

College of Arts



Change Proposal – College of Arts

January 2008

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Executive Summary

Introduction

The College of Arts is at the heart of what it is to be a university, with its emphasis on a liberal education, creativity and being a critic and conscience of society. However, in recent years the values and traditions that made Arts strong in the past have begun to be eroded in the face of the changing tertiary landscape and related financial challenges.

The Arts Future Project is about renewing the vitality and vision of Arts at Canterbury and maintaining the outstanding tradition of a liberal education characterised by creative and critical thinking. First-class research and teaching underpinned by sustainable resourcing is the goal. This change proposal is dedicated to achieving this.

In October 2006, the Pro-Vice-Chancellor (PVC) Arts, in consultation with the Vice-Chancellor, made the decision to form the Arts Future Governance Group (AFGG). Its remit: to advise the PVC on the future of the College of Arts, a future both academically and financially sustainable. The Arts Future Project, its planning and its implementation, have been the outcome of that decision. This Change Proposal is the final major element of that plan, which has included earlier in 2007:

- Establishment of a set of principles to guide the project;
- Implementation of an Arts College workload model;
- Review of the Bachelor of Arts (BA) degree;
- Formation of a College Learning and Teaching Committee;
- Formation of a College Marketing Committee;
- Initiation of a review of the College of Arts structure with a view to establishing a sustainable financial future for the College.

This document is being released as a proposal and feedback is sought. Final decisions will be informed by feedback received through the consultation process.

Principles Governing the Change Proposal

The key principles established at the formation of the AFGG to guide the process are:

- The College of Arts will be academically vibrant and reputable with a cohesive and complementary set of highly marketable Arts programmes;
- The College of Arts will be financially robust with a resulting sustainable future for the College and its staff;
- College of Arts graduates will be well-educated with the knowledge and skills that also make them highly employable;
- College of Arts staff will be highly productive in research, teaching, university service and administration, with all staff sharing in the work of the College in an equitable fashion;
- The College of Arts will have an enviable reputation within the University, with our students; with the community; and with other universities, both nationally and internationally.

Imperatives for Change

The proposed changes are intended to address a range of academic, student related and financial issues, including:

- Academic, a need to: modernise the BA degree and review the College's portfolio of degrees; to address the proliferation of small courses and overlap between programmes; better group some programmes and reduce the unhealthy competition for Equivalent Full-Time Students (EFTS); and provide for a more equitable staff workload;
- Students, a need for: greater academic coherence to enable more effective student choices; improved responsiveness to student advising and educational needs;
- Financial, a need to: meet College of Arts contribution margin targets within the context of changing Government funding processes; manage College of Arts resourcing in the light of declining EFTS; achieve reduced spending/increased income of \$2.5 million on a continuing basis by 2009, with approximately half of this in 2008.

Staffing Implications and Core Recommendations

- Changed structure resulting in:
 - Reduction from 11 Schools to 8 Schools;
 - Closure of two programmes: American Studies (AMST) and Theatre and Film Studies (TAFS);
 - Reduction of 13.5 Full-Time Equivalent (FTE) academic staff positions and 8.0 FTE general staff positions;
 - Replacement of College Executive with 21 members by a PVC advisory committee with 12 members.
- New processes
 - A new internal funding model based on Student:Staff Ratios (SSR)
 - Teaching productivity increase through the use of minimum class size guidelines and effective use of the College workload model
 - Further implementation of the Professional Development and Review (PD&R) process
- The use of Target SSRs for estimating staff changes in this proposal and for ongoing staffing and School funding based on the following table:

	Agreed 2007 targets	Proposed future targets
Arts banded subjects	24:1	26:1
Creative Arts ¹	16:1	17:1
Language banded subjects	20:1	21:1
Ratio of academic to general staff in Schools		10:1

¹ This figure assumes university-wide subsidisation of Music.

Financial Implications of Proposed Changes

The following is a summary of the estimated financial impact of the proposed changes over 2008 and 2009.

	2008	2009
Staffing positions frozen	\$400,000	
Continuing savings on staffing positions frozen in 2008		\$400,000
Operating cost reduction	\$800,000	
Operational cost savings continuing		\$200,000
Programme closure or restructure (in 2008 and 2009) staffing impact		\$1,635,000
Operational cost savings from programme closures		\$150,000
Sub-total		\$2,385,000
Offset by additional income e.g. international students		\$115,000
Cumulative effect	\$1,200,000	\$2,500,000

Impact on College Executive Committee

As part of these changes, it is proposed that the College of Arts Executive Committee (College Exec) be replaced by a smaller advisory committee with contributions from staff coming to the committee through the Deans and Heads of School.

This new PVC advisory committee (replacing the current College Exec) would consist of:

Role	Number
PVC	1
Head of School	7
Head/Dean of Creative Arts	1
Dean of H&SS	1
College Manager	1
Senior HR Advisor	1

See Appendices C and D for current and proposed organisational structure.

Review Panel and Final Decision

A Review Panel has been established and will take into consideration the content of the submissions received and prepare recommendations for the Final Implementation Plan. The final recommendations will be subject to the approval of the Vice-Chancellor.

Introduction

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Principles for resource allocation

The key principles established to guide the allocation of resources are:

- Transparency
- Equity
- Accountability
- Sustainability (academically and financially)
- Simplicity
- Flexibility

Imperatives for Change

Academic issues

- A continuing need to modernise and streamline the BA degree;
- A continuing need to review the College's portfolio of degrees;
- Proliferation of small courses;
- Content overlap between programmes and courses;
- Some programmes could be better grouped than at present;
- Current distribution of courses that result in inequity of workload in teaching, research and administration;
- Competition for Equivalent Full-Time Students (EFTS) leading to a loss of collegiality and difficulty in sustaining a sense of one 'College'.

Service to students

- Academic coherence required to enable better and more effective student choices;
- Collaboration required to respond quickly to student requirements for flexibility (e.g. range of studies and disciplines and style of delivery);
- Provision of high quality advice to students.

Financial issues

- For the College of Arts the Contribution Margin (CM)² target is 41.5 %. This was set in 2003/4 (when the College had a CM of 36.5%) with an intended achievement by 2007. Due to falling EFTS and other difficulties within the College of Arts, final achievement was delayed by agreement with the VC until 2009. See Appendix A for details of steps that have been taken to date to address these issues.
- For the College, since 2004 personnel costs have increased by 7%. During this period the salary increases, as per the Collective Agreement, have increased by 18-23%. General expenses have decreased by 8.5%. The low percentage increase in personnel for the College and the reduction in general expenses are the result of the initiatives that the College has implemented to reduce expenditure. These included in 2005 and 2006: a review and reduction in

² The university works on a contribution margin (CM) model of financial management in which money from all sources (mainly EFTS [equivalent full-time students] in the College of Arts) comes into the Colleges, a proportion of which then is returned to the university centrally in order to run the general university services.

general expenses; voluntary severance; flexible employment arrangements and targeted academic staff redundancies.

- The Government move to cap EFTS funding means solving the College financial shortfall through growth of domestic students is not a viable option because only pre-negotiated growth is now funded by the government. However growth in international and other full fee students will be beneficial.
- The Government rate of funding increases has been based on the Consumer Price Index (CPI). However, this is approximately 2% lower each year than the actual rate of increase in University costs.
- Declining EFTS over recent years (figures exclude the School of Education, for all years as this School became part of the new College of Education in 2007) while staffing has remained relatively stable.

	2004	2005	2006	2007	2008 Forecast
EFTS	3610	3533	3308	3322	3306
Academic FTE	159	159	161	156	156
General FTE	40.5	43.23	42.02	42.82	42.82

- Savings required to meet current financial targets:
 - \$1.2 million in 2008;
 - \$1.3 million in 2009;
 - Cumulative total of \$2.5 million is required on a continuing basis.

Desired Outcomes

Vision for the College of Arts

- Academically vibrant and reputable, with a set of robust qualifications that are coherent, complementary, relevant, and attractive, with:
 - Increased collegiality and professional collaboration;
 - Encouragement to use student, business and community feedback to help with maintaining the relevance of qualifications;
 - Clearer pathways to majors and minors.
- A reputation for high quality scholarship
- A financially viable and sustainable future, through
 - Improved productivity in teaching;
 - Equitable resource distribution;
 - Flexibility to respond to changing student needs and the changing tertiary environment including the ability to re-focus resources as required;
 - Sustained domestic enrolments and increasing international enrolments.

Improved outcomes

For students, including:

- More coherent degree structures with integrated choices;
- Clearer identity for the BA;
- Enhancing double degree pathways.

For staff, through:

- Greater clarity of strategic direction;
- A more stable future for the College and for individual staff;
- Flexibility to meet changing needs;
- Stronger research profile.

For resources, that are:

- Strategically aligned, consistent and more fairly distributed;
- Sustainable and in line with available income and enrolment patterns.

Key Assumptions

This Change Proposal is predicated on the following assumptions:

- Staffing changes should be based on the strategic direction of the College of Arts and according to UC's HR policies;
- Contribution margin is centrally set and will continue to be so;
- Significant savings are required;
- Government funding will continue to be capped;
- Little or no growth in domestic EFTS in the short to medium-term;
- Some potential for international student growth;
- All existing Schools in the College of Arts and the College Office will be examined;
- Macmillan Brown Centre for Pacific Studies is outside the purview of this process due to a separate review of research centres at the University of Canterbury;
- Aotahi: School of Maori & Indigenous Studies is outside the purview of this process due to an external review.

Change Proposal

Processes

A number of new or modified processes are recommended for the College of Arts, including:

- A new internal funding model for the distribution of resources to Schools which includes:
 - Annual budget to be managed centrally by the College (as at present);
 - Allocation of staffing resources based on a set of Student:Staff Ratios (SSR);
 - Progressive move toward the allocation of staffing resources on the basis of 80:20 ratio of continuing to fixed-term staff to allow the College to be better prepared to respond to change;
 - Temporary staffing, conference leave funding and some operational funding to be allocated to schools based on SSR;
 - Conference leave funding approval to be based on a standard set of principles recommended by the College Research Committee;
 - Research funding to be managed as at present.

- Teaching productivity increases, including:
 - Establishment of minimum class size guidelines for all College of Arts courses: at 100 level a minimum of 50, at 200 level a minimum of 25 at 300 level a minimum of 20, and at Honours level a minimum of 5. Where these minima cannot be reached, collaboration in jointly taught courses across programmes or the reconstruction of related courses to incorporate core material should be considered along with other solutions to the lack of enrolments. The College Learning and Teaching Committee will advise on this process, which will be managed by the Heads of Schools (HOS) in conjunction with the College Office. A related process will be applied to summer school courses.
 - Workload model to assure fair and productive workloads;
 - Professional Development and Review (PD&R) to assist staff in their professional development and provide an opportunity for HOSs to review with staff their activities and plans for the future.

Structure

The following principles/criteria were used when considering the restructuring of the Schools in the College of Arts:

- Academic coherence, historical continuity, critical mass;
- Financial sustainability and efficiencies to reduce duplication;
- Future developments of knowledge;
- Operational practicability e.g. physical movement and location; size of groupings;
- Programme synergy.

Potential New School Structure for College of Arts

Given the above criteria, with an emphasis on academic coherence and financial sustainability the following changes to the School structure of the College of Arts are recommended. Student:Staff ratios (SSR) were used as a key measure for financial sustainability in line with the proposed changes in the internal funding model noted earlier.

In setting the Student:Staff ratios (SSR) targets for the College, available SSRs were reviewed from Australia and New Zealand. The College of Arts SSRs generally fall within the range of the data reviewed.

In setting the academic to general staff ratio, consideration was given to the ratios established at the time of the initial University (UC) restructure and also a review of the current situation in other UC Colleges. The College of Arts ratios generally fall within the range of the data reviewed.

The Student:Staff Ratios used in estimating potential staff changes are seen in the following table. These ratios will also be used in determining replacement of positions that are vacated through retirement or resignation as part of the process of managing ongoing financial sustainability.

	Agreed 2007 targets	Proposed future targets
Arts banded subjects	24:1	26:1
Creative Arts ³	16:1	17:1
Language banded subjects	20:1	21:1
Ratio of academic to general staff in Schools		10:1

The increase in SSR targets is a necessary response to continued erosion of University funding, as noted under *Imperatives for Change: Financial Issues* above. The new targets will provide a more sustainable resourcing model for the College of Arts.

Summary of Proposed Changes

The rationale and further details concerning the following proposed changes are included in the table immediately following this summary:

Existing School	Proposed change
CLIN	<ul style="list-style-type: none"> School disestablished and programmes transferred to new School of History, Classics and Art History and new School of English and Linguistics.
CULS	<ul style="list-style-type: none"> School disestablished. English programme transferred to new School of English and Linguistics. American Studies programme disestablished Disestablishment of 7.5 FTE American Studies academic positions. Gender Studies programme disestablished but retained as a major.
FINT	<ul style="list-style-type: none"> School disestablished. Studio transferred to continue as a separate programme in new School of Creative Arts. Head of School and Dean role to be combined in new School of Creative Arts. Transfer of Fine Arts Reference Library to the Central Library with the reduction of 1.0 FTE general staff Library Assistant position. Art History and Theory programme transferred to new School of History, Classics and Art History with the disestablishment of the equivalent of 2.0 FTE academic positions.
HIST	<ul style="list-style-type: none"> School disestablished and programme transferred to new School of History, Classics and Art History.
LANC	No changes
MAOR	Subject to outcomes from separate review

³ This figure assumes University-wide subsidisation of Music.

MTAFS	<ul style="list-style-type: none"> • Centre disestablished. • Department of Theatre and Film Studies disestablished. • Disestablishment of 4.0 FTE Theatre & Film Studies academic positions and 2.0 FTE Theatre & Film Studies technical positions. • Head and Dean role to be combined in new School of Creative Arts. • School of Music transferred to new School of Creative Arts.
PHILS	<ul style="list-style-type: none"> • School disestablished. • Philosophy Programme transferred to new School of Political Science, Philosophy & Communication. • Religious Studies Programme disestablished but retained as a major.
POSC	<ul style="list-style-type: none"> • School disestablished. • All POSC programmes transferred to new School of Political Science, Philosophy & Communication.
SOWK	<ul style="list-style-type: none"> • No changes to academic programme. • Cessation of dedicated administrative support (1.0 FTE Centre Administrator) for the Te Awatea Violence Research Centre.
SOCI	<ul style="list-style-type: none"> • Academic staff transferred from Gender Studies and Religious Studies. • Cessation of dedicated technical support (1.0 FTE IT Technician/Learning Support position).
College Office	No changes proposed

The staffing levels and SSRs for the current school structure can be seen in the following table. The rationale for changes to the Schools within the College of Arts are given in brief and the rationale for changes in general staff administrative positions has been based exclusively on a target of one administrative staff member for each 10 academic staff (approximately).

Table 4 – Current School Structure & Proposed Changes						
FTE – Full-Time Equivalent						
CURRENT SCHOOL STRUCTURE				PROPOSED CHANGE		
SCHOOL	Staff Student Ratios (SSR) ⁴	Cont Acad FTE (Dec 08)	Cont & Fixed-term Acad FTE (Dec 08)	CONTINUING GENERAL STAFF (FTE)		See Tables 6-10 referring to new structure and impact on continuing positions. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
CLASSICS & LINGUISTICS	17.8	12.5	12.63	Department Administrators	1.67	Proposed Change: <ul style="list-style-type: none"> School disestablished and programmes transferred to new School of History, Classics and Art History and new School of English and Linguistics. Impact on Staffing: <ul style="list-style-type: none"> Classics academic staff transferred to new School of History, Classics and Art History. Linguistics academic staff transferred to new School of English and Linguistics. General staff administrative position(s) potentially affected, subject to job comparison process with relevant role(s) in new structure. Current Head of School position to cease. Rationale: <ul style="list-style-type: none"> There is a minimal academic connection between Classics and Linguistics. Classics, Art History and History are complementary disciplines and are core to the Humanities. Linguistics and English have elements in common and both have high-profile research programmes. There are strong academic links with potential for developing new teaching and research initiatives. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
				Total	1.67	
CULTURE, LITERATURE &	21.8	18.5	18.5	School Administrator	1	Proposed Change: <ul style="list-style-type: none"> School disestablished.

⁴ See Appendix B for more comprehensive data on College of Arts Student: Staff Ratios by programme from 2004 to 2008

SCHOOL	Staff Student Ratios (SSR) ⁴	Cont Acad FTE (Dec 08)	Cont & Fixed-term Acad FTE (Dec 08)	CONTINUING GENERAL STAFF (FTE)		See Tables 6-10 referring to new structure and impact on continuing positions. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
SOCIETY				Administration Assistant	1	<ul style="list-style-type: none"> • English programme transferred to new School of English and Linguistics. • American Studies programme disestablished. • Gender Studies programme disestablished but retained as a major and transferred to School of Sociology & Anthropology. <p>Impact on Staffing:</p> <ul style="list-style-type: none"> • English academic staff transferred to new School of English and Linguistics. • Disestablishment of 7.5 FTE American Studies academic positions. • 1.0 FTE Gender Studies academic position transferred to School of Sociology and Anthropology, within the Sociology programme. • General staff administrative position(s) potentially affected, subject to job comparison process with relevant role(s) in new structure. • Current Head of School position to cease. <p>Rationale:</p> <ul style="list-style-type: none"> • English and Linguistics have elements in common and both have high-profile research programmes. Having originally been a single department, there are strong academic links with potential for developing new teaching and research initiatives. • Gender Studies is a significant element of the sociology discipline and there is a high research profile. However, it is unsustainable as it is. Integrating staff to their underlying disciplines will lessen the isolation of staff, support continued strong research activity and ensure that a major can continue. • While American Studies has been part of the Arts profile at Canterbury for some time, it is not core to the BA degree. There are declining numbers of students and few post-graduate students with consequential overstaffing. American Studies does not have a strong research profile. Opportunities to study the Americas will continue to exist as reflected in current course offerings in the Arts calendar. • The majority of American Studies EFTS are likely to be retained within the College. • Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
				Total	2	

SCHOOL	Staff Student Ratios (SSR) ⁴	Cont Acad FTE (Dec 08)	Cont & Fixed-term Acad FTE (Dec 08)	CONTINUING GENERAL STAFF (FTE)		<p style="text-align: center;"><i>See Tables 6-10 referring to new structure and impact on continuing positions.</i></p> <p style="text-align: center;"><i>Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).</i></p>
FINE ARTS	15.1	17	19	School Administrator Technician Ref. Librarian Total	1 3 1 5	<p>Proposed Changes:</p> <ul style="list-style-type: none"> • School disestablished. • Studio transferred to continue as a separate programme in new School of Creative Arts. • Head of School and Dean role to be combined in new School of Creative Arts. • Transfer of Fine Arts Reference Library to the Central Library with the reduction of 1.0 FTE general staff Library Assistant position. • Art History and Theory programme transferred to new School of History, Classics and Art History with reduction of 2.0 FTE academic positions. <p>Impact on Staffing:</p> <ul style="list-style-type: none"> • Studio academic positions transferred to new School of Creative Arts. • 7.0 FTE Art History academic staff placed into selection pool for 5.0 FTE positions in new structure. • Disestablishment of Reference Librarian position. • Fixed-term Administration Assistant and Library Assistant positions to cease at end of 2008. • General staff administrative position(s) potentially affected, subject to job comparison process with relevant role(s) in new structure. • Current Head of Centre and Dean of Creative Arts positions to cease. <p>Rationale:</p> <ul style="list-style-type: none"> • Most Art History students are enrolled in the BA rather than the BFA. • Art History is internationally more typically aligned with History than Fine Arts. • EFTS in Art History are declining with consequential overstaffing. • There is considerable interconnection between Art History, History and Classics. • Fine Arts Reference Library is not sustainable as a stand-alone facility and its transfer to the main Library would create space for Studio programme development. There is capacity and expertise in the University's main library to house and staff the current collection. • Music and Studio have similar one-on-one teaching methods. • The new School of Creative Arts will have a combined Head of School and Dean of Creative Arts, creating more efficiencies in what is a relatively small Faculty. • Changes in general staff administrative positions have been based exclusively on a

SCHOOL	Staff Student Ratios (SSR) ⁴	Cont Acad FTE (Dec 08)	Cont & Fixed-term Acad FTE (Dec 08)	CONTINUING GENERAL STAFF (FTE)		See Tables 6-10 referring to new structure and impact on continuing positions. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
						proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
HISTORY	23.2	11	11	School Administrator Administration Assistant Total	1 0.32 1.32	<p>Proposed Change:</p> <ul style="list-style-type: none"> School disestablished and programme transferred to new School of History, Classics and Art History. <p>Impact on Staffing:</p> <ul style="list-style-type: none"> Academic staff transferred to new School of History, Classics and Art History. Academic staff (1.0 FTE) from Religious Studies transferred to new School of History, Classics and Art History, within the History programme. General staff administrative position(s) potentially affected, subject to job comparison process with relevant role(s) in new structure. Current Head of School position to cease. <p>Rationale:</p> <ul style="list-style-type: none"> History, Classics and Art History are complementary disciplines. They are core to the Humanities and commonly aligned internationally. The close relationship of programme content provides improved student pathways. Potential for developing new research and teaching initiatives. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
LANGUAGES & CULTURES	19.9	19	19.76	School Administrator Total	2 2	<p>No changes proposed.</p> <p>Rationale:</p> <ul style="list-style-type: none"> Acceptable EFTS and SSR.
AOTAHI: MAORI & INDIGENOUS STUDIES	22.7	4	5.96	School Administrator Total	1 1	Subject to outcome of separate external review.

SCHOOL	Staff Student Ratios (SSR) ⁴	Cont Acad FTE (Dec 08)	Cont & Fixed-term Acad FTE (Dec 08)	CONTINUING GENERAL STAFF (FTE)		See Tables 6-10 referring to new structure and impact on continuing positions. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
MACMILLAN BROWN CENTRE FOR PACIFIC STUDIES		2	2	Centre Administrator	1	The Research Centre is subject to a University of Canterbury review.
				Total	1	
MUSIC, THEATRE & FILM STUDIES	12.2	14.55	16.25	School Administrator	1	<p>Proposed Changes:</p> <ul style="list-style-type: none"> Centre disestablished. Head and Dean role to be combined in new School of Creative Arts. School of Music transferred to new School of Creative Arts. Department of Theatre and Film Studies disestablished. <p>Impact on Staffing:</p> <ul style="list-style-type: none"> Music academic staff, Technician, and Concert & Resource Administrator transferred to new School of Creative Arts. Disestablishment of 4.0 FTE Theatre & Film Studies academic positions and 2.0 FTE Theatre & Film Studies technical positions. General staff administrative position(s) potentially affected, subject to job comparison process with relevant role(s) in new structure. Current Head of Centre and Dean of Creative Arts positions to cease. <p>Rationale:</p> <ul style="list-style-type: none"> Music and Studio have similar one-on-one teaching methods. Music is core to the University. Theatre and Film Studies is not core to the College of Arts Programmes. Theatre and Film Studies has a small number of students. Theatre and Film Studies is costly with three theatres and general staff to support the programme. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
				Dept Admin (TAFS)	1	
				Concert & Resources Admin	1	
				Tech Director & Designer, Theatre	1	
				Technical Director & Tutor, Film	1	
				Music Tech	6	
				Total	6	

SCHOOL	Staff Student Ratios (SSR) ⁴	Cont Acad FTE (Dec 08)	Cont & Fixed-term Acad FTE (Dec 08)	CONTINUING GENERAL STAFF (FTE)		<p style="text-align: center;"><i>See Tables 6-10 referring to new structure and impact on continuing positions.</i> <i>Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).</i></p>
PHILOSOPHY & RELIGIOUS STUDIES	29.7	8.5	9.42	School Administrator	1	<p>Proposed Change:</p> <ul style="list-style-type: none"> • School disestablished. • Philosophy Programme transferred to new School of Political Science, Philosophy & Communication. • Religious Studies Programme disestablished but retained as a major. <p>Impact on Staffing:</p> <ul style="list-style-type: none"> • Philosophy academic staff transferred to new School of Political Science, Philosophy & Communication. • Religious Studies academic staff members transferred, one each to the History programme and to the Anthropology programme. • General staff administrative position(s) potentially affected, subject to job comparison process with relevant role(s) in new structure. • Current Head of School position to cease. <p>Rationale:</p> <ul style="list-style-type: none"> • Political Science and Philosophy have elements in common • Political Science and Philosophy are commonly aligned internationally, e.g. Philosophy, Politics and Economics, Oxford University. • Philosophy and Political Science have high-profile research programmes. • There is potential for developing new research and teaching initiatives between Philosophy, Political Science and Mass Communication. • Religious Studies is a significant element of the anthropology discipline and there is a high research profile. However, it is unsustainable as it is. Integrating staff to their underlying disciplines will lessen the isolation of staff, support continued strong research activity and ensure that a major can continue. • There are developing South Asian research connections between Religious Studies and Anthropology. • Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
				Total	1	

SCHOOL	Staff Student Ratios (SSR) ⁴	Cont Acad FTE (Dec 08)	Cont & Fixed-term Acad FTE (Dec 08)	CONTINUING GENERAL STAFF (FTE)		See Tables 6-10 referring to new structure and impact on continuing positions. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
POLITICAL SCIENCE & COMMUNICATION	26.8	20	20	School Administrator Administration Assistant Total	1 2 3	<p>Proposed Change:</p> <ul style="list-style-type: none"> School disestablished. All POSC programmes transferred to new School of Political Science, Philosophy & Communication. <p>Impact on Staffing:</p> <ul style="list-style-type: none"> All POSC academic staff transferred to new School of Political Science, Philosophy & Communication. General staff administrative position(s) potentially affected, subject to job comparison process with relevant role(s) in new structure. Current Head of School position to cease. <p>Rationale:</p> <ul style="list-style-type: none"> Political Science and Philosophy are commonly aligned internationally, e.g. Philosophy, Politics and Economics, Oxford University. Philosophy and Political Science have high-profile research programmes. Political Science and Mass Communication have developed collaborative teaching and research initiatives. There is potential for developing new research and teaching initiatives between Philosophy, Political Science and Mass Communication. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
SOCIAL WORK & HUMAN SERVICES	24.5	7.13	7.13	School Administrator Centre Administrator Fieldwork Co-ordinator Total	1 1 0.53 2.53	<p>Proposed Change:</p> <ul style="list-style-type: none"> No changes to academic programme. Cessation of dedicated administrative support (1.0 FTE Centre Administrator) for the Te Awatea Violence Research Centre. <p>Impact on Staffing:</p> <ul style="list-style-type: none"> General staff administrative position(s) potentially affected, subject to job comparison process with relevant role(s) in new structure.

SCHOOL	Staff Student Ratios (SSR) ⁴	Cont Acad FTE (Dec 08)	Cont & Fixed-term Acad FTE (Dec 08)	CONTINUING GENERAL STAFF (FTE)		See Tables 6-10 referring to new structure and impact on continuing positions. Changes in general staff administrative positions have been based exclusively on a proposed ratio of one administrative staff member for each 10 academic staff members (approximately).
						<p>Rationale:</p> <ul style="list-style-type: none"> Academically, the School is working well with strong linkages in the professional community. However, the proposed ratio of one administrative staff member for each 10 academic staff members (approximately) does not support the continuation of the Centre Administrator position.
SOCIOLOGY & ANTHROPOLOGY	22.7	16.5	17.26	School Administrator Administration Assist IT/Tech/ Learning Support Total	1 0.5 1 2.5	<p>Proposed Change:</p> <ul style="list-style-type: none"> Academic staff transferred from Gender Studies and Religious Studies. Cessation of dedicated technical support (1.0 FTE IT Technician/Learning Support position). <p>Impact on Staffing:</p> <ul style="list-style-type: none"> Academic staff (1.0 FTE) from Gender Studies transferred to Sociology programme and (1.0 FTE) from Religious Studies transferred to Anthropology programme. Disestablishment of IT Technician/Learning Support position. <p>Rationale:</p> <ul style="list-style-type: none"> Gender Studies is a significant element of the sociology discipline and there is a high research profile. However, it is unsustainable as it is. Integrating staff to their underlying disciplines will lessen the isolation of staff, support continued strong research activity and ensure that a major can continue. Religious Studies is a significant element of the anthropology discipline and there is a high research profile. However, it is unsustainable as it is. Integrating staff to their underlying disciplines will lessen the isolation of staff, support continued strong research activity and ensure that a major can continue. There are developing South Asian research connections between Anthropology and Religious Studies. Religious Studies and Anthropology have on-going academic links. Sociology and Anthropology gain EFTS and research output with potential for developing new areas of teaching. The IT/Tech/Learning Support is provided to other Schools in the College by other Central services (i.e. ICT, UCTL and Web Support).

COLLEGE OFFICE						<p>No changes proposed.</p> <p>Rationale:</p> <ul style="list-style-type: none"> The College Office has 13.4 FTE staff in support of more than 150 academic staff and over 25 general staff and College-wide EFTS of over 3300. Apart from the School of Law, this is the smallest number of staff for any of the Colleges. More details can be seen in the comparative table included in Appendix E.
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In summary, the impact on the continuing staff establishment for the College of Arts is:

- Reduction of total academic staff: 13.5FTE
- Reduction of total general staff: 8.0FTE

The proposed new school structure and proposed staffing changes may be seen in the following table:

Table 5 – New School Structure					
SSR - Student:Staff Ratio		FTE – Full-Time Equivalent			
NEW SCHOOL STRUCTURE (Includes continuing and fixed-term staff)					
School Name (provisional)	SSR	Acad Staff FTE	Academic Staff Allocation FTE	Gen Staff FTE	General Staff Allocation FTE
ENGLISH & LINGUISTICS	23.0	15.63	Includes 10 ENGL + 5.63 LING	1.5	1 School Administrator* + 0.5 Administration Assistant*
HISTORY, CLASSICS & ART HISTORY	25.6	24.0	Includes 11 HIST + 7 CLAS + 5 ARTH + 1 RELS	2.5	1 School Administrator* +1.5 Administration Assistants*
SCHOOL OF CREATIVE ARTS	13.0	23.75	Includes 12.25 MUSI + 11.5 FINT	7	2 School Administrators* + 1 Music Technician + 1 Concert & Resources Administrator + 1 Workshop Technician (currently fixed-term) + 1 Multimedia Technician + 0.5 Computer Technician + 0.5 Film Technician
LANGUAGES & CULTURES	20.0	19.76	No change	2	2 School Administrators
AOTAHI: MAORI & INDIGENOUS STUDIES	23.0	5.96	Subject to external review	1	1 School Administrator
POLITICAL SCIENCE, PHILOSOPHY & COMMUNICATION	27.0	28.07	Includes 13 POLS + 7.65 COMS + 7.42 PHIL	3	1 School Administrator* + 2 Administration Assistants*
SOCIAL WORK & HUMAN SERVICES	24.5	7.13	No change	1.53	1 School Administrator* + 0.53 Fieldwork Co-ordinator
SOCIOLOGY & ANTHROPOLOGY	23.8	19.26	Includes 13.13 SOCI + 4.13 ANTH + 1 GEND + 1 RELS	1.5	1 School Administrator + 0.5 Administration Assistant
TOTAL		143.56		20.03	

* Position Description attached in Appendix G (separate document)

Staffing Implications of Proposed Changes

Effect on Continuing⁵ Staff Positions

The following tables summarise the effect on continuing positions based on the impact.

1. Positions to be disestablished

Table 6 – Positions to be Disestablished		
Note – The headcount represents both full-time and part-time staff		
Programme/School	Position	Continuing Staff Headcount
American Studies Programme	Academic Staff	8
School of Fine Arts	Fine Arts Reference Librarian	1
Department of Theatre & Film Studies	Academic Staff	4
Department of Theatre & Film Studies	Technical Director & Designer, Theatre	1
Department of Theatre & Film Studies	Technical Director & Tutor, Film Studies	1
Sociology & Anthropology	I.T. Technician/ Learning Support	1

2. Positions to be placed in selection pool

These eight positions represent 7FTE and will be placed into one selection pool for 5FTE positions, resulting in the disestablishment of the equivalent of 2FTE academic positions. Further information about the selection pool process can be found in the following section.

Table 7 – Positions to be Placed in Selection Pool		
Note – The headcount represents both full-time and part-time staff		
Programme/School	Position	Continuing Staff Headcount
Art History & Theory Programme	Academic Staff	8

⁵ Staff on phased retirement are included in the table and will be subject to the same process as continuing staff

3. Positions potentially affected, subject to job comparison exercise with relevant roles in new structure

All positions in this table will either be confirmed in new roles, assigned to a selection pool, or disestablished, depending on the outcome of the job comparison and selection pool processes.

The overall result will be the disestablishment of 4FTE staff.

Further information about the process for staff potentially affected, subject to job comparison exercise can be found in the following section.

Table 8 – Positions Potentially Affected Subject to Job Comparison Exercise			
Note – The headcount represents both full-time and part-time staff			
Programme/School	Position	Continuing Staff Headcount	Positions will be compared to relevant new roles within these Schools during job comparison process
School of Classics & Linguistics	Department Administrators	2	English & Linguistics History, Classics & Art History
School of Culture, Literature & Society	School Administrator	1	English & Linguistics
School of Culture, Literature & Society	Administration Assistant	1	English & Linguistics
School of Fine Arts	School Administrator	1	Creative Arts History, Classics & Art History
School of History	School Administrator	1	History, Classics & Art History
School of History	Administration Assistant	1	History, Classics & Art History
Centre for Music & Theatre & Film Studies	School Administrator	1	Creative Arts
Department of Theatre & Film Studies	Department Administrator	1	Creative Arts
School of Philosophy & Religious Studies	School Administrator	1	Political Science, Philosophy & Communication
School of Political Science & Communication	School Administrator	1	Political Science, Philosophy & Communication

School of Political Science & Communication	Administration Assistants	2	Political Science, Philosophy & Communication
School of Social Work & Human Services	School Administrator	1	Social Work & Human Services
Te Awatea Violence Research Centre	Centre Administrator	1	Social Work & Human Services

4. Positions with no change in employment status but subject to school relocation/reconfiguration

Table 9 – Positions with no change in Employment Status

Note – The headcount represents both full-time and part-time staff

Programme/School	Position	Continuing Staff Headcount
School of Classics & Linguistics	Academic Staff	13
English Programme	Academic Staff	11
Gender Studies Programme	Academic Staff	1
Studio Programme	Academic Staff	10
School of Fine Arts	Technical Staff	4*
School of History	Academic Staff	11
School of Music	Academic Staff	15
School of Music	Technician	1
School of Music	Concert & Resources Administrator	1
School of Philosophy & Religious Studies	Academic Staff	9
School of Political Science & Communication	Academic Staff	20

* 1 position currently filled on fixed-term basis

5. Positions not affected by this proposal

Table 10 – Positions Not Affected by this Proposal		
Note – The headcount represents both full-time and part-time staff		
Programme/School	Position	Continuing Staff Headcount
School of Languages & Cultures	Academic Staff	20
School of Languages & Cultures	School Administrators	2
Aotahi: School of Maori & Indigenous Studies	Academic Staff *	4
Aotahi: School of Maori & Indigenous Studies	School Administrator *	1
Macmillan Brown Centre for Pacific Studies	Academic Staff **	2
Macmillan Brown Centre for Pacific Studies	Administrator **	1
School of Social Work & Human Services	Academic Staff	8
School of Social Work & Human Services	Field Work Co-ordinator	1
School of Sociology & Anthropology	Academic Staff	17
School of Sociology & Anthropology	School Administrator	1
School of Sociology & Anthropology	Administration Assistant	1
College Office	All Staff	17

* Subject to a separate external review

** Subject to a separate review

Selection Pool Process for Academic Staff

It is proposed that there be a reduction of the equivalent of 2FTE from the academic staff establishment in the Art History/Theory programme. Despite individual members of staff having different areas of research and expertise, and occupying different grades (e.g. Lecturer to Professor), and the fact that some staff are full-time and some are part-time, it has been determined that all of the academic positions within this programme are substantially the same. For the purpose of this process, all academic staff in this programme will be placed into a single selection pool for the available positions in the new structure.

The interview and selection process will be based on the following criteria:

1. The Person Specification contained in the Position Description (A draft Position Description is attached in [Appendix G](#)). This will be finalised in April 2008 following the consultation period and the Vice-Chancellor's approval of the implementation plan;
2. Ensuring that the core components of this programme are able to continue to be taught;

3. Applicants for these positions should be able to demonstrate how they would contribute to the implementation of the 'National Identity' strand of the Government's Tertiary Education Strategy.⁶

Staff who are successful in the selection process will be confirmed into a position in the new structure/School at their current grade.

A staff member who is confirmed into a selection pool and who is successful in the selection process is not entitled to redundancy compensation and to decline the position would be to resign.

A staff member who is unsuccessful in the selection process will have his or her position disestablished and will be entitled to redundancy compensation unless other redeployment options are taken up.

Please refer to [Appendix F](#) for flow chart relating to this process

Process for General Staff Potentially Affected Subject to Job Comparison Exercise

A number of administrative positions have been identified as potentially affected by this proposal, subject to a formal job comparison exercise to be undertaken following approval by the Vice-Chancellor of the implementation plan on 8 April 2008.

The formal job comparison exercise involves the comparison of current roles with relevant roles in the new structure in order to determine the impact of the change on individual positions.

A comprehensive understanding of the current positions identified as potentially affected by this proposal is required for this process.

The opportunity will be given during the consultation period to incumbents in these positions to provide to the Senior HR Advisors any information about their role that is additional to their position description. This may include any ongoing changes to the position since the position description was last reviewed. Any information provided must also be signed off by the Head of School. This information together with the position description can then be used for the job comparison process.

The Senior HR Advisors will contact all potentially affected staff following the release of the Change Proposal with further information about this process.

Draft position descriptions for new roles in the new structure are attached in Appendix G (separate document). These will not be finalised until an implementation plan is approved by the Vice-Chancellor, and the job comparison exercise will be completed at this point. Potential outcomes are outlined in Section 4 of the Staff Change Protocols

Please refer to [Appendix F](#) for flow chart relating to this process.

⁶ The TES 2007-12 states:

National Identity – pride in who and what we are.

Our arts, culture, film, sports and music; our natural environment; our history and our stance on international issues.

Financial Implications of Proposed Changes

The proposed staff changes would result in staff savings of approximately \$1.6 Million.

The following is a summary of the estimated financial impact of the proposed changes over 2008 and 2009.

Table 11 – Estimated Financial Impact of the Proposed Changes		
	2008	2009
Staffing positions frozen	\$400,000	
Continuing savings on staffing positions frozen in 2008		\$400,000
Operating cost reduction	\$800,000	
Operational cost savings continuing		\$200,000
Programme closure or restructure (in 2008 and 2009) staffing impact		\$1,635,000
Operational cost savings from programme closures		\$150,000
Sub-total		\$2,385,000
Offset by additional income e.g. international students		\$115,000
Cumulative effect	\$1,200,000	\$2,500,000

Impact on College Executive Committee

As part of these changes, it is proposed that the College of Arts Executive Committee (College Exec) be replaced by a smaller advisory committee with contributions from staff coming to the committee through the Deans and Heads of School.

See Appendices C and D for current and proposed organisational structure.

This new PVC advisory committee (replacing the current College Exec) would consist of:

Table 12 – New PVC Advisory Committee	
Role	Number
PVC	1
Head of School	7
Head/Dean of Creative Arts	1
Dean of H&SS	1
College Manager	1
Senior HR Advisor	1

Implementation issues

A number of the proposed changes have significant implementation issues associated with them that will have to be worked through if this change proposal is accepted.

These implementation issues include:

1. Transition arrangements for students majoring in TAFS and AMST;
2. Formation of new Schools e.g. physical relocations, names of new Schools, appointment of Heads to new Schools;
3. Study leave arrangements are honoured in newly constructed Schools;
4. Establishment of a financial framework for the College including a single budget for each School.

Other recommendations

In addition to the above noted proposed changes, the following are additional recommendations regarding the College of Arts Review:

1. All undergraduate and postgraduate programmes should be reviewed in line with recommendations from the BA Review final report;
2. Review of student advisory processes in the College of Arts;
3. The College of Arts Learning and Teaching Committee review progress on the Graduate Profile and development of Core Competencies in line with recommendations from the BA Review Final Report;
4. The College of Arts Learning and Teaching Committee review content overlap between courses in line with recommendations from the BA Review Final Report;
5. Review of the implementation of the workload guidelines.

Consultation Process

The consultation and submissions process for this change proposal include the following aspects:

- The consultation period is from 30 January 2008 to 14 March 2008;
- All submissions regarding this change proposal must be in writing (hard copy or electronic including email);
- Submissions are encouraged from individuals and groups;

- The final decision process and the process for reviewing all submissions and are described in the following table:

Recommended Timetable

Task	Due Date
Change Proposal released for consultation	Wednesday, 30 January 2008
Submissions on change proposal due with PVC	Friday, 14 March 2008
Submissions reviewed and changes made Final implementation plan developed	Tuesday, 8 April 2008
Approval from VC of implementation plan	Tuesday, 8 April 2008
Staff personally advised of outcome Final Implementation Plan released	Wednesday, 9 April 2008
Implementation of approved plan	April – December 2008
New structure effective	Thursday 1 January 2009

Process

The University is committed to a policy of consultation with staff and their representatives during change processes. UC will follow all contractual provisions, legislative requirements and its own policy guidelines and will use a fair and consultative process. A copy of the Staff Change Protocols developed in conjunction with staff and their representatives is included in this document.

This document details UC's policy in terms of the protocols to be used when managing change processes that could impact on employees. The intent of the policy is to minimise disruption to staff members and facilitate 'business as usual' during periods of change.

Staff Support Available During the Change Process

EAP Services

Staff are reminded of the support available to them at any time through the Employee Assistance Programme. Through EAP Services Limited a free, independent and confidential professional counselling service is provided by qualified, registered and experienced professionals, trained to assist employees in dealing with situations which may cause them difficulties or distress. Contact details:

Tel: 348 0854 or EAP NOW 0800 327 669

Association of University Staff (AUS)

Members of the Association of University Staff can obtain information, advice and support from the Canterbury Branch Office.

You can contact the Branch Office through emailing aus@canterbury.ac.nz, calling extension 6485 or phoning Suzanne McNabb on 021 995 013.

HR support for staff:

Alison Boone or Tiffany Scott

Senior HR Advisors

Room 107, History Building

College of Arts

Ext: 8258

alison.boone@canterbury.ac.nz or tiffany.scott@canterbury.ac.nz

Career transition support

Members of staff potentially affected by the Change Proposal will be provided with career transition support which will be tailored to meet individual requirements. This support will be arranged through Human Resources and provided by a service provider chosen in consultation with the individual concerned.

Assistance will be available in the following areas:

- CV Preparation
- Interview Skills
- Financial Planning

Review Panel

A Review Panel has been established and will include:

- Professor Scott Davidson, Pro-Vice-Chancellor Law, Student Services & International [Chairperson];
- Ms Liz Bond, Academic Manager, College of Arts;
- Dr Jan Cameron, Assistant Vice-Chancellor (Academic);
- Mr Michael Goldstein, UCSA President;
- Ms Jenni Harper, Director of the Christchurch Art Gallery;
- Associate Professor Wendy Lawson, Head of Geography;
- Ms Kate Rawlings, College Manager, College of Arts;
- Ms Tiffany Scott/Ms Alison Boone, Senior HR Advisor, College of Arts;
- Professor Ken Strongman, Pro-Vice-Chancellor Arts;
- Dr John Vargo, Arts Future Governance Group Chairperson;
- Professor Steve Weaver, Dean of Postgraduate Studies.

The Terms of Reference for the Review Panel are:

- Analyse all submissions received;
- Where required seek clarification from authors, meeting with them where necessary;
- Take into consideration the content of the submissions received and prepare recommendations for the Final Implementation Plan;
- Present these to the PVC.

The final recommendations will be subject to the approval of the Vice-Chancellor.

Please provide submissions by 14 March 2008 to:

Carol Hiller
Personal Assistant to the Pro-Vice-Chancellor,
College of Arts

E-mail: Arts-Submissions@canterbury.ac.nz

A template form is provided to assist with this process.

If submissions are made on paper these should be in an envelope addressed to Carol Hiller and clearly marked with 'Submission'.

Those making submissions should indicate whether they agree to the submission being made available on the University of Canterbury internet for others to read.

UC Staff Change Protocols

UC Policy Library

Staff Change Protocols

Category:	Human Resources
Last Modified:	June 2004
Review Date:	June 2009
Approved By:	Director, Human Resources
Contact Person:	HR Advisors

Introduction:

This document details the University's policy in terms of the protocols to be used when managing change processes that could impact on employees, and aims to minimise the disruption to staff members and facilitate 'business as usual' during periods of change.

The University of Canterbury is committed to a policy of consultation with staff and their representatives during change processes. The University will follow all contractual provisions, legislative requirements and its own policy guidelines and terms of reference documents and will use a fair and consultative process. A full statement of this policy can be found under 'Guidelines' on the Human Resources Advisory section web page.

Definitions:

Affected staff: All staff whose jobs may or will be changed in some way by any proposed restructuring or reorganisation including mergers.

Confirmed: A staff member is confirmed in a position where that job either remains the same or does not change substantially.

Substantially: A position is considered to have changed **substantially** when at least 20% of the job content is different from the original role. This is a guideline only as comparisons will be conducted on the basis of each position's purpose/focus, content, technical and behavioural competency requirements, and relevant terms and conditions of employment.

Disestablished: A position is disestablished when it is ceased or ended because it is either substantially changed or has become wholly or partly superfluous to the University's requirements.

Redeployment: Occurs where a staff member, whose job has been disestablished, is appointed to a new position as part of the change process and under the redeployment terms of their employment agreement.

Redundancy: Occurs when a staff member's employment is terminated because their position has become wholly or partly superfluous to the University's needs and where that person has not been redeployed or appointed to a suitable new position.

Selection pool: Occurs when positions have not changed substantially and have not been disestablished, but where there are more staff members than positions.

New positions: Are roles that are created as a result of a restructuring process that are substantially different to any role in the previous structure.

Protocols:

1. **Process of Consultation**

The process of consultation will normally include:

- Meetings between the parties to consider matters. The parties will normally include affected staff with their representatives, the relevant PVC/Head/Manager and section heads/managers, and Human Resources representatives;
- Provision of relevant information by the University, subject to commercial sensitivity, to enable those being consulted to develop an informed response;
- Sufficient time for the consulted parties to assess the information provided and make an informed response;
- A reasonable timeframe for these matters to take place;
- The University giving serious consideration to what the consulted parties have provided by way of submissions/recommendations.

Notwithstanding this, the final decision relating to any change will be the responsibility of the Employer.

2. **Principles**

During a change process the following principles will apply:

- the change process will be fair and transparent;
- staff will be consulted about any reorganisation, restructuring or merger that is likely to affect them, as soon as is practicably possible;
- staff will be given an opportunity and time to provide their views;
- where required, Unions will be notified and consulted;
- staff will be provided with information and details throughout the process as soon as is practicable;
- staff will be treated with respect and dignity during any change process;
- relevant legislation and the provisions of employment agreements will be followed;
- in accordance with the State Sector Act [1988], all new positions that are not temporary or casual will be notified in a way to enable suitably qualified people to apply;
- all appointments will be made on merit and University of Canterbury policies and procedures followed;
- the University will provide affected staff with access to support services.

3. **Process**

Change management must follow a thorough process in order to meet good employer, natural justice and legislative requirements. The change process will however vary according to the number of affected staff and the particular area under review. At the minimum, the following activities need to occur before outcomes are communicated:

3.1 **Consultation**

- 3.1.1 Restructuring or review proposal developed by the appropriate PVC/Head/Manager of the area under review, or an appropriate project review panel.

- 3.1.2 Subject to the formal delegations from the Vice-Chancellor, the responsible member of the Senior Management Team (SMT) has approved the restructuring or review proposal (and the Academic Board has been consulted on proposed changes to academic matters).
- 3.1.3 Employee support processes have been put into place where necessary.
- 3.1.4 Staff (and their representatives) have been advised of the review and process to be adopted.
- 3.1.5 Genuine consultation on the process and proposal has occurred.

3.2 Decision and approval

- 3.2.1 A decision has been made following consultation and feedback;
- 3.2.2 The Vice-Chancellor or delegate has approved the final Change Implementation Plan.

When consultation processes have been worked through, and decisions have been approved and communicated regarding any operational and/or structural changes, the implementation process begins.

4. Impact of Change on Positions

4.1 Confirmation

Where there is no change, or no substantial change, to an employee's position or their terms and conditions, staff will be advised in writing that they have been confirmed in their position. Note that the change of position title or reporting line does not imply a substantial change to an employee's position.

4.2 Substantial change

Where there is a substantial change or the employee's position is deemed surplus to requirements the position will be formally disestablished. In these cases the requirements of the individual's employment contract or agreement will be met. Formal notification will be given in writing to affected employees. Notice periods will begin at the date of this correspondence.

4.3 Disestablished roles, new positions and redeployment

Staff whose roles have been disestablished will be eligible to apply for any new positions. During this process the University will assess what training and development may be required to enable a person to perform effectively in a new role.

All new positions, that are not temporary or casual, will be notified in a way to enable suitably qualified people to apply. Selection will be based on merit with regard to the specific requirements of the new role and in accordance with the University's selection policies. The University will consider whether there are appropriately skilled staff that are suitable for redeployment to new positions, and if this is the case, will make all reasonable effort to redeploy those staff. The University's selection processes will be used to determine suitability for redeployment. The contractual arrangements stemming from each staff member's employment agreement relating to redeployment will be applied.

Redundancy will be available as a last resort after any available redeployment options have been evaluated.

4.4 Selection Pool

A Selection Pool procedure will be used whenever a position has not changed substantially but there are more staff members than positions available within the new structure. In this situation staff will be required to participate in a competitive selection process. Unsuccessful members of staff will then be considered for redeployment as described above.

4.5 Redundancy

If redeployment does not occur within the notice period for redundancy, then the relevant staff will be advised of the termination of their employment due to redundancy and will receive any severance payment owing to them.

5. Staff Support

During the notice period the University will assist the individual in finding suitable alternative work within the organisation. In addition the University will:

- refer the staff member to support services to assist with applications as required, including CV/interview preparation;
- assist with training for the interview process if required;
- ensure the staff member has access to the support services provided by the University.

Notes:

1. These protocols were first developed in June 2003 and last reviewed in June 2004.

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Appendix A: A brief history of the College of Arts review process

Process to date

2005

- The PVC and College Manager identified that the 2005 College of Arts budget would not be met. The May budget revision identified a gap of \$1.4 million, which was addressed during 2005, largely through savings in operational budgets
- Despite the savings made for the 2005 budget, it became apparent that a further budget deficit remained of \$1 million for 2006 and a further \$1 million for 2007
- An offer of voluntary severance was made to all continuing academic staff in the College and savings of \$350,000 were achieved for 2006 and \$400,000 for 2007 (approximate figures)
- Close scrutiny continued to be applied to applications to retain vacated positions or establish new positions

2006

- An Advisory Group was formed to advise the PVC on methods of addressing the remaining budget gap of approximately \$1.6 million
- A second offer of voluntary severance was made to continuing staff within selected programmes in the College
- UC's flexible employment options were brought to the attention of staff

2006-7

1. Establishment of Arts Future project
2. With the UCCE merger the School of Education and CEM Centre moved to the College of Education
3. Workload model and guidelines (linked to PD&R) – expected results and implementation
4. Academic coherence – BA Review
 - Scope
 - BA Review Panel
 - Submissions
 - AFGG report & recommendations
 - Results - Faculty decision on majors and minors; graduate profile; core competencies
5. Financial modelling
 - Metrics considered – SSR, class size, EFTS, general staff, etc
6. College of Arts Learning & Teaching Committee
 - To implement and administer academic rigour
7. College of Arts Marketing Committee
 - To market the 'new' BA
8. Consultation and feedback – who, what and when
 - BA Review submissions
 - AUS
 - Advisory groups
 - Ongoing communication – newsletter, staff forums, etc

Appendix B: College of Arts Student Staff Ratios, by Programme 2004 to 2008

School/ Programme	2004			2005			2006			2007F			2008B		
	Academic FTE (C)	EFTS	SSR	Academic FTE (C)	EFTS	SSR	Academic FTE	EFTS	SSR	Academic FTE	EFTS	SSR	Academic FTE	EFTS	SSR
Classics	8	135	16.88	7	139	19.86	7	117	16.71	7	149	21.29	7	147	21.00
Linguistics	6	82	13.67	5	89	17.80	6.13	78	12.72	6.13	85	13.87	6.13	85	13.87
CLIN Total	14	233	16.64	12	226	18.83	13.13	210	15.99	13.13	234	17.82	13.13	232	17.67
American St	7	191	27.29	8.5	172	20.24	8.5	113	13.29	7.5	124	16.53	7.5	126	16.80
Gender	1	52	52.00	1	58	58.00	1	51	51.00	1	36	36.00	1	35	35.00
English	13.5	275	20.37	13	257	19.77	13.55	255	18.82	10.55	255	24.17	10.86	258	23.76
CULS Total	21.5	542	25.21	22.5	532	23.64	23.05	451	19.57	19.05	415	21.78	19.36	419	21.64
Art Hist/Th	7	130	18.57	8	126	15.75	7.5	114	15.20	7.5	128	17.07	7	127	18.14
Studio	8	142	17.75	11	165	15.00	11.5	160	13.91	11.5	158	13.74	11.5	158	13.74
FINA Total	15	276	18.40	19	291	15.32	19	271	14.26	19	286	15.05	18.5	285	15.41
HIST Total	15	305	20.33	14	277	19.79	14.33	247	17.24	11	255	23.18	11.5	248	21.57
Japanese	6	181	30.17	7	156	22.29	7.5	126	16.80	7.26	130	17.91	6.76	128	18.93
Chinese	5	117	23.40	5	96	19.20	5	87	17.40	4	77	19.25	4	75	18.75
French	5	69	13.80	4	75	18.75	3	60	20.00	3	50	16.67	3	50	16.67
German	2	49	24.50	2	42	21.00	2.5	28	11.20	1.5	37	24.67	1.5	37	24.67
Russian	3	40	13.33	3	29	9.67	3	25	8.33	1.5	23	15.33	1.5	20.4	13.60
Spanish	1	72	72.00	2	77	38.50	3	75	25.00	3	73	24.33	3	74	24.67
Italian	n/a	2.5									5				
Korean	n/a	n/a									9				
LANC Total	22	542	24.64	23	488	21.22	24	425	17.71	20.26	404	19.94	19.76	399	20.19

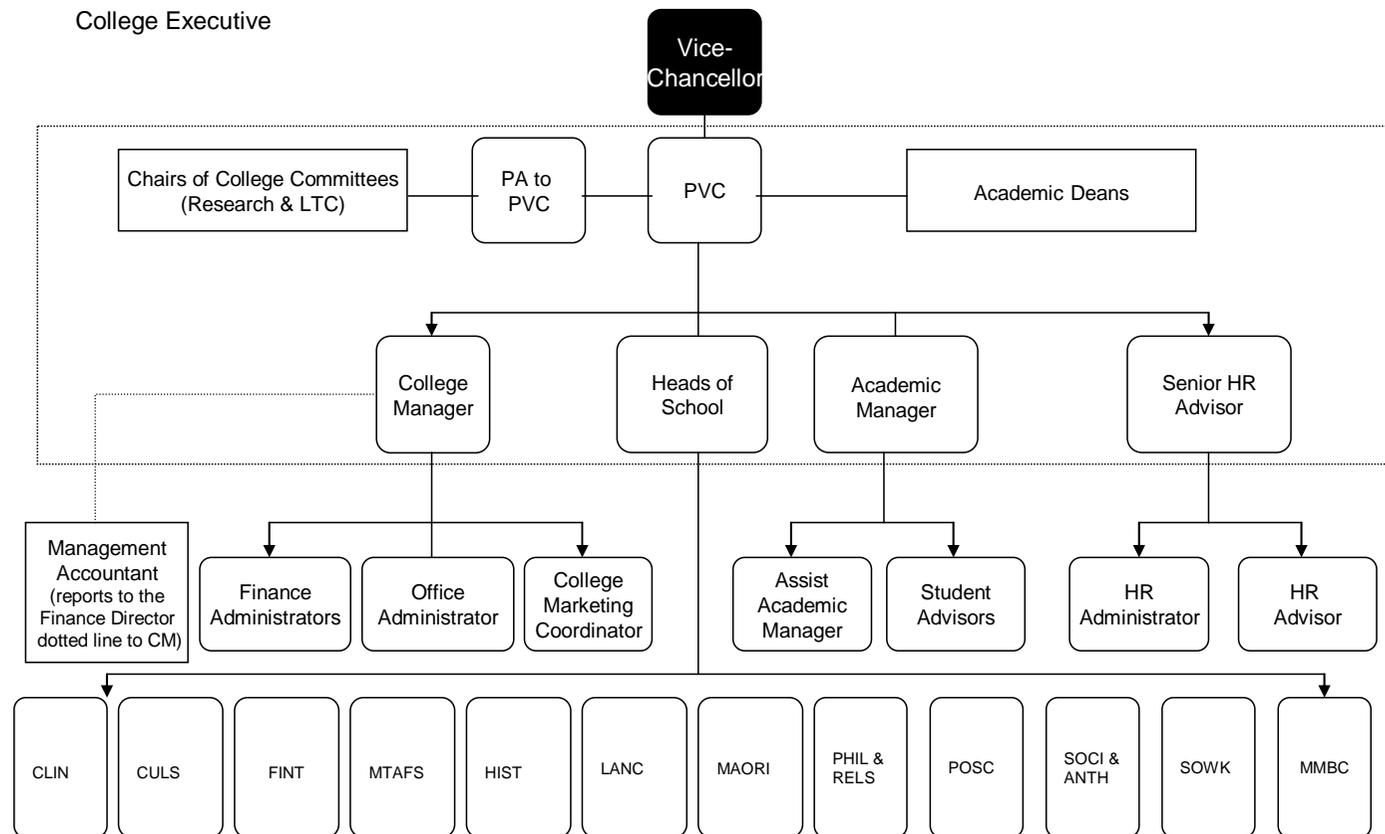
School/ Programme	2004			2005			2006			2007F			2008B		
	Academic FTE (C)	EFTS	SSR	Academic FTE (C)	EFTS	SSR	Academic FTE	EFTS	SSR	Academic FTE	EFTS	SSR	Academic FTE	EFTS	SSR
MAOR Total	4	121	30.25	4	134	33.50	5.96	137	22.99	5.96	135	22.65	5.96	139	23.32
Musi	8	170	21.25	9	140	15.56	11.4	134	11.75	12.25	142	11.59	12.25	144	11.76
TAFS	4	75	18.75	4	62	15.50	4	57	14.25	4	57	14.25	4	59	14.75
MTAFS Total	12	245	20.42	13	208	16.00	15.4	193	12.53	16.25	199	12.25	16.25	203	12.49
Phil	8.3	148	17.83	8.3	146	17.59	9.42	182	19.32	7.42	219	29.51	7.42	210	28.30
Rels	4	82	20.50	4	60	15.00	2	57	28.50	2	61	30.50	2	53	26.50
PHILS Total	12.3	275	22.36	12.3	243	19.76	11.42	262	22.94	9.42	280	29.72	9.42	266	28.24
Pol Sc	13.5	299	22.15	12	287	23.92	13	291	22.38	13	300	23.08	13	299	23.00
Coms /Journ	5	185	37.00	5	226	45.20	6.65	228	34.29	6.65	226	33.98	6.65	229	34.44
POSC Total	18.5	502	27.14	17	541	31.82	19.65	533	27.12	19.65	526	26.77	19.65	525	26.72
SOWK Total	8	143	17.88	6	174	29.00	7.13	183	25.67	7.13	175	24.54	7.13	183	25.67
Soci	n/a	308		13	285	21.92	13.63	261	19.15	13.63	298	21.86	13.64	295	21.63
Anth	n/a	89		3	81	27.00	4.13	101	24.46	4.13	105	25.42	4.13	105	25.42
SOCI Total	16	422	26.38	16	398	24.88	17.76	384	21.62	17.76	403	22.69	17.77	399	22.45

C: Continuing staff only

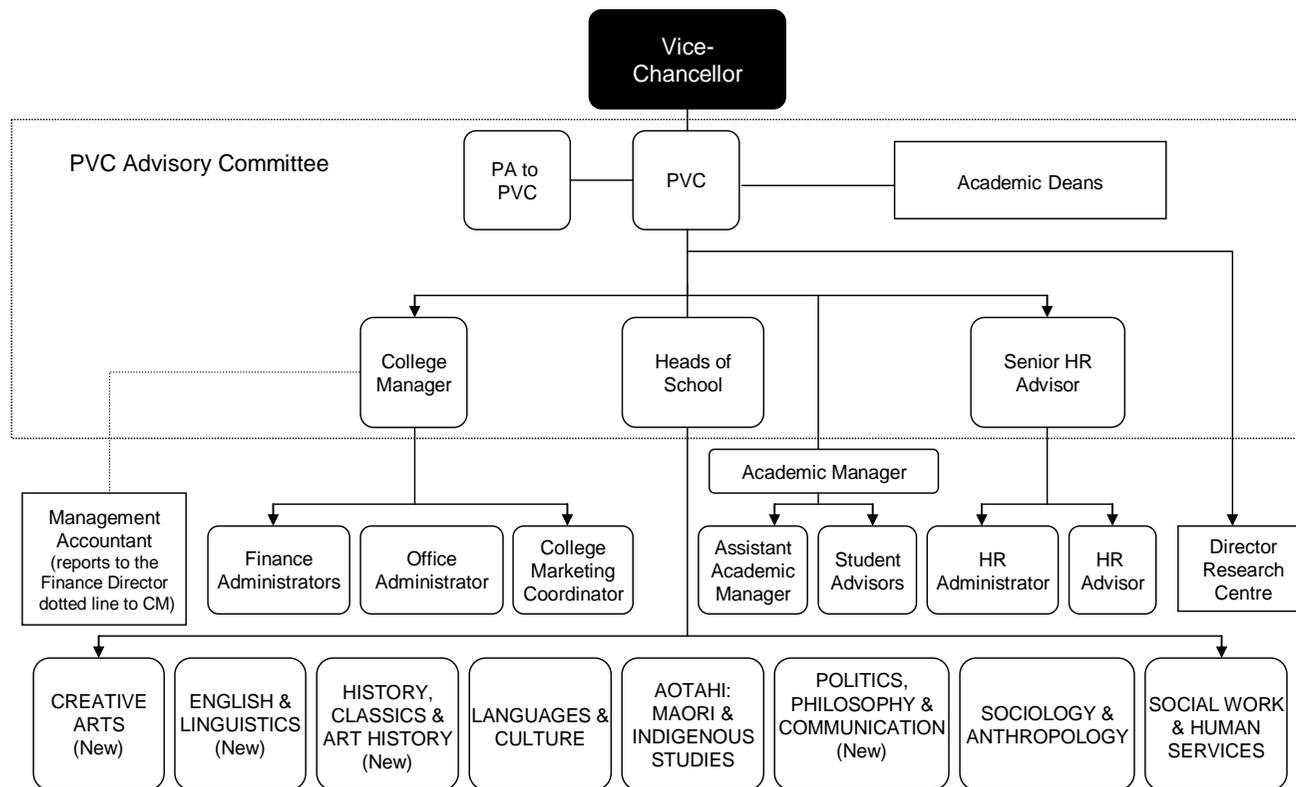
SSR: Staff:student ratio

Note: Data for 2004 and 2005 does not include fixed-term teaching staff

Appendix C: Existing College Structure – Organisational Chart



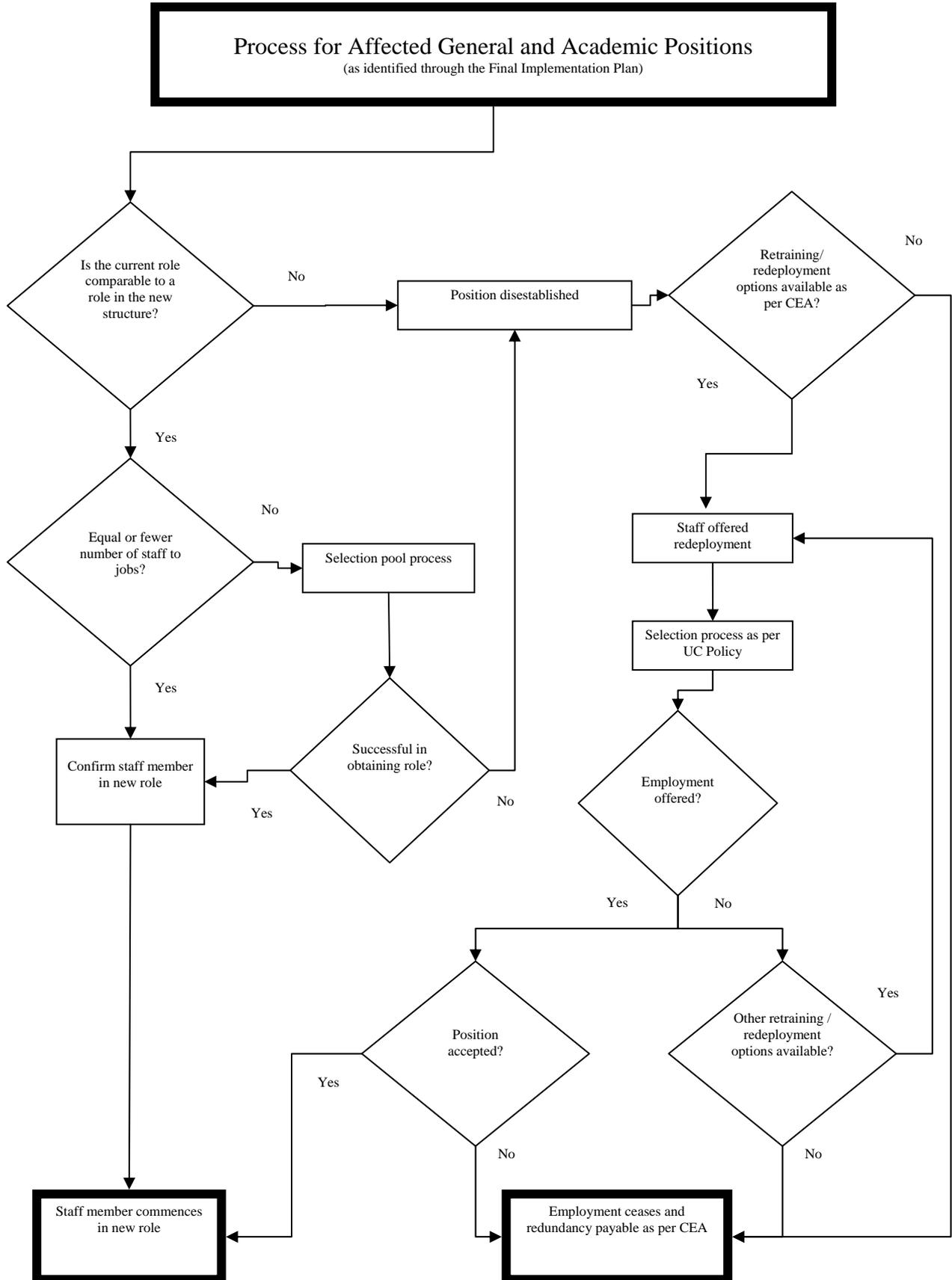
Appendix D: Proposed College Structure – Organisational Chart



Appendix E: Comparison of Arts College Office resourcing to other UC Colleges

	College/School					
	Arts	BusEc	Education	Engineering	Science	Law
Total College Office Staff FTE	13.43	14.26	27.69	13.9	15.2	8.17
EFTS - 2007 forecast	3310	2184	2436	2799	2384	709
September 2007:						
Continuing Academic staff FTE	146.7	72.9	116.1	111.9	115.8	19.3
Continuing Academic staff Headcount	158	74	128	113	119	20
Continuing General staff FTE	40.3	18.5	99.3	96.9	109.4	6.2
Continuing General staff Headcount	47	21	106	102	117	7
Fixed-Term Academic staff FTE	23.3	6.6	17.4	40.6	49.2	2.6
Fixed-Term Academic staff Headcount	64	14	31	63	65	5
Fixed-Term General staff FTE	25.1	12.3	35.8	42.8	38.2	1.2
Fixed-Term General staff Headcount	116	60	55	328	249	17
Total FTE	235.4	110.3	268.6	292.2	313.3	29.3
Total Headcount	385	169	320	606	550	49

Appendix F: Process relating to Staff Changes



Appendix G: Positions Descriptions [separate document]

The following position descriptions are available in a separate document (on the College of Arts, UC website):

- Lecturer/Senior Lecturer/Associate Professor/Professor in Art History;
- School Administrator, School of English & Linguistics;
- Administration Assistant, School of English & Linguistics;
- School Administrator, School of Creative Arts;
- School Administrator, School of Social Work & Human Services;
- School Administrator, School of History, Classics & Art History;
- Administration Assistant, School of History, Classics & Art History;
- School Administrator, School of Political Science, Philosophy and Communication;
- Administration Assistant, School of Political Science, Philosophy and Communication.