

## **DEPARTMENT REVIEW**

### **TERMS OF REFERENCE**

#### **Purpose**

1. To provide a review of each department in turn. This can be done within six to twelve months of a new Head of Department (HoD) being appointed, or at other times to address key challenges facing an academic department. The review will assist the HoD and their colleagues in developing and/or implementing the Department's strategy in order to ensure that the department's performance is of the highest calibre.
2. To consider data relating to the department and use this, together with the department's strategy-evaluation produced by the Department, to assess the current situation and future direction of the department and its strategy, in discussion with the review panel.
3. To identify positive achievements and areas of challenge through a short set of commendations and recommendations for both the Department under review. The commendations will identify best practice which will be raised for wider university adoption.

#### **Membership**

The Panel membership will be agreed in advance with the HoD, Review Panel Chair and Provost. Membership can vary but should consist of the following representatives:

- **Chair:** Vice-Provost (Education) and/or Vice-Provost (Research).
- One academic member of the faculty leadership team of another faculty (e.g. Vice-Dean or Associate Dean)
- Senior academics (e.g. a HoD) from another department with understanding of disciplinary area
- A Consul
- External reviewers, suggested from department with a relevant Geographic spread across UK-EU-US, and educational and research expertise. The External Reviewer should not be a current member of the Department's External Advisory Board.
- A student representative to be drawn from either the ICU President or Deputy President for Education
- Strategic Planning Review Manager
- Strategic Planning Review Coordinator (**Secretary**)

#### **Department and Faculty representatives**

- Representatives of the Department and Faculty will attend relevant sessions of the review meeting.

#### **Duration**

- The Review meeting will normally take place over two days.

#### **Roles and responsibilities**

Role	Summary of responsibilities
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Provost	<ul style="list-style-type: none"> <li>• Agree review panel membership and timings with HoD and Review Panel Chair/s</li> <li>• Attend the beginning of the Review Panel meeting to meet the panel and outline the objectives of the review process</li> <li>• Receive the Review Panel Report prior to submission to the Academic Strategy Committee for awareness and discussion where required</li> <li>• Lead discussion of departmental reviews at the Academic Strategy Committee and provide approval of review outcomes and next steps.</li> </ul>
Review Panel Chair	<ul style="list-style-type: none"> <li>• Convene and lead the Review Panel</li> <li>• Oversee the preparation of the Review Report including recommendations from the Review Panel, to be prepared by Strategic Planning.</li> </ul>
Departmental Leadership Team	<ul style="list-style-type: none"> <li>• Suggest and agree review panel membership and timings with the Review Panel Chair/s and Provost</li> <li>• Agree data set (centrally-held and department-held) to be collated with Strategic Planning.</li> <li>• Review and consult on data provided by Strategic Planning</li> <li>• Prepare the Department Report (including data analysis and strategy-evaluation document (SED), targets and measures of success) to be submitted to the Review Panel with support from Strategic Planning. This may involve consultation with the wider department.</li> <li>• Provide an action plan response to the recommendations of the Review Report, prior to submission to University Management Board.</li> <li>• Prepare and submit any follow up reports as required</li> </ul>
Faculty Business partners/ HQ	<ul style="list-style-type: none"> <li>• To support the Department under review and input as appropriate to preparation of the SED and attend review panel sessions as required (for example, Dean to attend the opening session, and Faculty Finance team to input to Finance session)</li> </ul>
Internal panel members	<ul style="list-style-type: none"> <li>• Receive the departmental report in advance of the review panel meeting</li> <li>• Attend Review Panel meeting to inform final Review Report</li> </ul>
External panel members	<ul style="list-style-type: none"> <li>• Receive the departmental report in advance of the review panel meeting</li> <li>• Attend Review Panel meeting to inform final Review Report</li> <li>• Provide external summary of feedback and recommendations to the departmental report to inform the final Review Report</li> </ul>
Strategic Planning - Review Manager	<ul style="list-style-type: none"> <li>• Lead the Department Review process with Strategic Planning Coordinator and HoD</li> <li>• Agree review timings with HoD and Provost</li> <li>• Suggest and agree review panel membership with the Department and Provost</li> <li>• Ensure Review process timeframe and milestones are set and adhered to</li> <li>• Ensure support within Strategic Planning is available for operational arrangements such as sending diary invitations to panel, arranging accommodation bookings as needed, and processing expenses.</li> <li>• Support Chair/s and HoD with interpretation of data analysis</li> <li>• Prepare reports in consultation with review panel and Panel Chair.</li> </ul>

	<ul style="list-style-type: none"> <li>• Submit the Review Report to the HoD and Faculty Dean for consideration and response</li> <li>• Submit the final Review Report to the Provost/University Management Board for approval</li> </ul>
Strategic planning - Review Coordinator	<ul style="list-style-type: none"> <li>• Prepare the Department's data pack, collating and preparing analysis of both central and departmental data where necessary.</li> <li>• Circulate agenda, papers, and instructions to the panel.</li> <li>• Liaise with the Department's relevant staff and brief them on their responsibilities around operational arrangements. Ensure progress on this is made.</li> <li>• Attend the review panel meeting, taking notes to produce a full review report post-meeting.</li> <li>• Support the Chairs with the submission of the final review report, including the departmental response (action plan) to UMB and any subsequent follow up reports.</li> <li>• Coordinate follow up actions and evaluation, while overseen by the review manager.</li> <li>• Maintain record of Departmental Review documentation.</li> </ul>

## Governance

