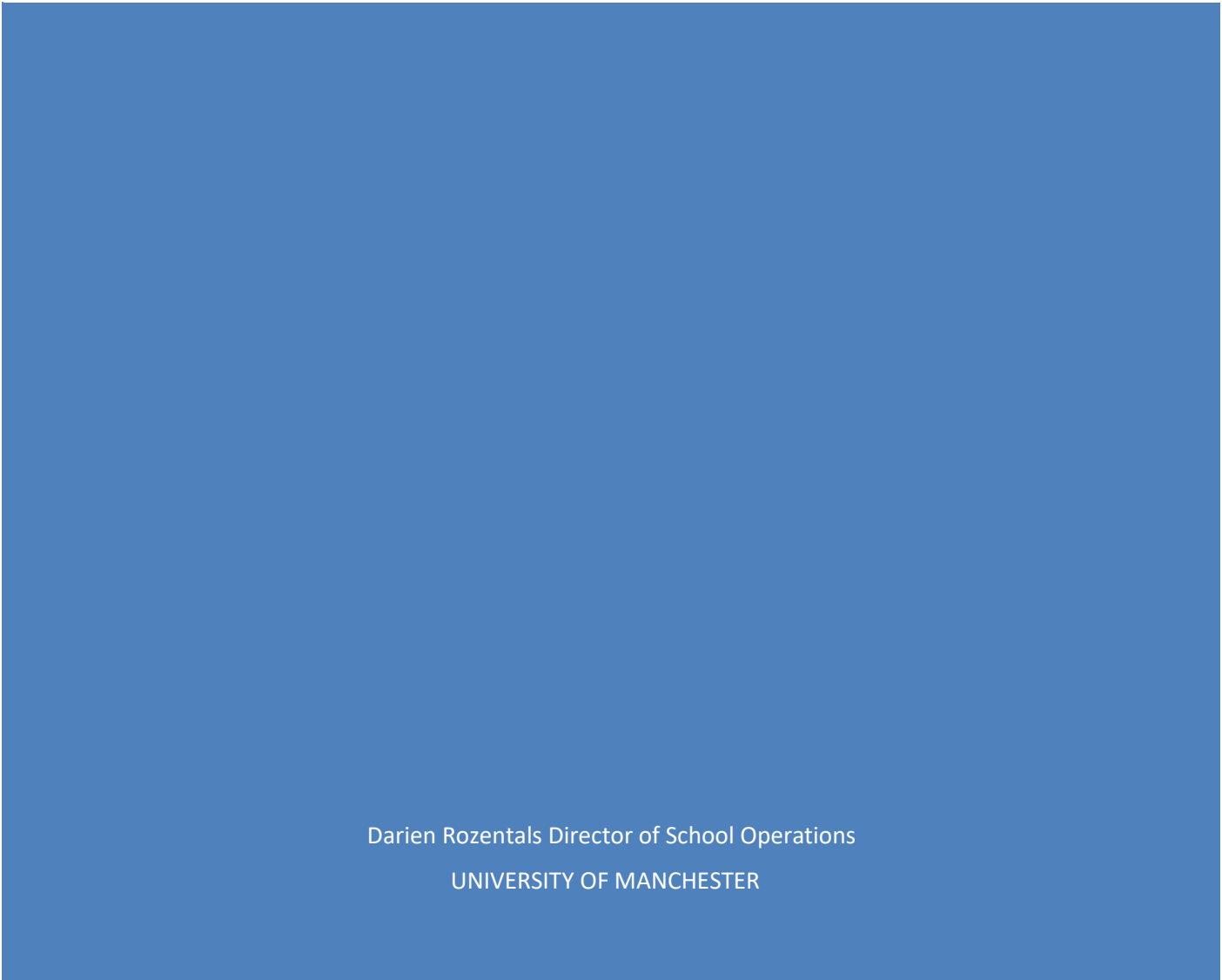




SCHOOL OF SOCIAL SCIENCES STRUCTURES AND GOVERNANCE 2024/25



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1 Structure

The School's leadership and 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 (the strategy is being updated over the next few months). Leadership of the School is provided by the Head of School supported by the Deputy Head of School (who is also Director of Teaching & Learning), Directors, and from the Professional Services Director 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 and Director of ED&I. All five 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 and scholarship), 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, although there is an expectation that WAM credit is equitable across the School ([See appendix 3](#)). There is also an expectation that 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 Wam 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 Leadership 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 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 and due attention is paid to Health and Safety so staff and students are safe. In addition, it is important that there is a forum for all-staff discussions through the School Board. Promotions and probationary review are carried out at School level with recommendations for promotion sent to the Faculty who then make decisions regarding the cases.

School Policy and Resources Committee (SPRC)

SPRC, chaired by the Head of School, is the Schools 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 | <ul style="list-style-type: none"> • Director of Teaching & Learning • Director of Research • Director of Social Responsibility • Director of ED&I • Director of PGR • Heads of Department • Director of School Operations • Head of Teaching, Learning and Student Experience • Head of School Finance • People Partner • Student reps – one UG, one PGT and one PGR <p>By invitation:</p> <ul style="list-style-type: none"> • E-Learning Lead • Internationalisation Lead • Business Engagement Lead • Employability Lead |
| Meeting Schedule | 4 times a year |
| Reports to | Faculty Leadership Team |

| | |
|-----------|--------------------------------|
| Sub-group | Health and Safety Committee |
| Minutes | Circulated at the next meeting |

School Leadership Team (SLT)

SLT, chaired by the Head of School is the working group responsible for the strategic development of the School. Some of the meetings are very informal and focus on the generation of ideas and discussion only, while some are more formal with agendas and notes.

Terms of Reference

To advise the Head of School on the following

- Strategic development of the School;
- Annual Operational Priorities and budget;
- Annual performance evaluation;
- To receive draft papers for discussion and agreement prior to going to SPRC;
- 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 | <ul style="list-style-type: none"> • Director of Teaching & Learning • Director of Research • Director of Social Responsibility • Director of PGR • Director of ED&I • Director of School Operations • Head of Teaching, Learning and Student Experience • Head of School Finance • People Partner |
| Meeting Schedule | Ten times a year |
| Reports to | Faculty Leadership Team |
| Notes | Circulated at the next 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 (not a member of SLT), a Professor in the School and secretary.

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.

Statute XV

The Faculties and Schools

2. The number and designation of the Schools established within each Faculty shall be determined from time to time by the Board on the recommendation of the Senate. Further arrangements for Schools, including the constitution and powers of School Boards, shall be prescribed by Ordinance and shall include the power to discuss and declare an opinion on any matter relating to or impinging on the work of the School and to report such opinion to the Head of School, the Dean of Faculty, the Senate and/or the Board through the Registrar, Secretary and Chief Operating Officer. Each of the above shall have the duty to consider and report on any such opinion.

Ordinance X11

The Schools

3. For each School established as aforementioned, a School Board shall be constituted by Ordinance in such a way that its membership includes;
 - (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.
4. 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.
5. 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 Administration in the School concerned
6. The powers of a School Board shall include the power to discuss and declare an opinion on any matter relating to or impinging on the work of the School and to report such opinion to: (a) the Head of the School; (b) the Dean of the Faculty; (c) the Senate and/or the Board through the Registrar and Secretary; each of whose duty it shall be, as appropriate, to consider and report on any such opinion.
7. A School Board shall also 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.

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 | HoS PA |
| Membership | <ul style="list-style-type: none"> • 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. • 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 | Circulated at the next meeting |

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 Lecturer Grade 6 to 7 (automatic progression unless the HoD has concerns), Lecturer to Senior Lecturer (T&R & T&S), promotion to Reader, promotion to Professor, promotion to Research Associate, Research Fellow, Senior Research Fellow;
- Probationary review;
- Rewarding exceptional performance;
- To take account of equality and diversity in promotion and exceptional performance decisions;

Membership

| | |
|------------|---|
| Chair | Head of School |
| Secretary | School Operations Manager |
| Membership | <ul style="list-style-type: none"> • Director of Teaching and Learning • Director of Research • Director of Social Responsibility • Director of PGR • Director of ED&I |

| | |
|------------------|---|
| | <ul style="list-style-type: none"> • One member of Professorial staff • One member non-professorial staff • People Partner |
| 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. |

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 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 | School Safety Assistant |
| Membership | <ul style="list-style-type: none"> • Director of School Operations • Head of Teaching, Learning and Student Experience • School Operations Manager • School Safety Advisor • Head or Representative from each department • Institute Representatives • University Safety Coordinator • Faculty Lead for Health and Safety |
| Meeting Schedule | Twice a year |
| Reports to | SPRC and HPRC |
| Minutes | Circulated at the next meeting |

3 Teaching Governance

Teaching Governance

The Director of Teaching, Learning (DoTL) and Head of Teaching, Learning & Student Experience (HoTLSE) are responsible for strategy and policy in respect of achieving an outstanding learning and student experience, directly accountable to the Head of School, Director of School Operations and indirectly to the Faculty Associate Dean for Teaching & Learning via membership of the Faculty TLC. The DoTL and Head of TLSE will co-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 departments. There is a streamlined operational chain of accountability. Course Unit Directors 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 Teaching and Learning Lead for the Department; if still not resolved 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:



Strategic Planning and decision making takes place in the School Teaching and Learning Committee. Departmental T&L Leads, Programme Directors of multidisciplinary programmes, student reps, School Academic Advisor reps, the leads of strategic areas (e.g. Student Exchange, eLearning, Employability, Academic Advising, Recruitment & Admissions, Teaching Assistant coordinator) are members, PS managers are expected to attend and contribute to the agenda. The STLC coordinates the work on a number of subcommittees (e.g. Employability, Student Exchange, TA-coordination, Regulations/QSDE, Academic Leave Panel for T&S applications) and working groups.

School Teaching and Learning Committee (STLC)

Teaching and Learning Leads are crucial members of STLC in ensuring department representation in decision making. They are encouraged to nominate items for discussion, share best practice or enable collective discussion, they can also nominate colleagues from

within the department to attend STLC if they have specific items to lead on that require a collective discussion. They can also nominate a deputy to attend on their behalf or for a specific agenda item.

Terms of Reference

1. Responsible for Teaching and Learning Strategy;
2. Responsible for the Schools Student Experience;
3. Responsible for Teaching and Learning policy and the implementation of policies;
4. Responsible for curriculum review and periodic reviews;
5. Responsible for the coordination of continual monitoring and reporting to the Faculty;
6. To receive feedback from SSLCs and programme/ department committees to aid the School Strategy in improving student voice, improve NSS feedback and collective decision making;
7. Oversight of all taught degrees: to receive minutes from BA (Econ), PPE, BASS and teaching and learning committees from the departments where they exist;
8. Oversight of funding and expenses toward the student experience with reporting requirements from all Departments and the School.
9. Oversight of arrangements for all assessments, including responses to external examiners;
10. Oversight of Examination Boards;
11. Oversight of employability;
12. Oversight of Academic Advising;
13. Oversight of Teaching Assistants;
14. Oversight of e-Learning;
15. Overview of Admissions and Recruitment;
16. NSS and Course Unit Surveys;
17. Social Responsibility – to ensure that social responsibility (including promoting equality and diversity) is taken into account in teaching and learning policy and curriculum development;
18. Equality, Diversity and Inclusion of all School taught students;
19. Responsible for escalating matters to the School's SPRC committee and Senior Leadership team
20. Review terms of reference annually.

Membership

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|-----------|--|
| Chair(s) | Director of Teaching & Learning Head of Teaching, Learning & Student Experience |
| Secretary | TLSE Coordinator |

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|------------------|---|
| Membership | <ul style="list-style-type: none"> • Director of Teaching & Learning (Co-Chair) • Head of Teaching, Learning and Student Experience (Co-Chair) • Deputy Director of Teaching & Learning (Deputy Chair for T&L Director) • Teaching & Learning Manager • Student Support, Service & Development Manager • Department Teaching & Learning Lead (1 per Department) • TA Coordinator • E-learning Lead • Employability Lead • Senior Academic Adviser • Recruitment and Admissions Lead • Faculty Admissions Manager (by invitation) • BASS Director • BA(Econ) Director • PPE Director • LLB Programme Director • School Lead for T&L Development) • SoSS HNAP Lead • School Director of Social Responsibility (by invitation) • School Director of EDI (by invitation) • 1 School Student representative • 1 School Academic adviser (as nominated by Senior Academic Adviser) • SoSS Project & Service Improvement Officer (maximum of 2 years) <p>By invitation:</p> <ul style="list-style-type: none"> • Library Representative • School Data Analyst • Faculty T&L Officer |
| Meeting Schedule | Four times a year. Regulation/QSDE meetings are additional. |
| Sub -Committees | BASS Committee, BA (Econ) Committee, PPE Committee, Department Programme Committees, Regulations Committee/QSDE Strategic Recruitment, Admissions and Portfolio Review Group (SRAP) School Employability Committee Staff-Student Liaison Committees at School and Department/Programme level |
| Reports to | SPRC, SLT, School Board, Faculty Teaching and Learning Committee (HTLC) |
| Minutes | Circulated at following meeting |

SUB-COMMITTEES

Regulations Committee/QSDE – Chair: DoTLSE

This committee will meet once a year to review changes to degree regulations and module outlines. Membership will be drawn from the Teaching and Learning Committee. In addition, regular School QSDE Committee meetings (aligned to the Faculty QSDE calendar) are scheduled to approve programme amendments and NPP1/NPP2 submissions to establish new degrees.

Academic Leave Committee for T&S applications – Chair: DoTLSE

The committee meets once a year to consider and provide feedback/approval to applications for academic leave of T&S colleagues.

Strategic Recruitment, Admissions and Portfolio Review Group (SRAP) – Chair: HoS

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 Schools 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 programme recruitment targets for Home and Overseas students;
 - Agreeing the prioritisation of international markets;
 - Approving changes to the academic and language proficiency entry requirements for all programmes within the School of Social Sciences;
 - 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 Schools 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 Admissions staff |
| Membership | <ul style="list-style-type: none">• Head of School• Director of Teaching & Learning• Head of Teaching, Learning and Student Experience• HoD Criminology |

| | |
|------------------|---|
| | <ul style="list-style-type: none"> • HoD Economics • HoD Law • HoD Philosophy • HoD Politics • HoD Social Anthropology • HoD Social Statistics • HoD Sociology • Recruitment & Admissions Manager • Recruitment & Admissions Lead • Faculty Marketing Officer |
| Meeting Schedule | Meets 4 times a year |
| Reports to | Teaching and Learning Committee, SLT and SPRC |
| Minutes | Circulated at following meeting. |

Employability Committee – Chair: SoSS Employability Lead

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 positive graduate destination rates
- 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 | A member of C&P team |
| Membership | <ul style="list-style-type: none"> • Department Employability Champions • Student representatives (UG & PGT) |

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|------------------|---------------------------------|
| Meeting Schedule | Four times a year. |
| Reports to | Teaching and Learning Committee |
| Minutes | Circulated at following meeting |

Programme Committees

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, which normally delegates responsibility to the Programme Director.

1. 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
2. It is not expected that there will be a separate committee for every individual programme. Related programmes or programmes within a single discipline area can be overseen by one committee.
3. 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 PS staff.

A template of the agenda of a Programme Committee is provided in [Appendix 4](#).

Staff-Student Liaison Committees

There is a School Staff-Student Liaison Committee (SSLC) as well as SSLCs that take place at department or programme level, and it is a standing item on STLC to receive reports on any activity or issues.

Terms of reference for Staff-Student Liaison 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.

Membership

| | |
|-----------|-----------------------------|
| Chair | DoTL and School Student Rep |
| Secretary | A member of IAG team |

| | |
|------------------|---|
| Membership | <ul style="list-style-type: none"> • HoTLSE • PS Managers • Student representatives (UG & PGT) • School Academic Advisor reps |
| Meeting Schedule | Four times a year. |
| Reports to | Teaching and Learning Committee |
| Minutes | Circulated at following meeting |

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 Schools 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. 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.

School Research Committee (SRC)

Terms of Reference

The Research Committee will:

1. Play a strategic role in planning and developing research activity in the School;
2. Stimulate and monitor the research activity and research profile of the School;
3. Encourage a culture of collaboration and interdisciplinarity within and beyond the School;
4. In relation to the Research Excellence Framework (REF):
 - a. Provide input into School and Faculty plans for REF preparation;
 - b. Oversee the School's overall Research Environment;
5. Review the quality of SoSS applications for:
 - a. The Simon and Hallsworth Fund;
 - b. External Fellowship applications;
 - c. The School Small Grants Scheme;
 - d. Faculty H-SIF funds
6. Confirm departmental recommendations for academic leave.
7. Provide input into Faculty consultations, e.g. in relation to Research Expectations, Research Ethics, etc.;
8. Encourage and review the contribution of School research to Faculty Priority Research Themes and the University's Research Platforms
9. Provide input to School-led research training initiatives
10. Assist the DoR in planning the annual School Research Showcase

Membership

| | |
|------------------|---|
| Chair | Director of Research |
| Secretary | Research Support Manager |
| Membership | <ul style="list-style-type: none">• Department Research Directors• SoSS Institute Directors• Impact Lead• Internationalisation Lead• Business Engagement Lead• Research Contract Staff Lead• Research Contract Staff Representative• PGR Director• Social Responsibility Director• EDI Director invited to give an update on an annual basis• Research Support Manager• Research Facilitator• Impact Facilitator• Head of Research Operations• Library Representative |
| Meeting Schedule | Up to six times a year |
| Reports to | SPRC, SLT, School Board, Humanities Research Strategy Committee (HRSC) |
| Minutes | Circulated at the next meeting |

SoSS Postgraduate Research Programmes Committee (SPRPC)

Terms of Reference

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

It's functions are:

1. To devise and implement the School's PGR strategy in line with University and Faculty recommendations;
2. To review School policy with regard to PGR matters and ensure that it complies with University, Faculty and appropriate external policy;
3. To consider Social Responsibility (including promoting equality and diversity) in developing PGR strategy and policy;
4. To ensure that the University and Faculty quality assurance and enhancement requirements are met in relation to research degree programmes;
5. To be responsible for the welfare of research students in conjunction with Faculty and University;
6. To set criteria for the review of applications for studentships to be used by Departments;
7. To share and promote best practices in admission, supervision and training of postgraduate research students;
8. To be responsible for the PGR student experience, including research culture and employability;

9. To be responsible for the effective development, deployment and maintenance of learning resources for postgraduate students;
10. To monitor the effectiveness of PhD supervision in the School;
11. To advise the Research Committee on key PGR developments;
12. To promote externally-funded studentships and themes/subject areas for PGR study;
13. To approve the appointment of examiners and award of research degrees;
14. To receive External Examiners' reports and to ensure that consistent standards are maintained in the assessment of candidates for the award of research degrees;
15. 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;

Membership

| | |
|------------------|--|
| Chair | PGR Director |
| Secretary | A member of Doctoral Academy staff |
| Membership | <ul style="list-style-type: none"> • Department PGR Directors • Academic Engagement Librarian • DA Admissions representative • PGR rep |
| Meeting Schedule | At least 5 times a year |
| Reports to | SPRC, SLT, School Board, Humanities Postgraduate Research Committee (HPGRC) |
| Minutes | Circulated at the next meeting |

5 Social Responsibility and Equality, Diversity & Inclusion 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:

- Social Inclusion
- Better Health
- Environmental Sustainability
- Cultural Engagement
- Prosperous Communities

Social Responsibility Committee (SSRC)

Terms of Reference

1. Champion School's commitment to Social Responsibility both internally and externally;
2. Support and encourage social responsibility activities in Departments, Research Institutes/ Centres so they contribute to the overall University strategic aims;
3. Promote, and where appropriate participate with, the signature programmes outlined under the five key priorities;
4. Work with the School leadership team to develop strategic plans and operational priorities for social responsibility, reviewing progress towards the goals;
5. With the School leadership team make decisions on aims, priorities and resourcing for social responsibility priorities on behalf of the School;
6. Support the work of the Environment and Sustainability lead for the School;
7. Support and collaborate with the Teaching & Learning Committee to promote the School's Widening Participation agenda;
8. Support and collaborate with the work of the Business Engagement lead and Engagement & External Relations Director where appropriate;
9. 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;
10. Oversees the organisation of the annual ESRC Festival of Social Sciences;
11. Report regularly to the School's Leadership Team, and to members of School Board;
12. Review terms of reference annually.

Membership

| | |
|------------------|---|
| Chair | Director of Social Responsibility |
| Secretary | Engagement and External Relations Assistant |
| Membership | <ul style="list-style-type: none">• 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 (1 hour) or three to four times per year (2 hours) |

| | |
|------------|--|
| Reports to | Humanities Social Responsibility Operations Group (H-SROG) |
| Minutes | Circulated at the next meeting |

Equality and Diversity Committee

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, and Departmental Board meetings. EDI matters may also be discussed at Teaching and Learning Committee, Research Committee, PGR Committee and Social Responsibility Committee when appropriate.

Terms of Reference

The committee will:

1. Promote equality and diversity within the School of Social Sciences, advancing equity of opportunity for all and embedding a workplace culture of inclusion;
2. Oversee the submission of Athena Swan Applications and the implementation of Athena Swan Action Plans;
3. Provide oversight of the development, monitoring and delivery of EDI operational priorities and related initiatives;
4. Receive, discuss and agree proposals, projects and initiatives that seek to promote EDI across the School, conducting an [Equality Impact Assessment](#) where necessary;
5. Develop, sustain and evaluate school-wide EDI initiatives;
6. Consult with relevant groups within the School, as appropriate;
7. 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;
8. Review Terms of Reference bi-annually.

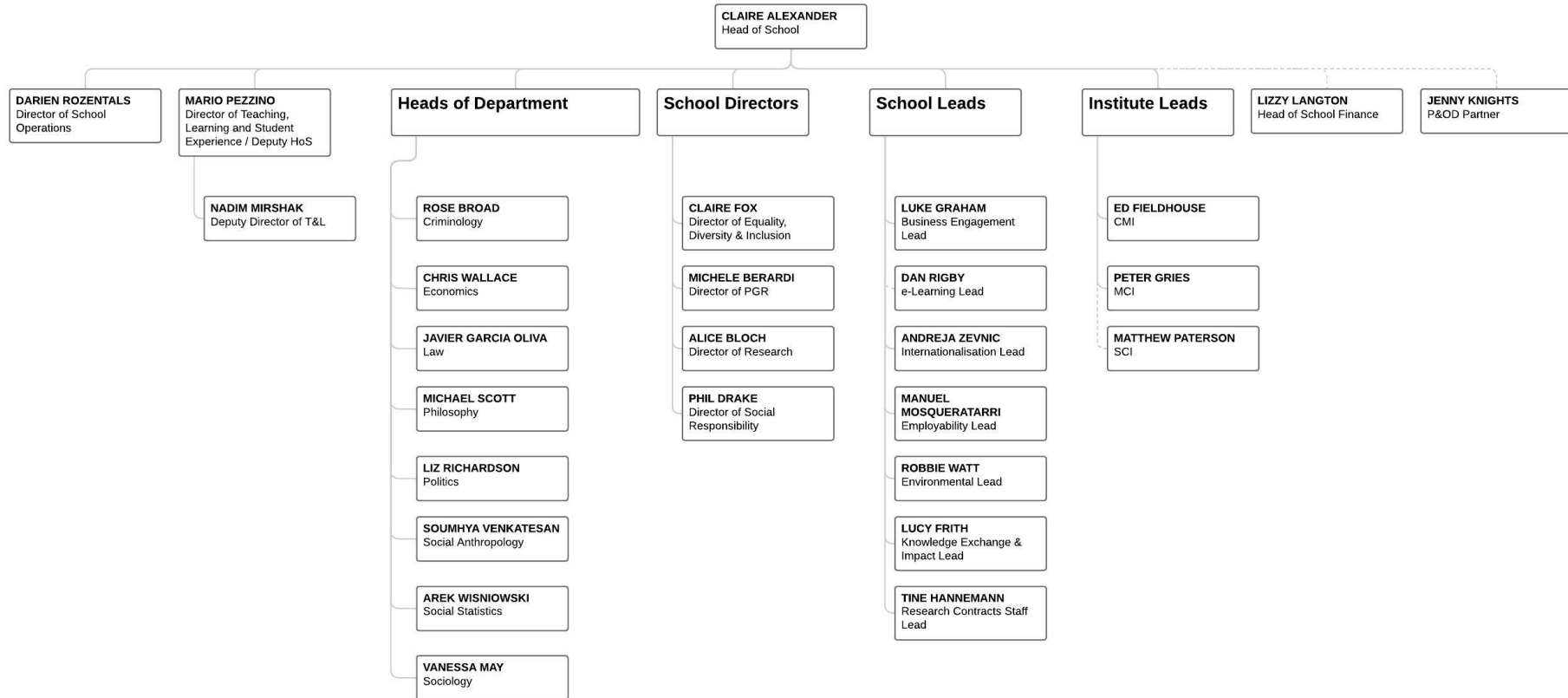
Membership

The group has representatives from both academic and PS staff.

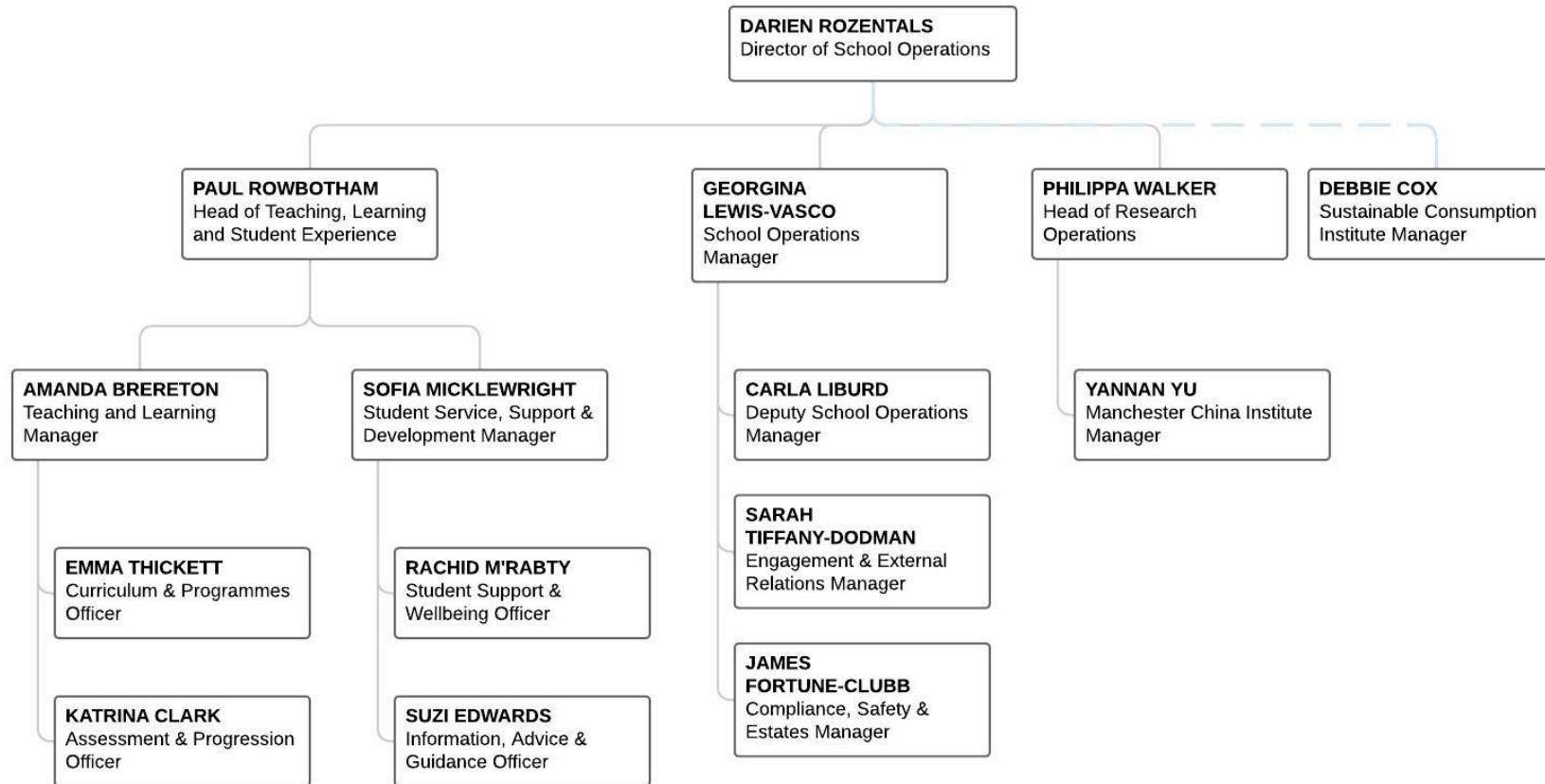
| | |
|------------|--|
| Chair | Director of Equality, Diversity and Inclusion |
| Secretary | Engagement and External Relations Assistant |
| Membership | <ul style="list-style-type: none"> • Representatives from across the School's Departments, Centres and Institutes • Engagement & External Relations Manager (PS) • School Operations Manager (PS) • Student Support, Service & Development Manager (PS) • Support & Wellbeing Coordinator (PS) • P&OD Partner • Student Representatives for UG/PGT/PGR • By invitation – School Data Analyst |

| | |
|------------------|--|
| Meeting Schedule | <ul style="list-style-type: none"> • Six to eight times per year (There may also be additional meetings for the Athena Swan Self-assessment team in the lead-up to an award submission). |
| Reports to | <ul style="list-style-type: none"> • Report regularly to the School's Leadership Team, and to members of School Board; • Report to the Faculty of Humanities EDI strategic group and the EDI Directorate, where relevant; • Make recommendations to the SPRC and SLT; |
| Minutes | <ul style="list-style-type: none"> • Circulated at the next meeting |

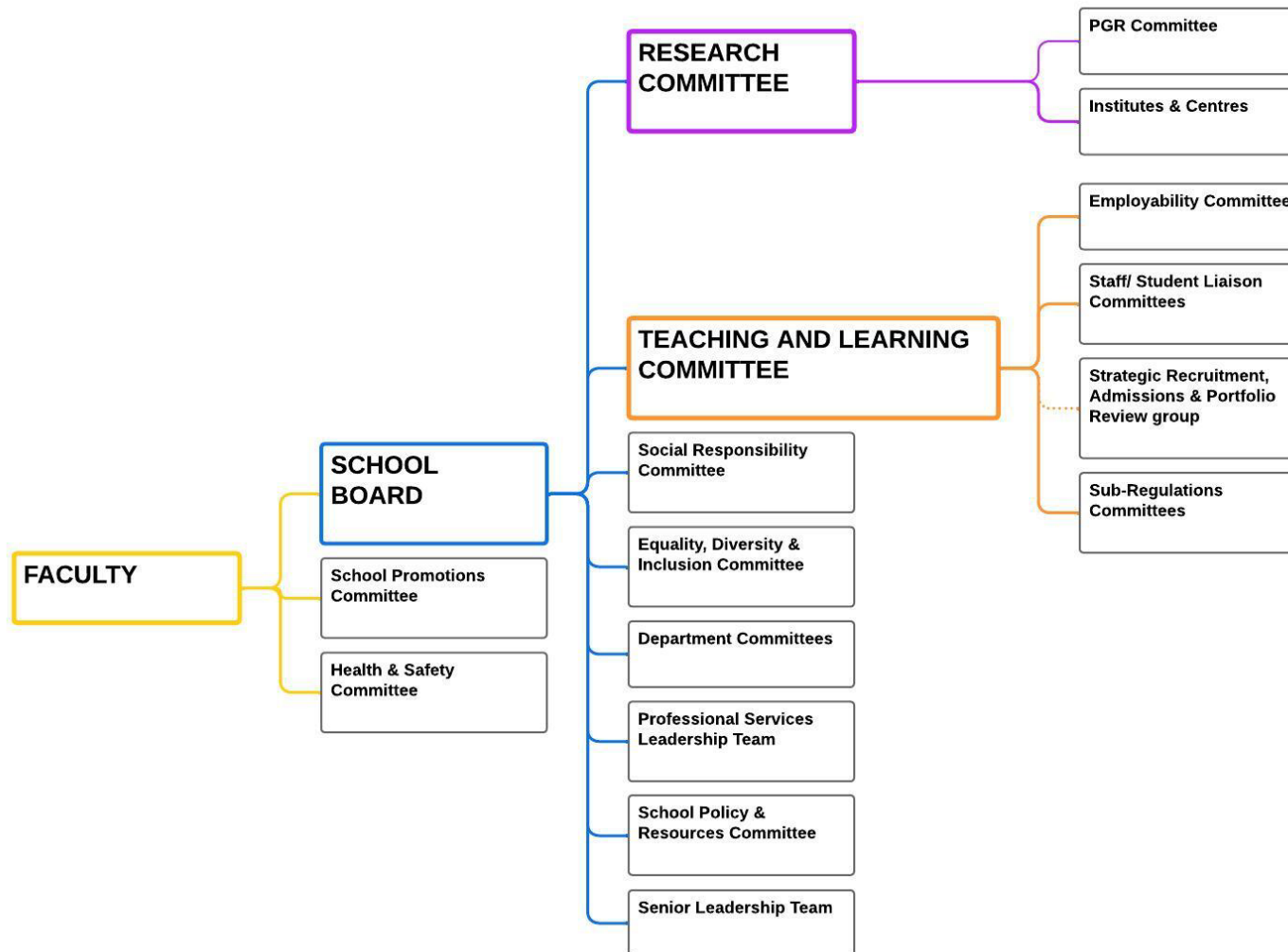
6. Appendix 1a Senior Leadership Structure



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



8. Appendix 2 School of Social Sciences Governance



9. Appendix 3 WAM Guidance

Departments follow some 'ballpark' guidance in how much overall WAM relief is allocated to roles in their Departments. The guidance is not to be seen as prescriptive on how a Head of Department and their Leadership team choose to split their overall WAM into teaching, research, leadership, SR, EDI and other categories.

The recommendation is the overall WAM is implemented by September 1st, 2025. Any differences that cannot be achieved in this time frame should be discussed with the Head of School and an alternative timeframe should be agreed.

Note: The WAM guidance is the maximum amount of WAM that should be allocated, **it is not the target** and fewer roles and percentages should be sought where possible.

The following overall percentages are recommended with some guidance on how roles might be split into the main categories.

| WAM Guidance | |
|---|------|
| % WAM Relief should be no more than the following totals: | |
| Large: Economics, Law, Politics | 700% |
| Medium/ Small depts: Sociology, Criminology, Philosophy, Social Anthropology, Social Statistics | 300% |

| Recommendations: | Leadership |
|-------------------------|-------------------|
| Large | 300% |
| Medium/ Small | 160% |
| | TLSE |
| Large | 300% |
| Medium/ Small | 100% |
| | Research |
| Large | 80% |
| Medium/ Small | 20% |
| | EDI/SR |
| Large | 10% |
| Medium/ Small | 10% |
| | Other |
| Large | 10% |
| Medium/ Small | 10% |

| WAM Categories | Roles Included |
|-----------------------|---|
| Leadership | Head of Departments, Deputy Head and Director roles |
| TLSE* | Programme Directors, Exams Officer, Employability, Exchange Officers, TA Coordination, Admissions and WP, Library, Peer Review of teaching, Liaison officers for School wide programmes and joint programmes. |

| | |
|-----------------------|--|
| Research (inc PGR) | Research area/ hub/ centre leads, Seminar Coordination, REF lead, Impact lead, Internationalisation and PGR related activities such as Admissions, liaison with NW DTP/ DTC |
| SR/EDI | SR and EDI |
| Other | Web, Computing, H&S |

*Currently the Justice Hub sits under TLSE, this has been excluded in this version as it is currently under review.

10. Appendix 4 Template for Programme Committees

School of Social Science

| | |
|---|---|
| <p>Attendees: Programme Director(s) (PD) C&P (organising the meeting) A&P* IAG* SSW* Students Reps School Academic Advisors Year Tutors Departmental Rep(s) Pathway Directors (interdisciplinary degree) Employability rep (by invite if needed) eLearning Lead (by invite if needed) Assessment Leads (by invite if needed) * A rep from each team, preferably the same person to provide consistency Guest:</p> | <p>Meeting date and time:</p> <hr/> <p>Venue:</p> |
|---|---|

11. Appendix 5 School Wide Programmes and Programmes by Department

| Department | Undergraduate | Postgraduate Taught |
|---------------------------------|---|---|
| School wide degrees at UG level | <ul style="list-style-type: none"> • BAEcon – Economics, Economics and Finance, Economics & Social Studies • BA Social Sciences (BASS) – combination of all social sciences subjects – Criminology, Economics, Law, Philosophy, Politics, Social Anthropology, Social Statistics and Sociology. • Politics, Philosophy and Economics (PPE) | |
| Criminology | <ul style="list-style-type: none"> • BA Criminology (and with International Study) • BA Criminology with Data Analytics • BA Global Social Challenges, BASS programmes (Phil and Crim; Soc and Crim; Soc Anth and Crim; Pol and Crim) • LLB Law with Criminology | <ul style="list-style-type: none"> • MA Criminology • MRes Criminology • MRes Criminology (Social Stats) • MSc Financial Crime and Compliance, • <i>MSc Digital Trust, Security and Society (due to start Sept 2025)</i> |
| Economics | <ul style="list-style-type: none"> • BSc Economics • BA Economics Contributes to: • PPE • BA (Econ) | <ul style="list-style-type: none"> • MSc Economics • MA Economics • MSc Financial Economics • MSc Economics & Data Science (new) |

| | | |
|------------|--|--|
| | Provides a lot of service teaching across the University. | |
| Law | <ul style="list-style-type: none"> • LLB Law • LLB Law with International Study • LLB Law and Politics • LLB Law and Criminology | <ul style="list-style-type: none"> • Healthcare Ethics and Law (campus based) • Healthcare Ethics and Law (Distance Learning) • LLM in Commercial and General Law • LLM in Public International Law LLM International Financial Law • LLM International Business and Commercial Law • LLM in International Commercial and Technology Law (Distance Learning) |
| Philosophy | <ul style="list-style-type: none"> • Philosophy • PPE • BASS • BA Econ | <ul style="list-style-type: none"> • MA Philosophy |
| Politics | <ul style="list-style-type: none"> • Politics and International Relations. | <p>For PGT there are eight programmes:</p> <ul style="list-style-type: none"> • International Relations |

| | | |
|---------------------|---|--|
| | <p>The vast bulk of Politics students are from joint honours programmes such as Politics and Modern History, BA econ (Economics and Politics pathway), BASS, PPE, and the various Politics and language degrees.</p> | <ul style="list-style-type: none"> • International Political Economy Human Rights • Political Economy (different from IPE), • Political Science – (4 pathways - European Politics, Democracy and Elections, Political Theory, and Governance and Public Policy) • Politics, Philosophy and Political Theory • Peace and Conflict studies. |
| Social Anthropology | <ul style="list-style-type: none"> • BSocSci Social Anthropology • BASS (UG); | <ul style="list-style-type: none"> • MA Social Anthropology • MA Visual Anthropology • MA Anthropological Research. |
| Social Statistics | <ul style="list-style-type: none"> • BASS • BAEcon (mostly Data Analytics pathways but we do teach to general audience in these programmes) • Global Social Challenges (two Y2 modules). | <ul style="list-style-type: none"> • MSc Social Research Methods and Statistics • MSc Data Science (teach or co-teach both core modules for all pathways and options for our Social Data Analytics pathway) |

| | | |
|-----------|--|--|
| | <ul style="list-style-type: none"> • Our 3rd year module on Social Networks is a core in FSE UG programme on Human Computer Interface. | <ul style="list-style-type: none"> • MRes Criminology (take one or two of our quant modules) • MSc Social Networks (one of our modules is a core). |
| Sociology | <ul style="list-style-type: none"> • BSocSci Sociology • BASS • BA Linguistics and Sociology • BA History and Sociology • BA(Econ) - less so since BASS | <ul style="list-style-type: none"> • MA Sociology • MSc Sociological Research • MA Social Network Analysis • MA Social Change, Environment and Sustainability (Sept 2024 start) <p>Sociology also provide service teaching for PGT programmes in Criminology and Social Stats (MSc Social Research Methods and Statistics, MA Criminology and the new MSc Digital Trust, Sept 2025 start): two of our PGT modules (SOCY60231 and SOCY60401) are core/compulsory on these three</p> |

| | | |
|--|--|--|
| | | <p>Criminology and Social Stats programmes.</p> <p>Sociology also runs the cross-school QRM (Qualitative Research Methods) programme</p> |
|--|--|--|

12. Appendix 6 Research Organisation by Department

Criminology

There are 5 research groups and all staff are a member of a research group as this provides the facility for initial feedback on papers, funding applications etc:

- Manchester Organisational Non-compliance Initiative (MONI) – research related to corporations and their regulation/involvement in crime;
- Exploitation, Violence and Abuse;
- RESQUANT – researchers involved in quantitative work;
- RESDRUGS – drugs related research;
- RESPUN – research on punishment and policing.

All research groups meet monthly in different ways, e.g. RESQUANT and MONI have a seminar series, the others don't. They all meet though with the purpose of sharing ideas about research and providing the opportunity for feedback on drafts of papers and funding applications, conference presentations etc.

All also have membership of PGR students except for Exploitation, Violence and Abuse at the moment as this is a new group. Criminology also hold Crim Café which is three/four times a semester and is open to all staff/students. It is a lunchtime seminar series and each session involves a PGR student and a member of staff (usually their supervisor) presenting on their research. Presenting at Crim Café is compulsory for the PGR students in their 3rd or 2nd year.

They also have an external speaker programme of approx. five/six speakers per year which is held towards the end of the day and is open to all staff/students and external guests (e.g. practitioners).

Economics

Weekly seminars organized around five overlapping and non-exclusionary groups:

- Econometrics
- Macroeconomics
- Economic Theory
- Applied Economics,
- Lewis Lab/Econ History

There is no strict structure, some “groups” have lunches/other events together, some do not.

Law

The Law Department has four formal research groups:

- CSEP – the Centre for Social Ethics and Policy – mental health law, regulation of healthcare, medical law, bioethics;
- MANREG - The Manchester Centre for Regulation, Governance and Public Law – regulation, governance, public law, constitutional and administrative law, law and religion, family law and criminal law, environmental law, law, gender and sexuality, human rights law, law and social rights;
- MILC – Manchester International Law Centre – international lawyers, public international law, humanitarian law, international law theory;
- CLAB – Centre for Law and Business – Contract Law; Tort Law; Property Law; Commercial Law; Consumer Law; International Trade Law; Banking Law; Insurance Law; Corporate Law; Corporate Finance Law; Secured Transactions Law; Insolvency Law; Corporate Governance; Intellectual Property; Competition Law; Securities Law; Financial Regulations; Arbitration and Mediation; FinTech; Law and Technology; Money Theory.

They all hold their own meetings and run seminar series and events. The frequency of these varies between centres.

Philosophy

Research Areas:

- Engaged Philosophy
- Philosophy of Mind and Language
- Metaphysics
- History of Analytic Philosophy

They each have people who informally act as leaders of them. They organise reading groups, seminars, and workshops.

Politics

There are five research clusters:

- Democracy and Elections;
- Mancept;
- Global Political Economy;
- Critical Global Politics;
- Comparative Politics.

Each of these has its own seminar series.

Social Anthropology

There are no formal centres, groups or themes. Rather, people work on their research (some with Post-docs on grants), and collaborate informally by reading each other's work.

Social Statistics

Formally, there are two groups:

- Methodology
- Applications

Practically everyone is expected to attend internal monthly seminars (RAGS), where staff and PGRs present and there is no thematic organisation of these. They also organise ad-hoc thematic events or workshops, sometimes in collaboration with CMI.

Sociology

Sociology have centres and research groups that operate in a more structured way, holding regular meetings several times per semester and organising events. On the departmental website, six research clusters are presented: these are more of an 'administrative' entity to present the research conducted in the department in a structured way (also used in REF).

Research clusters:

- Social inequality and stratification
- Networks, relationality and everyday lives
- Race, ethnicity and migration
- Culture and consumption
- Social movements and protests
- Methodological innovation

Centres: Morgan Centre for Research into Everyday Lives; Mitchell Centre for Network Analysis; Centre for Dynamics of Ethnicity.

Research groups: movements@manchester; Manchester Urban Ageing Research Group.

There is also Sociology involvement in: Sustainable Consumption Institute; Cathie Marsh Institute; National Centre for Research Methods.