

Faculty of Health and Medicine

Constitution

1. Preamble

The purpose of this Constitution is to set out the objectives of the Faculty of Health and Medicine, to define its organisational structure, and to spell out the roles and powers of Faculty committees and officers. Divisions are the main constituent elements of the Faculty and Heads of Divisions have a central part to play in defining its objectives and priorities.

References to 'divisions' shall also cover those centres, institutes or units which are constituent elements of the Faculty as defined in Section 3 below.

2. Objectives

- i. To promote the study of health and medicine at Lancaster University by advancing biomedical, medical and social scientific research and teaching in these areas; to identify and promote, internally and externally, those initiatives which will reinforce Lancaster's position as a centre for excellence in teaching and research in such subject areas, and to foster and develop national and international links.
- ii. To promote interdisciplinary approaches to research and teaching, exploiting collective strengths within the Faculty and other parts of the University, such strengths including those in the social, biomedical, medical, environmental and management sciences.
- iii. To develop, review and promote a range of schemes of study and courses in health, medicine, and biomedical and life sciences, at both undergraduate and postgraduate level.
- iv. To provide a stimulating teaching and research environment which is attractive to high quality staff and students and within which individuals and research groups may flourish.
- v. To ensure financial accountability to the University for the activities of the Faculty and its constituent divisions and centres, and for the administration of the Faculty budget in accordance with financial regulations.
- vi. To ensure effective links with relevant professional bodies and industries whose work intersects with that of the Faculty.
- vii. To ensure effective links with a range of NHS Trusts, charities and voluntary organisations whose work intersects with that of the Faculty.
- viii. To develop effective and appropriate collaborations with other Universities, in the UK and overseas, in order to promote high quality research and teaching within the Faculty.

- ix. To develop and foster contacts and reciprocal information flows with the commissioners and users of research, whether private or public, national or international.
- x. To promote equal opportunities.

3. Membership

The Faculty has four Divisions, comprising:

- Biomedical and Life Sciences
- CETAD
- Health Research
- Lancaster Medical School

Each will be headed by an appropriately qualified member of senior academic staff (Senior Lecturer or equivalent grade, and above), who will become on appointment, a member of Senate.

- i. All staff within these constituent Divisions and Faculty Office shall be members of the Faculty.
- ii. All honorary and visiting staff, and any other individuals from within or outside the University as approved by the Policy and Resources Committee, shall be defined as associate members of the Faculty.
- iii. Student members of the constituent Divisions of the Faculty shall be student members of the Faculty.

4. Officers

4.1 Dean

- i. The Dean is the senior officer of the Faculty and shall not be a serving Head of Division. The role of the Dean within the Faculty is to provide academic leadership, to encourage excellence in teaching and research, to represent the Faculty within the University and externally, to promote the development of the Faculty and its staff, and to manage its activities through the most effective and cost-efficient use of its resources, within the framework of the University's strategic plan and policies. The Dean is responsible to the Vice-Chancellor for the proper conduct of the Faculty, in accordance with the University's rules and regulations.
- ii. The Dean is a member of the University senior management team and as such is a member of UMAG. S/he has a shared responsibility for promoting and achieving the University's goals as set out in the Strategic Plan.
- iii. The Dean shall consult regularly with Heads of Divisions and Associate Deans, and shall take due account of their views in the formulation of Faculty strategy and policy.

4.1.1 *Appointment of Dean*

The appointment of the post of Faculty Dean has been elaborated by Senate (S.2008/59 refers).

The post of Dean will be advertised internally and externally. The membership of the appointing panel will be approved by the Vice-Chancellor (or by a Pro-Vice-Chancellor acting on his behalf) at the time the post is advertised and shall comprise:

- Vice Chancellor (Chair)
- three members of the Faculty, nominated by PRC, including at least two Heads of Division
- a member of the senior academic staff from another Faculty in the University or from another University in the UK (nominated by the Faculty PRC in consultation with the Vice-Chancellor)
- two lay members of Council.
- the Vice-Chancellor may co-opt a (second) external member if it is deemed appropriate.

The panel will determine the appointment process to be followed, which will both ensure stakeholder input into the appointment process, and test the capability of the candidates.

The Faculty Manager shall service the appointment committee and organise the interviews. The Faculty Manager will also ensure that there is an opportunity for members of the Faculty to comment on the candidates. The Director of HR or nominee will be in attendance.

The Dean will also normally be appointed simultaneously as a Chair in the Faculty to be located in one of the Divisions, subsequent to consultation with the members of the Division.

The appointment shall be subject to confirmation by Council, on the recommendation of Senate.

- i. ***Term of office:*** is five years, renewable for one further term of up to five years, subject to satisfactory performance in the role. In exceptional circumstances, and with the concurrence of the Faculty, the Vice-Chancellor may extend the appointment beyond ten years. The Vice-Chancellor will seek the views of the Faculty about the performance of the Dean, and whether the appointment should be renewed, approximately twelve months prior to the end of the term of office.
- ii. ***Vote of no confidence:*** In the event that the Faculty loses confidence in the leadership of the Dean the PRC will nominate two of its members to make representations to the Vice-Chancellor to this effect. Such representations can only be made after a vote of no confidence is passed by a two third majority of all voting members of the PRC.

4.1.2 Responsibilities

The responsibilities of the Dean are determined by the Senate and are defined in detail in VC/04/R122. They include:

Strategic Leadership

- developing and implementing long-term academic and management plans and policies, incorporating a coherent set of objectives for teaching and research. This will include the production of a three-year rolling strategic plan;
- fostering and facilitating a supportive environment within the Faculty, developing and managing a human resource strategy within a university-wide framework, leading to policies which will include effective recruitment, training and development and career development of staff;
- Overseeing the research strategy for the Faculty and ensuring that appropriate opportunities for research funding are pursued;
- promoting interdisciplinary and consortial work, and ensuring that the Faculty explores new markets for student recruitment, and responds appropriately;
- with the aid of the Policy and Resources Committee (PRC), the teaching committee, and, within the central policy agreed with the university, overseeing the Faculty's general admissions and welfare policies for undergraduates and postgraduates;
- working with other members of the university senior management team to promote the University's strategic plan.

Management of Faculty Finance and Resources

- Managing the budget within the funding constraints set during the budget-setting cycle, in cooperation with the Faculty Manager
- Allocating funding and resources within the Faculty
- Reporting to, and providing financial accountability to, the University
- Being accountable to the Vice Chancellor and University Secretary for all legal matters concerning the Faculty.

Management and Development of Staff within the Faculty

- Managing staffing requirements for the Faculty
- Recruiting and selecting staff within policy guidelines
- Managing career development in accordance with institutional and Faculty policies and procedures, including short term contracts
- Monitoring and overseeing promotions committees for the Faculty
- Managing Heads of Divisions in the Faculty in terms of accountability for the proper discharge of their responsibilities.

Promoting the Faculty

- Acting as an advocate for the Faculty and ensuring its views are represented to officers and committees in the University
- Acting as an advocate for the Faculty externally, promoting its work effectively to a range of stakeholders regionally, nationally and internationally

- Facilitating alumni and development activities in conjunction with the Pro-Vice-Chancellor for External Relations and the Director of the Alumni and Development Office
- Being a member of the Faculty's advisory group

4.2 The Deputy and Associate Deans

There shall be up to four Associate Deans: for marketing and communications, research, postgraduate studies, and undergraduate teaching. The Dean shall designate one Associate Dean as Deputy Dean. The Associate Deans shall be senior members of the academic staff of the Faculty, although they shall not be serving Heads of Division and shall not normally be drawn from the same division as each other.

4.2.1 *Appointment of Associate Deans*

The appointment committee will be chaired by the Dean and will consist of the four current Heads of Division.

Approximately six months before the term of office of any Associate Dean is due to end the Faculty Manager, on behalf of the Dean, will issue a call for expressions of interest in the posts by members of the academic staff (Senior Lecturer or above). Applicants will prepare a written statement that will be made available to all members of the Faculty. Applicants will be interviewed by the Appointment Committee.

Associate Deans shall normally be appointed for a period of three years (with the possibility of renewal for one further period of up to three years). Appointments shall be subject to confirmation by the Policy and Resources Committee and the Committee of Senate of the University.

4.2.2 *Responsibilities*

- (i) **The Associate Dean for Undergraduate Teaching** will work closely with the Dean, the University Dean of Undergraduate Studies to develop and promote all aspects of teaching in the Faculty, including recruitment, and will be responsible for ensuring that academic quality and standards are maintained concerning the development, monitoring and review of undergraduate teaching programmes. The Associate Dean should be proactive in developing proposals for new schemes. The Associate Dean will work closely with the Dean to ensure that the Faculty has a coherent strategic framework for Undergraduate teaching.
- (ii) **The Associate Dean for Postgraduate Studies** will work closely with the Dean, the University Dean of Graduate Studies to develop and promote all aspects of teaching in the Faculty, including recruitment, and will be responsible for ensuring that academic quality and standards are maintained concerning the development, monitoring and review of postgraduate teaching and research programmes. The Associate Dean should be proactive in developing proposals for new schemes. The Associate Dean will work

closely with the Dean to ensure that the Faculty has a coherent strategic framework for Postgraduate studies.

- (iii) **The Associate Dean for Research** will work closely with the Dean of the Faculty to promote all aspects of research and enterprise within the Faculty, including: postgraduate research; fostering both interdisciplinary research; and third mission activities. There will be a need to consolidate existing successful activity and develop new areas of strength and excellence in the Faculty. The post holder will work closely with the Dean to ensure that intelligence about research funding opportunities is collected and disseminated systematically and to ensure that opportunities for collaboration within and outside the Faculty are pursued. An interest in the Faculty's mission to conduct both theoretical and empirical and policy-relevant research is essential. The Associate Dean will be responsible for overseeing the Faculty's submission to the Research Excellence Framework.
- (iv) **The Associate Dean for Marketing and Communications** will work closely with the Dean of the Faculty to raise the profile of the Faculty, regionally, nationally and internationally; in part exploring new opportunities but in particular helping the Dean to 'market' the Faculty externally and to take forward the development of the Faculty's internal communications, in collaboration with others as required. The post holder will advise the Dean on responses to university policy and practice regarding marketing and communications in particular, and ensuring that the Faculty is compliant with such policy.
- (v) **The Deputy Dean**, in addition to their Associate Dean role, will deputise for the Dean when s/he is on leave or otherwise unavailable to attend specific external events or internal meetings; act on behalf of the Dean in chairing such appointment committees as may be required from time to time; oversee and manage specific projects, as may be requested from time to time by the Dean.

5. Governance

There shall be the following committees within the Faculty:

Faculty Plenary

The Faculty Plenary shall act as the convocation of the Faculty. It shall normally be chaired by the Dean and shall meet once each academic year to receive reports from the Dean and the Associate Deans. The Faculty Plenary shall also meet, as and when required, to approve, on recommendation from the PRC:

- The strategic plans of the Faculty¹;
- Any amendments to the membership of the PRC;
- Any amendments to the constitution.

¹ Senate is responsible for recommending to Council any organisational changes to the structure of the Faculty which involves setting up or laying down divisions.

All full members of the Faculty shall be members of the Faculty Plenary. Student representation will include two student members from each Division (normally one undergraduate and one post-graduate). University representatives and additional non-voting members may be admitted by approval of the PRC.

An extraordinary meeting of the Faculty Plenary may be called at any time by the Dean of the Faculty or at the request of 40 Staff Members of the Faculty, this request being submitted in writing to the Faculty Manager.

Policy and Resources Committee (PRC)

The PRC shall advise the Dean on the consideration of all policy and operational matters within the Faculty, including those relating to:

- the attainment of the Faculty's objectives, priorities and plans, subject to overall University policy and priorities;
- the allocation of the Faculty's finances and resources to its constituent Divisions;
- the determination of priorities in the use of particular resources in support of research and teaching (including selective use of staff time, staff development, consumables, space and other physical facilities);
- external promotion of the Faculty;
- fostering effective links with relevant external bodies;
- student recruitment and admissions;
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The PRC shall meet monthly during term-time, with additional meetings called by the Dean as required. The PRC will have the option to co-opt additional members and of inviting non-members from both within and outside the Faculty to attend individual meetings if this is thought to be useful for the discussion of any item of business.

Membership of the PRC will comprise:

Dean of the Faculty (chair)

Divisional Heads

Associate Dean for UG Teaching

Associate Dean for PG Studies

Associate Dean for Research

Associate Dean for Marketing and Communications

Member of non-academic staff

Faculty Manager (in attendance)

HR Business Partner (in attendance)

Teaching committee

The Teaching Committee shall act as a forum for the discussion of all undergraduate and postgraduate teaching, learning and assessment matters within the Faculty, including:

- the strategic development of the Faculty's portfolio of available courses including: undergraduate, taught postgraduate (including taught doctoral programmes) and traditional doctoral research opportunities;
- the dissemination of good teaching practice within the Faculty and the development of new and/or innovative methods of teaching delivery;
- promoting interdisciplinary approaches to teaching;
- monitoring PGR recruitment and the quality of training provision for postgraduate research students;
- monitoring the employment of graduates and developing and reviewing activities to increase employability;
- monitoring and reviewing existing undergraduate and postgraduate course provision and validating new and revised programmes of study and modules;
- coordinating quality assurance and academic audit for all undergraduate and postgraduate programmes of study within the Faculty;
- responding to central committee consultation to implement policy relevant to undergraduate and postgraduate teaching and learning provision;
- monitoring and coordinating, where necessary, interaction with faculties and colleges;
- making recommendations about external examiners for undergraduate and postgraduate programmes of study;
- monitoring recruitment to all courses, reviewing recruitment plans, and encouraging new course developments to meet identified demand;

The Committee shall also make recommendations on the above to the Dean of the Faculty and the PRC and forward, as appropriate, recommendations on all such proposals to the Secretariat and the university-level Dean of Undergraduate Studies and Dean of Graduate Studies.

The Teaching Committee shall meet at least twice a term, with additional meetings called by the Faculty Associate Deans, as required.

Membership of the committee shall be:

Dean (ex officio)
Associate Dean for UG Teaching (co-chair)
Associate Dean for PG Studies (co-chair)
Faculty Teaching Quality Support Officer (secretary)
Divisional Director of undergraduate programmes
Divisional Director of postgraduate programmes (to represent both PGT and PGR)
One undergraduate representative
One postgraduate representative
One representative of Faculty's support staff (selected by ballot following nominations by the support staff to the Dean)
One representative each from: Organisation and Educational Development, Library, Learning Technology Group (ISS)

Other members will be co-opted as required, for defined periods of office.

Research committee

The Research Committee shall act as a forum for the discussion of all matters relating to research and consultancy within the Faculty, for the development of policy recommendations in these areas, and for the implementation of policy decisions of the Policy and Resources Committee, including:

- research strategy and policy to support research excellence;
- preparation for, and contributions to the University's submission to, any future Research Assessment Exercise/Research Excellence Framework;
- strategies for optimising research income into the Faculty;
- liaison with the university's Research Support Office, to maintain oversight of the School's portfolio of funded research, and to support members of the School in the bidding process for research funds;
- the encouragement of collaborative research within the Faculty, with other Faculties, and with relevant external bodies including other universities and the NHS;
- oversee the SHM Research Ethics Committee and to develop policy recommendations in relation to ethical issues more generally;
- to keep under review policy relating to the recruitment, supervision, training and academic welfare of career development of contract research staff.

The Research Committee shall meet at least once a term, with additional meetings called by the Associate Dean for Research as required.

Membership of the Committee shall be:

Dean (ex officio)
Associate Dean for Research (chair)
Faculty Research Support Officer (secretary)
Associate Dean for PG Studies (ex officio)
Divisional heads, or their nominees
Contract research staff representative
Research student representative

There shall be established a Faculty Research Ethics Committee, which shall be a sub-committee of the Faculty Research Committee.

Chairs and Readerships Committee

The Chairs and Readerships Committee shall consider cases for promotion to chair and reader level in the Faculty and make recommendations to the University Chairs and Readerships Committee.

Membership of the Committee shall be:

Dean (chair)
Faculty Manager (secretary)
At least three senior representatives from the Divisions, but not a current Head of Division and normally of professorial level, chosen by the Dean to provide an appropriate spectrum of expertise

Member of another Faculty's Chairs and Readerships Committee

Additional members may be co-opted where the nature of the case under discussion warrants

The Committee shall aim to have equal numbers of men and women but, for the present, at least one female member will be required. The membership shall be composed such that it is capable of assessing fully, evidence of all three areas of activity (Teaching, Research and Administration).

The Committee for Chairs and Readerships shall meet once a term, with additional meetings called by the Dean as required.

Human Resources Committee

Within the authority delegated to it, the Human Resources Committee will consider all personnel issues in the Faculty of Health and Medicine, including cases for all staff below Grade 9 for probation, promotion, contribution pay awards, role analysis, and recommend to the relevant University Committee on cases for promotion to Grade 9 and all transfers to indefinite contracts.

Membership of the Human Resources Committee shall be:

Dean (chair) (ex officio)

Faculty Manager (secretary) (ex officio)

Associate Deans (ex officio)

Faculty representative(s) on the University Promotions Committee

Divisional representatives drawn from senior members of the School (co-opted by the Dean)

The Faculty HR Business Partner will attend.

Additional members may be co-opted where the nature of the case under discussion warrants.

The Human Resources Committee shall meet at least once per term, with additional meetings called by the Dean as required.

Advisory Board

An Advisory Board shall be established that comprises mainly members from outside the University. The purpose of the Advisory Board will be to receive reports from the Dean and thereby to: comment on the overall strategic direction of the Faculty; provide support to the Faculty in its efforts to gain both resources and recognition for its work; and to advise on existing and possible new external relationships.

The Advisory Board will meet once a year.

6. Amendments to the Constitution

Amendments to the Constitution may be proposed either by the PRC or by a staff member of the Faculty, if signed by ten other staff members.

Proposals for amendments must be submitted in writing to the Dean for consideration by the PRC, which will accept or reject the amendment by a simple majority vote.

If the proposal is supported by the majority of the voting members of PRC it will be referred to the Faculty Plenary for approval.

The Faculty Plenary may approve or reject a proposal on the basis of a simple majority of those present or may refer the matter to a ballot of the full members of the Faculty. The full members of the Faculty Plenary may approve or reject a proposal on the basis of a simple majority of votes received. The result of the ballot shall be reported to the next meeting of the Policy and Resources Committee.

Where a proposal has been passed by the Faculty, it shall be submitted for formal ratification by the University Senate.

In the case of any conflict between the Charter, the Statutes and Council or Senate policy on one hand and the Faculty Constitution on the other, the relevant provisions in the former shall prevail.