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SPS Reshaping Project IGBWG Update 06.02.24

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Purpose and Progress: To change the organisational shape of SSPS

- ❑ Reshaping project began January 2023 to review organisational shape and involved extensive engagement within SSPS
- ❑ Outcomes of Reshaping exercise communicated to all staff in staged approach- December 2023 and January 2024
- ❑ School will move to a new Divisional Model during 2024
- ❑ Move from 5 Subject Areas to 3 Divisions composed of multiple Subject Groups (with c15-25 staff in each)
- ❑ Existing complement of staff will not change (and no redundancies) and not designed to close any areas of existing teaching and research
- ❑ Implementation of new shape during January to August 2024 and operational by 1 September 2024

Reshaping project – Aims and principles

Reshaping looking at how the School (key decision-making layer) is organised, governed and makes decisions and how to improve

Why reshape?

- ❖ Sustained growth in student numbers, staff and associated workload pressures highlighted challenges with our current ways of working
- ❖ Size and scale have changed but our organisation and decision-making, shape and ways of working have not changed accordingly
- ❖ School Executive wants to find sustainable ways to address current challenges and facilitate SPS's ongoing success

Goals of reshaping process

- ❖ To develop a new, sustainable and robust organisational shape for SSPS
- ❖ To develop new ways of working
- ❖ To improve management and governance of School
- ❖ Ultimately, to create a better working environment for staff and learning environment for students

Reshaping project – Aims and principles

Coherent and
consistent
management
arrangements

Resilient and flexible
shape

Devolved and inter-
related decision-
making

Enabling
interdisciplinarity
and collaboration

Appropriate
research
environments

Supportive of staff
and professional
development

Principles developed through broad engagement across SSPS to inform design – through reshaping we must...

- 1. Have a more resilient and flexible shape that**
 - cultivates leadership teams with manageable, similar spans and equivalent scales of responsibility
 - enables greater responsiveness and cross-School improvements to be made
 - supports innovation and excellence in Learning and Teaching and Research and Engagement
- 2. Have more coherent management arrangements that align with College / University process and are consistent and easily understood**
- 3. Support devolving of decision-making at appropriate levels and ensure that decision-making is interrelated and coherent (and communicated)**
- 4. Enable interdisciplinarity and new collaborations and alignments to emerge**
- 5. Facilitate the development of appropriate research environments**
- 6. Ensure that staff**
 - are suitably located and well-supported and their contribution is valued
 - have a sense of agency and belonging so that they can flourish in their roles
 - can contribute to disciplines to facilitate ongoing career development and to foster innovation and collegiality beyond the School within their discipline



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New SSPS organisational shape: Divisions model



New organisational shape: Divisions Model

- ❑ **Division & Subject Group titles agreed following selection process by School Executive confirmed with CMG**
- ❑ **Provisional staff mapping of potential Subject Groups within each Division in progress; presenting this at a group rather than individual level**
- ❑ **The process of locating staff into Subject Groups within the Divisions was reasonably clear for the majority of staff**
- ❑ **Small number of staff on boundaries between Divisions/Subject Groups – dialogue to resolve now completed**



New organisational shape: Divisions Model

School Executive has completed a mapping exercise to create 3 new SSPS Divisions:

Political and International Studies

Sociological and Cultural Studies

Urban Studies and Social Policy

Division of Political and International Studies

- ❑ All staff within Subject Areas Central & East European Studies, Politics & International Relations and Economic & Social History mapped to this Division
- ❑ Division will have a staff headcount of circa 120
- ❑ Staff organised across 5 provisional Subject Groups – Politics, Economic & Social History, International Relations, Central & East European Studies, International Political Economy & Development





New organisational shape: Division of Sociological and Cultural Studies

- ❑ Most staff from Sociology Subject Area will be mapped to this Division
- ❑ Division will have staff headcount of circa 70
- ❑ Staff will be organised across 4 provisional Subject Groups – Media & Cultural Studies, Social Anthropology and Migration, Sociology and Criminology



New organisational shape: Division of Urban Studies and Social Policy

- ❑ All Subject Area Urban Studies staff will be mapped to this Division
- ❑ A small number of staff within Subject Area Sociology provisionally mapped to this Division
- ❑ Division will have a staff headcount of circa 70
- ❑ Staff will be organised across 3 provisional Subject Groups - Social & Urban Policy, Urban Analytics and Place & Built Environment





New organisational shape: Future leadership, governance & decision-making

Aims of changes are to

- ❑ Locate decision-making at appropriate levels – to provide greater coherence and autonomy
- ❑ Strengthen strategic leadership capacity of SSPS
- ❑ Provide clearer reporting route and information flows between subjects and school

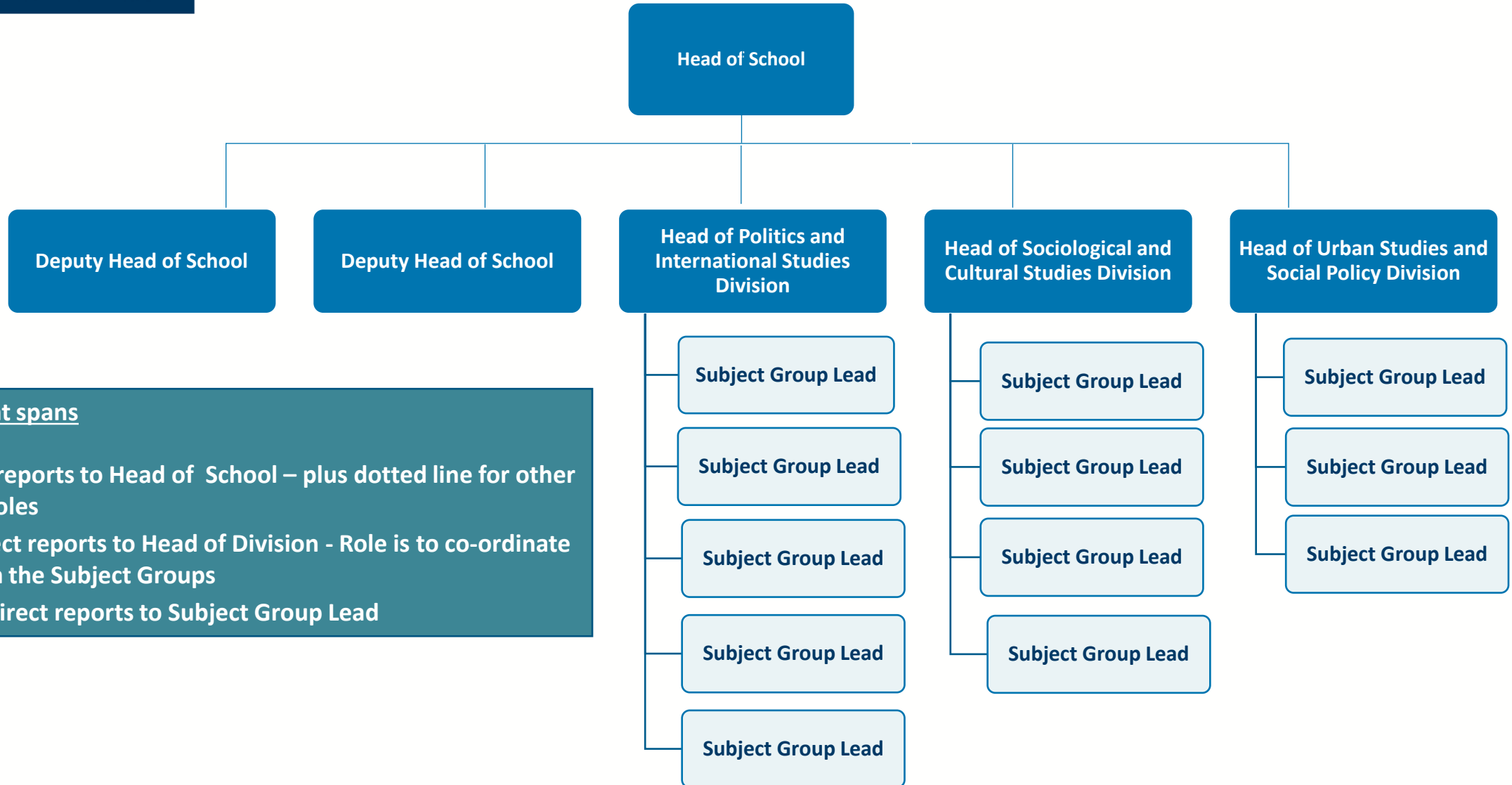
Governance

- ❑ School – expanded School Executive, with existing committees plus new School Advisory / Reference Group drawn from diagonal cross-section of School staff (c25, including early career) to advise School Executive (and an information conduit)
- ❑ Each Division – no replication of formal committees; Divisional leadership team envisaged composed of leadership roles

Leadership roles

- ❑ School – new roles envisaged, including Director of External Engagement
- ❑ Divisions – Heads of Division, Research leads, Teaching co-ordinators, PGR lead, Engagement, Leadership Admin Support team (professional services)
- ❑ Subject Group - Subject Group lead, UG Teaching Lead for Subject, PG Teaching Lead for Subject, Programme Directors

New organisational shape: Future academic line management arrangements



Management spans

- ❖ 5 direct reports to Head of School – plus dotted line for other School roles
- ❖ c3-5 direct reports to Head of Division - Role is to co-ordinate between the Subject Groups
- ❖ c15-25 direct reports to Subject Group Lead

Rationale for new shape: Summary

Design of new sustainable and flexible divisional shape based on extensive engagement and discussions across SSPS

- ❑ **Direction of the project driven by high levels of participation, including 142 responses to second all staff survey (November)**
- ❑ **Priority changes colleagues want to see**
 - ❖ More autonomy with more devolved and enhanced decision-making, particularly to shape teaching and research
 - ❖ More effective leadership and management, especially reduced line management spans
 - ❖ Enhanced support for staff development and career progression
- ❑ **New shape will provide more transparency in decision-making and give staff more input to decision-making and autonomy – much more opportunity to give a voice at all levels and authority delegated to most appropriate levels**
- ❑ **New Scheme of Delegation will set out how and where decisions are taken and structure and inter-relationships between committees, groups, leadership roles in divisional model**

Rationale for new shape: Summary

Possible barriers colleagues see are from more bureaucracy, silos developing and of subject identities and disciplines not being preserved

- ❑ **Additional layer will have an enabling and coordinating function – currently missing in SSPS**
- ❑ **New model means School-level will be less involved in operational detail and Divisions can coordinate within and between Subject Groups and contribute to strategy**
- ❑ **Strong lines of communication, information flows and clear roles and responsibilities will be developed to facilitate sharing of resources and collaboration in the new leadership structure**
- ❑ **Divisions match REF UoAs as far as possible, and research environments will be improved by grouping cognate areas and facilitating collaboration to enhance activity**
- ❑ **Workload and teaching activities arranged & and coordinated locally in and between Subject Groups**
- ❑ **Career development support, including mentoring within Subject Groups**
- ❑ **Professional service roles will align with new shape within the overall School service, and new posts (subject to external approval) will be introduced to support these**



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