

**MANAGEMENT OF THE SCHOOL OF MEDICINE**

1. **Purpose.** This document describes how the School of Medicine at the University of St Andrews is managed. This constitution takes direction from the University and the General Medical Council. The School structure is established to respond to the present and foreseeable future management challenges and to allow the School to grow its business both in terms of research and teaching. This policy reflects current structures.
2. **The Head of School.** The Head of School shall be appointed by the University Court. The Head of School may appoint a Deputy Head of School to assist in the duties listed above in his / her absence.
3. **Deputy Heads of School.** In order to allow the Head of School to be represented at meetings he / she cannot attend a number of staff will deputise for him. These deputies will be appointed by the Head of School. They may overlap with other posts such as Head of Division, Directors of Teaching or Research or they may be separate.
4. **Directors of Teaching and Research.** These posts each have two responsibilities in their roles. They are both responsible to the Head of School, but also, individually in the case of Director of Teaching to the Proctor and the Director Research to the VP Research. They may be held with the role of Head of Division or may be separate.

*The accountabilities for these roles / appointments and appointment specs are appended*

5. **School Council.** The [School Council constitution](#) states that it is to meet once per semester in order for the Management Group to brief the staff on plans and receive feedback.
6. **Student - Staff Consultative Committees (SSCC).** An [Undergraduate SSCC](#) and Postgraduate SSCC will meet regularly to enable greater communication between students and staff. Issues raised at these meetings maybe reported to the School Ops / Exec Gp.
7. **Divisional Structure.** Like any academic unit, the School has to undertake Teaching, Research and Administration. The School has staff who work in all of these areas, some in all three, and others in two. Four divisions are established:
  - a. Education
  - b. Infection and Global Health
  - c. Population and Behavioural Science
  - d. Cellular Medicine
8. **Heads of Division.** Each of these Divisions will have an academic head, appointed after advertisement and interview. The role will be rotational, the expectation is for an initial period of 3 years with extensions possible. The role of Divisional Head will attract a tariff on the workload / activity model. The Divisional head, in consultation with the Head of School, may appoint a Deputy(s) Head of Division.

9. **Allocation of Staff to Divisions.** All academic members of staff will have to be a member of a single division, but they can be affiliated to another division. Education focussed staff will be members of the Education Division as this will reflect their primary area of work. A wire diagram is at Annex C. Academics staff on fixed term contracts will under usual circumstances be allocated to the Division in which their supervisor is placed. Divisions will be the structure for line management of the staff within each of the Division. In addition, they will be responsible for delivering key management functions of the School within that Division and assure their own strategic development. Allocation of staff to divisions is in the line management table. Staff will only move division as a result of appraisal process and with the direction of the Head of School.

10. **Management Committees.** The school will be managed and operated by the School Operations and Executive Group, meeting every 2 weeks. Terms of Reference for the [School operations group](#) are in the handbook.

11. **Subordinate Management Structures:**

- a. **Teaching Committee.** Chaired by the Deputy Head of School (Internal). Purpose:
  - i. Review all major changes to degree courses
  - ii. Receive course feedback from Quality lead and CDs, especially with regard to NSS actions
  - iii. Make decisions about co-ordination of teaching delivery across courses (workload allocation, funding, resources etc)
  - iv. Receive reports from Assessment, Admissions, Admin (including HR) and IT leads.
- b. **Assessment Management Team.** This group will produce or amend assessment policy and procedure. It is chaired by the Assessment lead.
- c. **Student Professionalism and Standards.** The School has a Health Welfare and Professionalism team, a Health and Professionalism committee and a range of policies on Fitness to Practice.
- d. **School Progress Board.** Chaired by the Director of Teaching to review academic or non-academic progress issues for specific students.
- e. **Admissions Team.** The Director of Admissions is responsible for Undergraduate entry standards, interviews, offers and subsequent allocation to teaching hospitals / teaching schools. PG(T) Course Directors are responsible for admissions to their courses. The Director of Post Graduate Studies is responsible for PhD and MD student admissions.

## University of St Andrews - School of Medicine Handbook

12. **Professional Services.** Professional Services staff are aligned into teams with clear purposes, identifiable leaders and formal outputs. Teams are a good vehicle for creating community and shared ownership of challenges and their solutions. It is the Team, not the individual, that delivers a service. Each Team has a service schedule which is expanded into a portfolio list. The team leaders line manage all the PS staff in the school and the School Manager line manages the team leaders. The teams are:

Teaching and Student Support	Research Support	Ops and Facilities
Admissions	Assessment	Learning Technology
	Finance	

13. **Communication Methods.** The School's established methods of communication are:

- a. [The Handbook](#). A repository for extant policy documents.
- b. [School Website](#). External facing plus staff details and diary events for staff.
- c. **Medinternal**. The School of Medicine's responsibility for sharing documents including minutes of meetings.

## Annexes

A. School structure as a headline wire diagram

<b>Author:</b>	School Manager (DCM)	<b>Approval Committee:</b>	
<b>Consultees:</b>	Ops / Exec Gp		
<b>Location/s (Med Handbook):</b>	Org > Mgt > Mgt of school		
<b>Location of source file:</b>			
<b>Access Level:</b> <b>(Public/University/School Staff)</b>			
This document <b>may</b> be released under the Freedom of Information Act without prior discussion.			

### Version Control Record *(expand table as required)*

Date	Revision Description	Major Changes
18/09/2020	Published version	

**Annex A**  
**Accountability Matrix**

**1. Head of Medical School / Dean of Medicine Faculty**

**a. As Medical School Dean:**

- i. Ensures the activities of the Medical School meet the requirements of the GMC.
- ii. Leads representation of the Medical School at the Medical Schools Council.
- iii. Owns decisions regarding professionalism and non-academic progression of medical students via Fitness to Practice
- iv. Leads representation to NHS fife

**b. As Faculty Dean:**

- i. Owns all Faculty-based processes appropriate to Dean as defined by Principal's Office (e.g. Cross-Faculty boards for termination of studies, graduation).

**c. As HoS Medicine:**

- i. Accountable for adhering to University processes and regulations regarding administration of the School
- ii. Owns the delivery of teaching in line with University standards
- iii. Enabling the development of the school in the context of Scottish Governments and NHS Scotland and the representation of the School nationally
- iv. Line management of the Heads of Division and other Senior Leadership roles
- v. Follet appraiser for senior clinical academics
- vi. Leads the decision making governance for all matter related to H&S, HR, financial budgets and ethics in the School of Medicine

**2. Deputy Head of School:**

- a. Deputise for HoS where required e.g. Academic Council, Operations group
- b. Chair of Teaching Committee

**3. DoT:**

- a. Owns effective delivery of all taught programmes within the School.
- b. Owns the correct implementation of University policies relating to learning and teaching for all taught programmes within the School.
- c. Develop and ensure implementation of School strategy and policy for learning, teaching and assessment of taught courses.
- d. Leads the School response/reports to the Proctor's office on all matters relating to learning and teaching for taught programmes (via Learning Teaching Committee, Annual Academic Monitoring, Reflective Analyses etc.)
- e. Owns all processes that impact academic progression of all taught students within the School.
- f. Ensures accuracy of relevant publications and data sets relating to learning and teaching of taught courses.

4. **DoR:**

- a. Accountable to the Dean and VPRI for research matters in the School including:
  - i. Strategy
  - ii. Portfolio innovation
  - iii. Administrative matters including preparation for REF.
- b. Ensure appropriate research governance of clinical research by working with the NHS in Scotland, UK, Fife and other boards.
- c. Lead and Chair the Research Management Committee including effective delegation.
- d. Provide support to principal investigators for major grant applications including recommendations on the provision of resources.
- e. Support the director of postgraduate research.
- f. Direction of the Mackenzie Institute on an interim basis.

5. **DoA:**

- a. Ensure student entrant numbers meet University targets.
- b. Ensure student exit numbers meet partner school expectations.
- c. Ensure widening access initiatives are implemented.
- d. Ensure medical school selection is fair, equal and transparent and selectors are adequately trained.
- e. Maintain and develop relevant and timely publications and data sets relating to all aspects of the Admissions and partner school allocation processes.

6. **Sch Mgr:**

- a. Translate the school's strategy into finance and staffing plans / identify what strategic changes are viable given budget and workforce constraints.
- b. Enables HR. Manage contracts, process and good practice.
- c. Enables Finance. Oversee in-year budget, transactions and reporting.
- d. Enable and adherence to Governance and policies. Publish and adjust policies.
- e. Owns Infrastructure. Provide a safe, secure and well serviced facility.
- f. Enable Projects.
- g. Enable relationships with service Directors across St Andrews University. Manage peer relationships with other medical schools e.g. Medical School Secretaries forum.
- h. Lead Communication. Influence stakeholders, peers and potential students.

7. **Pro Dean:**

- a. Develops and implements effective pastoral care for medical students in line with University and General Medical Council guidance.
- b. Leads the personal tutor system for pastoral care
- c. Ensures communication related to pastoral care is valid, timely and accessible to students.
- d. Enables support for students from agencies external to the medical school such as Occupational Health and Student Services.
- e. Leads non-academic handover to partner medical schools.
- f. Ensures that the Scottish fitness to practice policies are consistently applied and in line with other Medical Schools in Scotland.

8. **Div Heads:**

- a. Developing mechanisms to promote collegiality across the Division and the wider school.
- b. Enable inter-school relationships to create knowledge exchange opportunities and interprofessional collaboration.
- c. Lead research matters in the Division including:
- d. Strategy
- e. Portfolio innovation
- f. Administrative matters including oversight of financial matters.
- g. Represent, or ensure representation of, the division on appropriate school committees.
- h. Ensure provision of high quality training and support of research staff.
- i. Act as line manager for or PIs in their Division.
- j. Work with DoT to ensure appropriate distribution of teaching within division

9. **Dir EDI:**

- a. Lead School-wide initiatives that drive forward the equality, diversity and inclusion (EDI) agenda and minimise and mitigate unconscious bias
- b. Work with EDI committee working groups to develop school EDI action plan
- c. Work with the Head of School and other stakeholders on initiatives that impact on EDI
- d. Provide in person or by way of EDI committee membership input into school committees on matters related to EDI
- e. Lead and chair the School EDI Committee, initially reformulate its membership, restructure the EDI work in the school, develop ToR, implement new structure
- f. Lead on aspects of diversity that are mandated for the school by (e.g.) GMC, NHS and the University, ensuring alignment of approaches and delivery of University and Medical School EDI objectives
- g. Co-operate with the Senior School administrator on monitoring activity and impact of EDI actions
- h. Liaison with the school's ops group and EDI committee, raising EDI actions for approval as necessary
- i. Oversee end to end process of the School Athena SWAN application including oversight of development and implementation of the Athena SWAN applications, action plan and continuous improvement cycle of monitoring of progress and impact of actions

10. **Prog Directors:**

The specification for all these and the other appointments are [listed in handbook](#).