally, sub groupings may develop.
All Departments will have a Research Director.

Research Committee (SRC)

Terms of Reference

- Play a strategic role in planning and developing the research activity in the School;
- Stimulate and monitor research activity and research profile of the School, and encourage a culture of interdisciplinarity and collaboration within and beyond the School;
- Manage the School funds for research related activity eg Impact
- In relation to the Research Excellence Framework (REF):
    - Manage preparations for REF;
    - Oversee the School's overall Research Environment;
- Review the intellectual quality of SOSS applications for
    - the Simon and Hallsworth Fund;

- External Fellowship and major grant applications;

- Receive Academic Leave applications once reviewed by HoDs for the Research Committee to conduct a brief review of the proposed research activity and proposed outputs and make a decision on the application and present recommendations to SPRC for final ratification;
- Receive post-academic leave reports to ensure consistency in standards;
- Have oversight of ethical approval for staff research in the School;
- Provide input into Faculty consultations eg in relation to Research KPIs, risk register etc;
- Liaise with the PGR director and Social Responsibility Director in relation to research activity;
- Social Responsibility – to take account of social responsibility (including promoting equality and diversity) in developing research strategy and research development;
- Review terms of reference annually.

Membership

Chair	Director of Research
Secretary	Research Support Manager
Membership	• Department Representatives • Heads of Institutes and large School Centres • Contract Research Staff Representative • Internationalisation Lead • Business Engagement Lead • Academic Engagement Librarian • Impact and Knowledge Exchange Coordinator • Research Support Manager • Post-Award Support Representative • Other members may be co-opted as necessary
Meeting Schedule	Up to five times a year
Reports to	SPRC, SLT, School Board, Humanities Research Strategy Committee (HRSC)
Minutes	Full minutes - public on the School's intranet except for items of reserved business.

Postgraduate Research Programmes Committee (SPRPC)

Terms of Reference

This committee is concerned with all matters pertaining to postgraduate research study within the School and reports to SPRC, SLT and School Board.

- To ensure that the University and Faculty quality assurance and enhancement requirements are met in relation to research degree programmes with regard to External Examiners' reports, Annual, Periodic Review and other reviews;
- To devise and implement the School's PGR strategy in line with University and Faculty recommendations;

- To review School policy with regard to PGR matters and ensure that it complies with University, Faculty and appropriate external policy;
- Social Responsibility – to take account of social responsibility (including promoting equality and diversity) in developing PGR strategy and policy;
- To approve the appointment of examiners and award of research degrees;
- To receive External Examiners' reports and to ensure that consistent standards are maintained in the assessment of candidates for the award of research degrees;
- To monitor recruitment for research degrees to ensure that targets are met;
- To monitor the progress of research students including applications to undertake fieldwork/study away from the University; applications to interrupt their programme; changes of thesis title; changes in supervision arrangements and applications to extend the deadline for submission in conjunction with the Faculty and University;
- To be responsible for the welfare of research students in conjunction with the Faculty and University;
- To be responsible for the PGR student experience including employability;
- To be responsible for the effective allocation deployment, development and maintenance of learning resources for postgraduate students, including library and IT facilities, space etc;
- To have oversight of the ethical approval for PGR students;
- To advise on, and monitor the effectiveness of PhD supervision in the School;
- To coordinate and allocate research student funding for both studentships and student experience to the Departments;
- To advise the Research Committee on key PGR developments;
- To promote externally-funded studentships and themes/subject areas for PGR study.
- To set criteria for the review of applications for studentships to be used by the Departments;
- Review terms of reference annually.

Membership

Chair	PGR Director
Secretary	Head of Postgraduate Services
Membership	• Department PGR Directors • Academic Engagement Librarian • Law & Crim PGR Officer • Head of PG Recruitment and Admissions • Marketing Officer • PGR rep
Meeting Schedule	Six times a year
Reports to	SRC,SPRC, SLT, School Board, Humanities Postgraduate Research Committee (HPGRC)
Minutes	Full minutes - public on the School's intranet except for items of reserved business.

5 Social Responsibility Governance

As SR cuts across teaching and research, the Director of SR will work closely with the other four Directors and their committees to ensure that the SR agenda and priorities are embedded within core activities. The Faculty five key priorities are as follows:

- Research with Impact
- Socially Responsible Graduates
- Engaging our Communities
- Responsible Processes
- Environmental Sustainability

In line with the Faculty structure, environment and sustainability come under the remit of SSRC. The Equality and Diversity Committee sits under and reports to SSRC.

Social Responsibility Committee (SSRC)

Terms of Reference

- Champion School's commitment to Social Responsibility both internally and externally;
- Support and encourage social responsibility activities in Departments, Research Institutes/ Centres so they contribute to the overall University strategic aims;
- Promote, and where appropriate participate with, the signature programmes outlined under the five key priorities;
- Work with the School leadership team to develop strategic plans and operational priorities for social responsibility, reviewing progress towards the goals;
- With the School leadership team make decisions on aims, priorities and resourcing for social responsibility priorities on behalf of the School;
- Support the work of the Environment and Sustainability lead for the School;
- Support and collaborate with the Teaching & Learning Committee to promote the School's Widening Participation agenda;
- Support and collaborate with the work of the Business Engagement lead and Engagement & External Relations Director where appropriate;
- Support the work of DDAR (Division of Development and Alumni Relations) in particular encouraging engagement with Alumni in contributing to the different priorities of the School;
- Oversees the organisation of the annual ESRC Festival of Social Sciences;
- Report regularly to the School's Leadership Team, and to members of School Board;
- Review terms of reference annually.

Membership

Chair	Director of Social Responsibility
Secretary	Noémie Rouault, Engagement & External Relations Officer
Membership	• Representatives from across the School's Departments, Centres and Institutes; • Environment and Sustainability lead; • Student representatives for UG/PGT/PGR
Meeting Schedule	Seven to eight times per year
Reports to	Humanities Social Responsibility Operations Group (H-SROG)

Minutes	Full minutes - public on the School's intranet except for items of reserved business.

Equality and Diversity Committee

Terms of Reference

- Promote equality and diversity within the School of Social Sciences, advancing equality of opportunity for all and embedding a culture of inclusion;
- Oversees the submission of Athena Swan Applications and implementation of Athena Swan Action Plans;
- Scrutinise and keep under review School policies and procedures to ensure due consideration is given to eliminating discrimination and promoting equality and inclusion including policies and procedures that impact the student population;
- Make strategic recommendations for equality and diversity policy development and implementation;
- Monitor and evaluate the effectiveness of equality and diversity initiatives in the School;
- Report regularly to the School's Leadership Team, and to members of School Board;
- Consult widely with all relevant groups within the School;
- Review terms of reference annually.

The group has representatives from both academic and PS, and is broadly representative in terms of gender and BME.

Membership:

Chair	Director of Social Responsibility
Secretary	Engagement & External Relations Assistant
Membership	One representative from each department/ research centres/ institutes and PS representatives; People & OD Partner; Student Representatives for UG/PGT/PGR
Meeting Schedule	Eight to nine times per year
Reports to	School Board, SLT and Faculty Equality and Diversity Working Group. For updates on Athena Swan reports to SSRC.

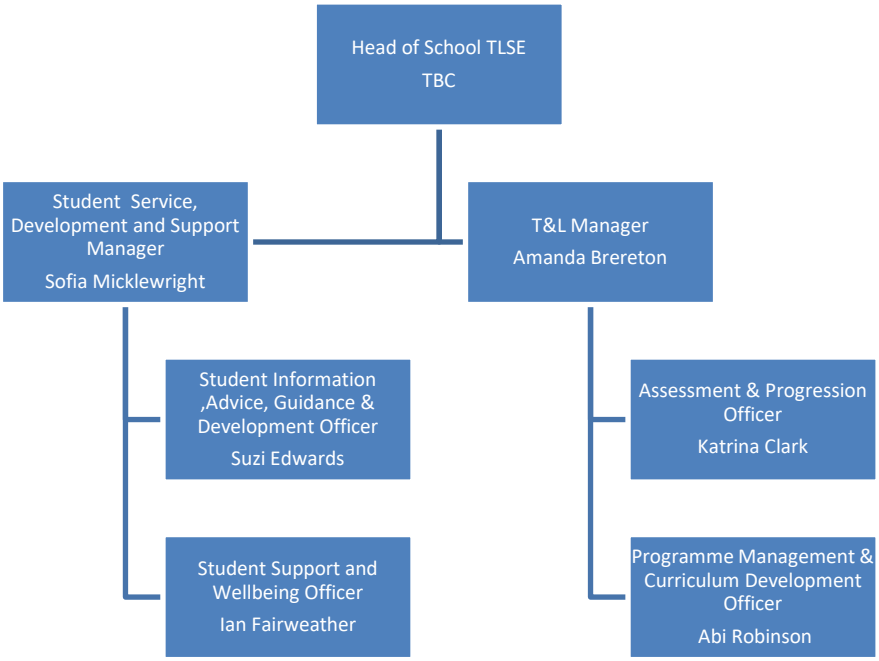
In order to embed equality, diversity and inclusion into the School's governance, it is now a standing agenda item for SPRC, SLT, School Board, Teaching and Learning Committee, Research Committee, PGR Committee and Social Responsibility Committee.

6. Professional Services (PS)

Hyperlinks take you to the intranet to see names of staff in the teams and their email address.

Teaching, Learning and Student Experience

Due to the Student Experience Programme (SEP) we will be transitioning to a new structure during 2022/23, which combines the support for taught students (UG & PGT), in functional areas as indicated by the organogram below. The below posts are now in operation with Grade 5 and below to be implemented on 1st January 2023.



At the start of the year Teaching, Learning and Student Experience administration will continue to have two hubs one that support undergraduate students and a hub that will support postgraduate students (PGT and PGR). There will be a UG hub based in Arthur Lewis on the ground floor and a PG Hub based in 3.05 Williamson. Overall leadership and management of UG/ PGT support will be provided by Amanda Brereton for Teaching and Learning and Sofia Micklewright for Student Support. It is anticipated that from 1st January 2023 the new structure will be fully in place.

Undergraduate Team

Postgraduate Team

School Resources

Carla Liburd (Head of School Resources) will provide the leadership and management of School Resources. Her team will work closely with the HoS, HoSO and HoDs and to support central activities such as HR (appointments, contract renewals, Teaching Assistants, new arrivals, Honorary appointments, staff records), School promotion, probation and peer

review processes, Health and Safety and Estate business (including major Projects and room allocation/preparation) and related work. The Management Information Officer supports SLT and HoDs in terms of building management information systems as well as manipulating data. The team also includes Department Administrators, Reception support and Technical Support to the Granada Centre.

Department Administrators
The departmental administrators provide diary management for the HoDs, organisation of department meetings and servicing the meetings, organisation of department events, assist with promotion of the department, compile newsletters and calendars of events and coordinate the annual P&DR meetings. They also deal with financial matters for the departments purchasing goods and services and processing fee & expense claims.

School Resources Office

Engagement and External Relations
The team lead by Sarah Tiffany-Dodman is responsible for the development and delivery of the School's external relations and social responsibility strategies. Working with academic and PS colleagues in the School and across Faculty and central teams, this includes providing support for School events such as conferences as well as annual public lectures and engagement with alumni and the professions.
Engagement and External Relations Team

Widening Participation
The team formulates and implements the School's widening participation strategy, providing a cohesive link between widening participation and admissions. Specialising in dealing with 'non-standard' applications to the School for all undergraduate degree programmes, supplying academic expertise/support for the School Admissions Office. Support is also provided for the Pathways to Law programme

WP team

Justice Hub
The Justice Hub is academically led by Philip Drake, PS support provided by Sue Gordon and her team. The Justice Hub is located at 188 Waterloo Place.

Justice Hub Team

Research Support Services
The Research Team who work closely with staff to provide administrative assistance for any research related activities (appointments, conference and seminar organisation, publicity), maintain the publications database and coordinate the REF information. The team are also responsible for all administration relating to research awards, including costing of projects under FEC and pre-award advice and support.

Enquiries to Research Support Officers: AI.researchhub@manchester.ac.uk

Research Support Services

Grant Management Administration Team (GMAT)

GMA Team is led by Pip Walker and they provide administration be support for grants within the School, providing that costs have been built into the grant for this support. Pip also plays a proactive role in supporting contract researchers.

GMA Team

Institutes

The Institutes - Sustainable Consumption Institute (SCI), Manchester China Institute (MCI), Cathie Marsh Institute (CMI) and the Manchester Institute for Collaborative Research on Ageing (MICRA) have their own Institute Manager who reports to the Head of School Operations as well as the respective Institute/ Centre Director.

SCI Team MCI Team CMI Team MICRA Team

Finance team

Responsible for managing the School budgets and advising Head of School, Head of School Operations and Heads of Department on all financial matters. Provides strategic and financial advice to the School's Senior Management Team on all aspects of its activities. Provides monthly and annual management accounts to SLT.

Finance Team

Faculty Staff Supporting SoSS

People & OD Partner – Jenny Knights
jenny.knights@manchester.ac.uk

Jenny Knights is the Schools HR Partner and works closely with all staff throughout the School, supporting managers, teams and staff on HR and people matters. Jenny is responsible for working with the leadership team to identify, develop and implement priorities and associated people plans that support the School in reaching its strategic aims. Jenny works closely with the Head of School, Head of School Operations and Heads of Department. Jenny supports the School operationally on identifying areas that require training or other HR action and applying HR policy, procedure and solutions.

Recruitment and Admissions

Support for recruitment and admissions is combined to support UG and PGT Admissions under the Faculty Management with a strong link to the School leadership team. The team is based in 2.003a ALB. Amanda Grimshaw is overall in charge of UG Admissions for SoSS and Tania Smith for PGT.

Marketing and Communications Support including website

For advice and guidance see

Teaching Support

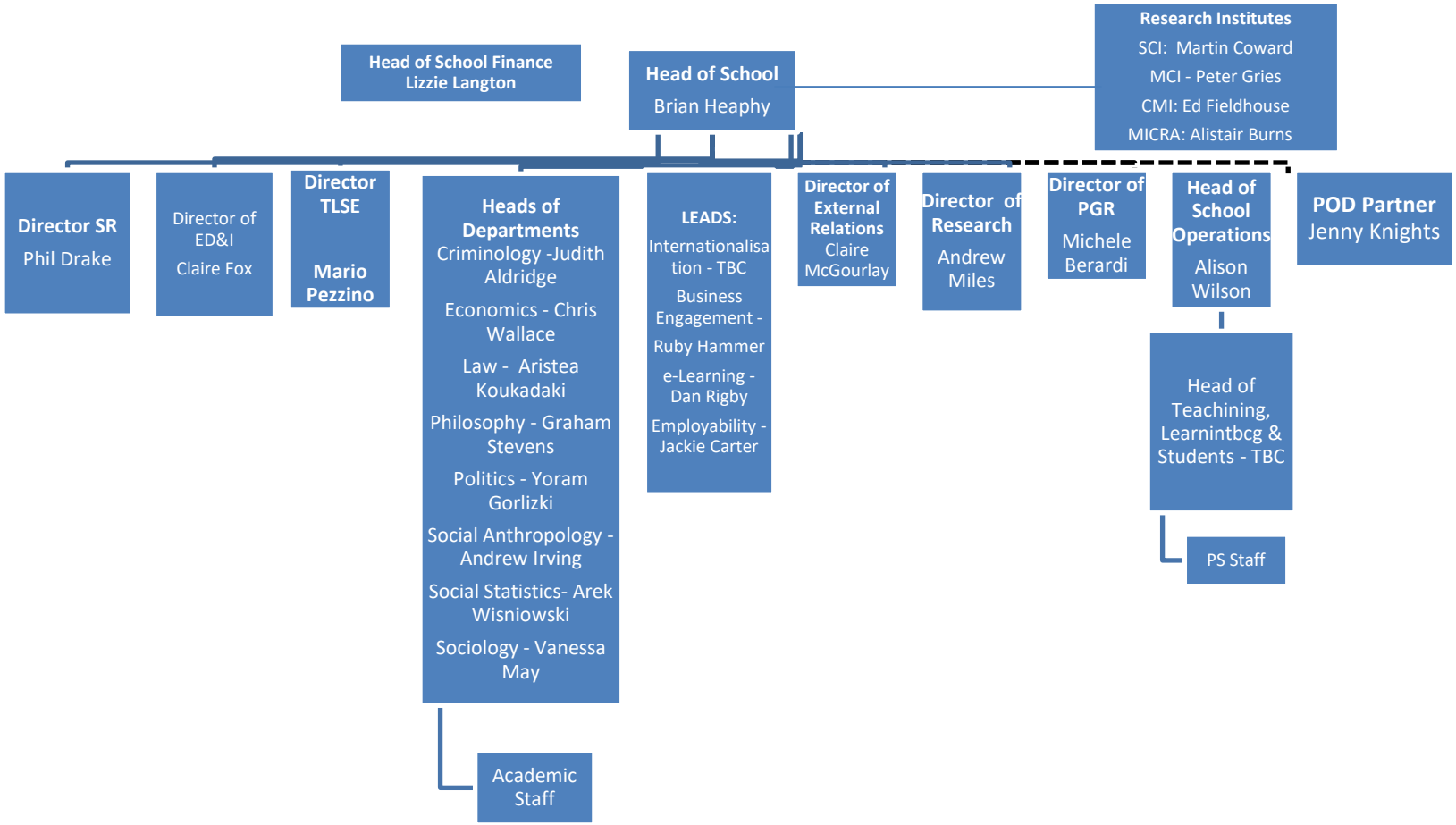
See **Humanites Teaching Academy**

E-Learning Team

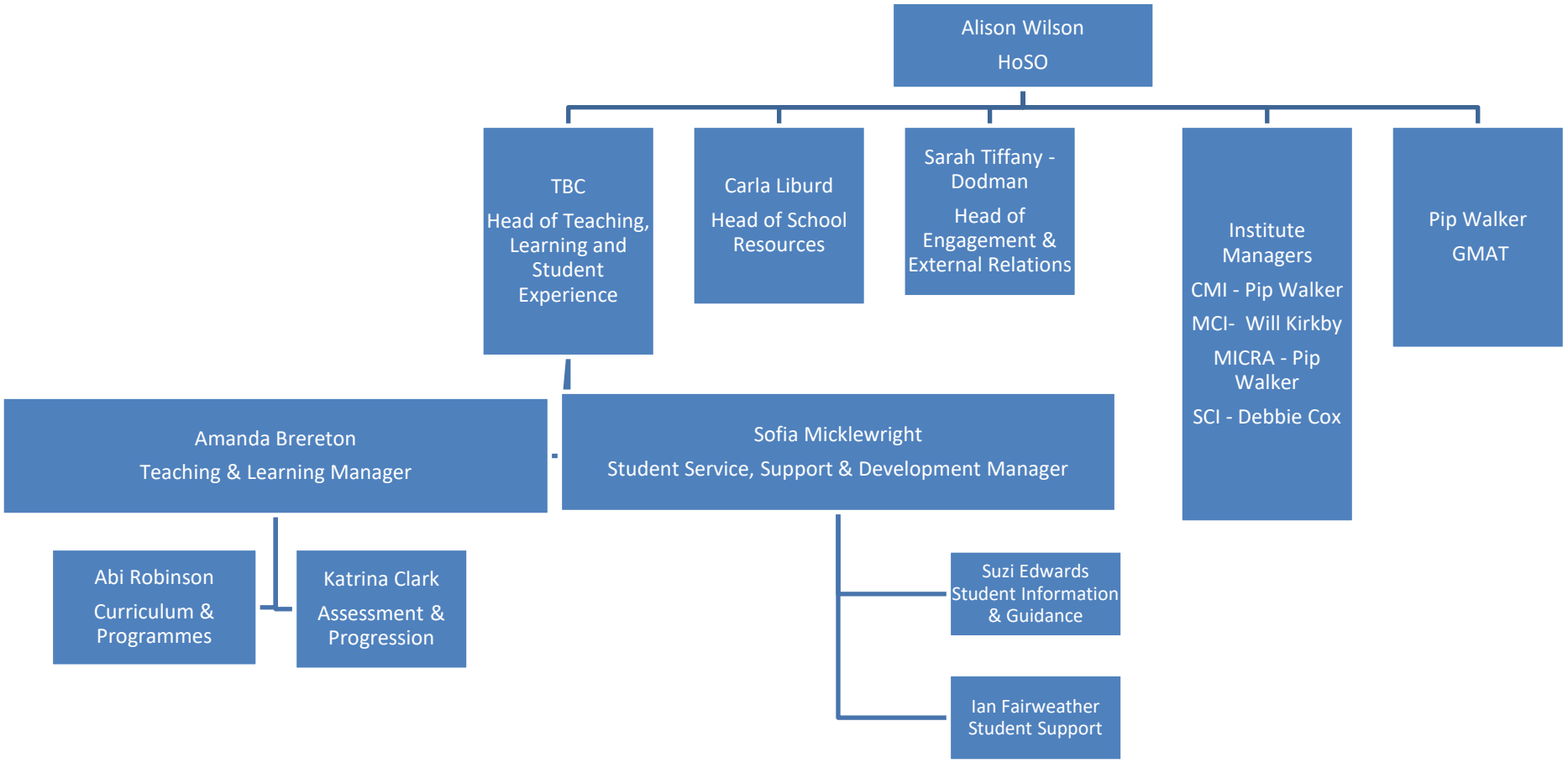
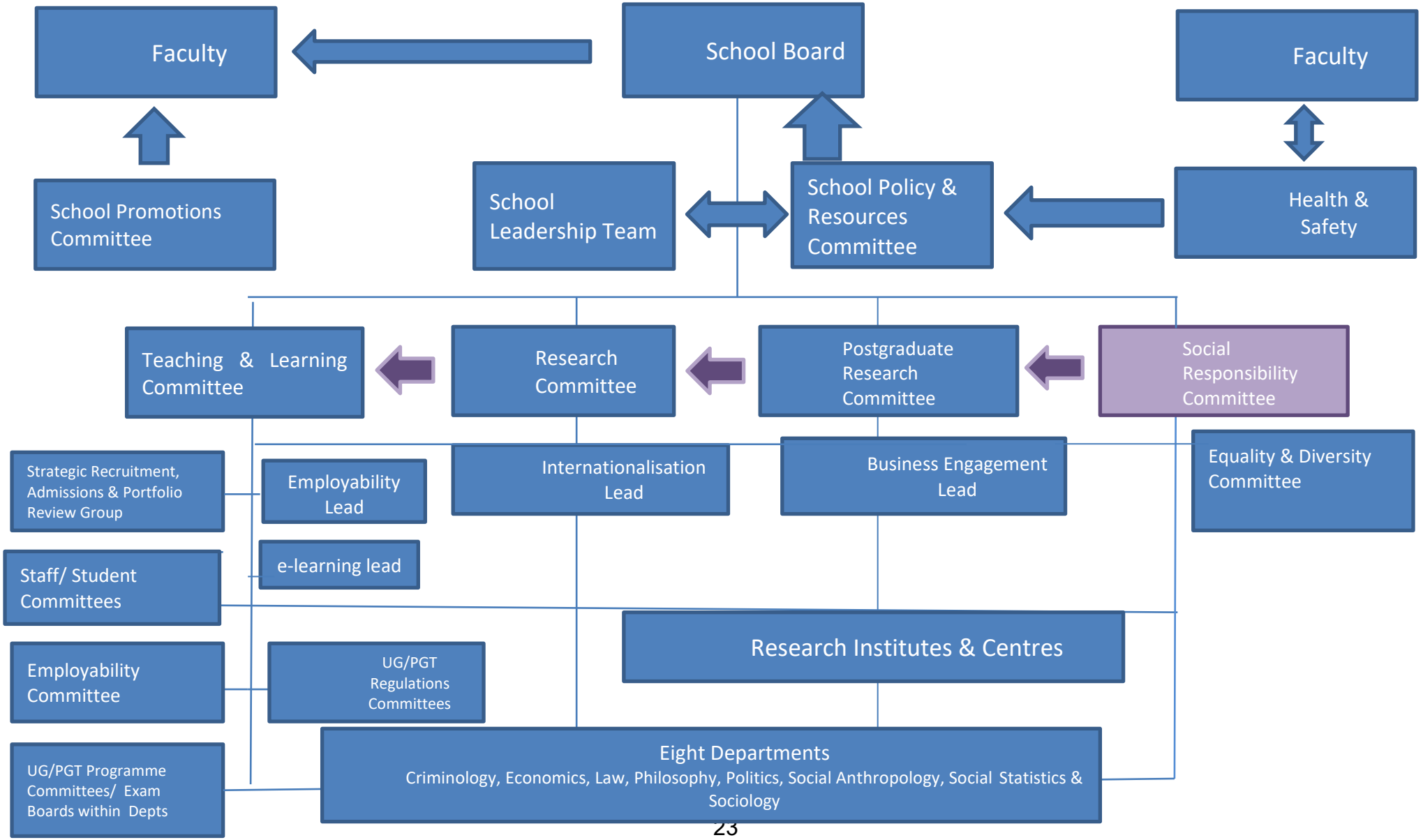
The team work closely with academic colleagues in SoSS and the wider eLearning community to develop online content and support the innovative use of tools in the VLE to enhance learning and enrich the student experience. The teams email addresses are below.

- elsa.lee@manchester.ac.uk
- mark.lobjoit@manchester.ac.uk
- rachel.willder@manchester.ac.uk
- janean.lancaster@manchester.ac.uk

Appendix 1a Leadership Structure



Appendix 1b Professional Services (PS) Leadership & Management Structure



Appendix 2 School of Social Sciences Governance