

**J16-18 A motion to recommend that the Students' Association Board of Trustees creates the offices of Director of Education and Director of Wellbeing, and retires the office of the Director of Representation, effective July 1st 2017.**

**This SRC and SSC notes:**

1. The circulated paper "*Review of Sabbatical Remits and Oversight of Representational Activities*," presented by the Director of Representation to the Students' Association Board on Thursday 20th October.
2. That the Students' Association Board of Trustees has approved the concept of a fifth Students' Association Sabbatical.
3. That the financial aspects of the introduction of the role have been considered by the Students' Association and University and have been approved in principle.
  - i. That there will be no impact upon the student spend i.e. subcommittee budgets.
4. That there will be changes necessitated to the make-up of the Association Councils - notably the addition of an additional Sabbatical Officer, the removal of the position of Wellbeing Officer and the addition of a Member for Mental Health Awareness.
5. That there will be an additional student and lay trustee of the Students' Association.
6. That there are no other institutions in Scotland where education, wellbeing and equality are represented by one single Sabbatical Officer.
7. That the first objective of the Students Association according to its constitution is to provide services for the health and wellbeing of its members.

**This SRC and SSC believes:**

1. The Director of Representation's remit covering Education, Wellbeing, Equal Opportunities and Democracy is too broad for one Sabbatical Officer.
2. That the Students' Association has a duty to represent students to the best possible standard in every area of that remit.
3. Student Wellbeing and Equality deserve the attention of a Sabbatical Officer in a way which is currently left lacking due to the demanding nature of the Education remit.
4. That the split of responsibilities as set out in the paper "*Review of Sabbatical Remits and Oversight of Representational Activities*" is an appropriate separation of the Director of Representation's remit.
5. The position of Wellbeing Officer should have its responsibilities entirely subsumed into the Director of Wellbeing Remit and be removed from the SRC after the 2017 Students' Association Elections.
1. That this can be considered a promotion of that role and that this will both align with our constitutional aims and be of benefit to the Student Body.

**This SRC and SSC resolves:**

1. To recommend to the Board of Trustees that from July 2016, there should be a Director of Education and a Director of Wellbeing.
2. To recommend to the Board of Trustees that from July 2016, there should not be a Director of Representation.
3. To mandate the chair and sabbatical team to amend the laws with appropriate remits at the time which is deemed most appropriate.
4. To mandate the Director of Representation to create formal handover documents for both positions.
5. To mandate the Association Councils to communicate this change to the Student Body before Students' Association Elections in 2017.
6. To elect a Director of Education and a Director of Wellbeing in the Students' Association elections in 2017, subject to the approval of the Students' Association Board of Trustees.

**Proposed**

Jack Carr - Director of Representation  
Charlotte Andrew - Association President  
Caroline Christie - Director of Student Development and Activities  
Taryn O'Connor - Director of Events and Services

Ben Peddie - Athletic Union President

**Seconded**

Lewis Wood - SRC Senior Officer, Association LGBT+ Officer

# **Review of Sabbatical Remits and Oversight of Representational Activities.**

Jack Carr

*Director of Representation, 2016 – 17.*

**Proposal:** Full Sabbatical Role Split – The DoWell /DoED option

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## **1 - Executive Summary**

There have been recommendations for the separation of the Director of Representation role into two full time posts since the position was held by Siena Parker in 2010 – 2011.<sup>1</sup> Under Ondrej Hajda, a review of the role took place and a support role was brought in (Education and Representation Co-Ordinator) in order to reduce the administrative burden on a role which was becoming perceived as too big for one person. That post is now vacant once again and the work has fallen back onto the present Director. The most recent Director of Representation, Joe Tantillo, continued the argument in favour of a role division and wrote a paper for the Students' Association board which has been overhauled and adapted to form the basis of this work.

The primary reason for the perception that the role is impossible to fulfil is the sheer size of the Education Remit; there is no other institution in the United Kingdom which does not have a dedicated Education Sabbatical. In the last three weeks, the present Director has averaged approximately 33 hours per week on Education. Our nearest neighbour - Dundee University Students' Association (DUSA), employs no less than four sabbaticals to cover the same remit as the Director of Representation.<sup>2</sup> While there is no scope nor desire to mirror this here, it should be noted as evidence that the Director of Representation remit is broad enough to warrant reconsideration of whether there is merit in introducing two full time sabbaticals to cover it. A full list of comparable multi-faculty Scottish universities is included in appendix one. Please note that at no institution is the education remit shared with any other role.

With changes to the NSS being made from 2017 which will assess the Students' Association solely upon the quality of our academic representation work, it is imperative that we make our position explicitly clear. At present, the Director of Representation title conceals the education remit, and as their work takes place behind closed doors visibility is an issue. We have one of the most comprehensive systems of Academic Representation in the country, yet students are not aware that it is centrally organised by the Students' Association. This poses a real concern not just for the impact this may have on the Students' Association rankings, but also on the University's rankings in the NSS as well.

Finally, the University has expanded significantly in terms of student numbers and plans to continue this trend. The staffing in representation is no longer sufficient to adequately meet the needs of the student population, which will soon reach around 10 000 students. What is currently severely lacking is a considerable number of worker hours in student representation, namely in student wellbeing. An additional sabbatical officer would be uniquely placed to redress this deficiency to the standards we should expect of a world class university and Students' Association.

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<sup>1</sup> URLT Students Association, 2013

<sup>2</sup> 1. President - Governance incl. University Court and Subcommittees. Also sits on University Equality committees.

2. Deputy President – Responsible for Academic Experience & Learning and Teaching Matters.

3. VP Representation – Responsible for Elections, Class Reps and the SRC.

4. VP Student Welfare – Responsible for Sexual Health, Mental Health.

## **2 - Costs associated with implementation.**

The cost of a sabbatical officer at present is £18,549 per annum plus national insurance. The money for an additional sabbatical would not need to appear in the budget until the 2017 – 2018 financial year.

In the first instance, as much of the salary as possible should be requested as an addition to the block grant from the University. However, it is still possible to fund the position from money which already exists within the Students' Association system in a worst case scenario, as I will outline below. Finances are therefore not a barrier to the creation of this post.

The loss of the Education and Representation coordinator has freed up a salary of 11920 (not including national insurance), which would represent a significant part of the costs associated with the new sabbatical role. The students' association should seek money from the University to cover the short fall. The stipend of £7000 given to the former Postgraduate Convener to support postgraduate representation could be reallocated to the Director of Education, who represents postgraduate students on PG Learning and Teaching committees and who line-manages the postgraduate sub-committee. The Director of Education could therefore be completely funded from money which is already utilized for academic representation purposes, and the Director of Representation's current salary could be allocated to the Director of Welfare.

There would be no changes to the student spend, as the Director of Representation's current budgets totaling £18,100 would be split according to appropriate remit.

In 2016 these were:

Education: £4000

Stand Together: £1000

LGBT+: £2300

Elections: £2000

Equal Opportunities: £1000

Wellbeing: £3000

Nightline: £1800

Wellbeing and Equality Discretionary Fund: £3000

### **3 - The case for Representation at the Students' Association.**

Welfare and Equality are at the heart of what the Students' Association is here to provide. They are enshrined in our constitution, where they are the first mentioned objectives of the Association.<sup>3</sup> We are therefore required to provide services for the health and wellbeing of our members. There is huge potential for innovation in this area. The StAnd Together Project has won us national recognition, leading to other institutions emulating our success by running their own projects. Under the supervision of a full time student member of staff who has recent experience of the experience of students at this university, the plan to add new projects could be enacted with the level of attention it fully deserves and unfortunately does not receive with the current structure of oversight by the Director of Representation.

With student numbers being grown as part of the University's strategic plan, this is an area which will only demand more attention and care. Student wellbeing is becoming a more prevalent and recognised issue, a key element of the student experience that defines St Andrews and distinguishes it from other HE institutions.

There is no crossover between the current welfare work and that done by university departments such as Student Services. The proposal anticipates that the work the Director of Representation is currently expected to do under their remit but is, due to the immediacy of the education demands, neglected, will now be given the attention it deserves and requires. What is currently being experienced by Student Services, though, is an overwhelming number of students seeking help that do not require clinical or professional attention. We can help alleviate that burden on a university service unit whilst still ensuring those students are catered to and cared for - for less immediately serious wellbeing problems such as homesickness or loneliness, we can provide the attention needed. Following preliminary discussions with Student Services, there is scope for the Students' Association to take the lead on the buddy schemes currently being run through Student Services – in 2017 this scheme was moved under the umbrella of Stand Together, our joint project.

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<sup>3</sup> Students Association Constitution. Part 2: Objects, 1.i

#### **4 - Recommendation**

The board is asked to note this paper, and discuss the following questions:

Does the Board of Trustees agree with the concept of a fifth sabbatical officer to handle welfare and equality work, in line with similar sized institutions across Scotland and the UK?<sup>4</sup>

Does the Board of Trustees believe that each of these remits need to be conducted by an elected student representative?

In line with conversations held at Board of Trustees meetings across academic years 2014 – 2015 and 2015 – 2016, does the board agree that the combination of these remits is generating work which is too much for one person to combine into one full-time post?

Does the Board of Trustees agree that the addition of a new Sabbatical would end the question of whether to add an additional PG student member while still proceeding with an additional lay member?

Does the Board of Trustees need to consult with additional groups prior to the November meeting. If so, who must be consulted?

The time scale of these considerations is of key importance. In order to promote and adapt several other positions that would be affected by the proposed changes in time for the next student elections in March, this decision is required prior to the end of Semester 1. That then gives the current sabbatical team 6 weeks during term time of Semester 2 to publicise the development.

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<sup>4</sup> See Appendix 1, Sabbatical Remits across the Scottish Sector

## **5 - Current Director of Representation Remit.**

The Director of Representation has representational oversight over all academic affairs, student wellbeing, equality, and democracy. They share responsibility for National Representation with the Association President. They are a member of all university academic committees except academic council, for which they are expected to brief the Association President and other student reps. In addition, they serve as a student governor of the University of St Andrews, and participate in the Planning and Resources Subcommittee of Court. They serve as a trustee of the Students' Association and participate in the Staffing Subcommittee of the Board.

### Summary of Duties and Committee Memberships.

#### DoREP

- Democracy, incl. Rectorial Elections, Elections Committee, Class Rep Elections and Students' Association Elections. Also responsible for ensuring smooth handovers between officers.
- Education, incl. Teaching infrastructure strategy group, curriculum approvals group, library strategy group, Martyr's Kirk review board, School Presidents Forum and Education Committee, Postgraduate executive forum, Student Library User Group, Learning and Teaching Committee, postgraduate research committee, Library/Guardbridge Redevelopment Project Board, MMS advisory group, IT strategy group, Teaching Development Fund, Students' Association Teaching Awards, Academic Council (Student Opinion on Academic Council Convener), and ad-hoc LTC working groups. (The current DoREP sits on four at present)
- Academic monitoring group, incl. Enhancement Led Institutional Review, Annual Academic Monitoring Dialogues, National Student Survey, Module Evaluation Questionnaires, Equality and Diversity monitoring.
- Wellbeing. Responsible for overseeing Stand Together. Committees include - Wellbeing Subcommittee, University Safety Group, Bicycle Users Group, Raisin Strategy Group, and Student Services Groups. Help organize and lead campaigns on student physical and mental health including Sexual Health Week, Mental Health Awareness Week, and Raisin Safety awareness.
- Help organize and lead campaigns on Equality and Diversity, including "Breaking through the glass ceiling" conference events, Pangaea and Black History Month.
- Equality, including University Equal Opportunities & Diversity Committee, ATHENA SWAN Consultation Group, Enhancement Themes, LGBT Subcommittee, Equal Opportunities Subcommittee.
- Line manager for Postgraduate Subcommittee.
- Enhancement themes, Senate Efficiency Review.
- Joint responsibility, alongside the Association president, for reading, researching, and responding to consultation documents relating to higher education, and for national representation of St Andrews students
- Employability, including Schools Employability Reps.
- University Court, including Planning and Resources Committee.
- Students' Association Board of Trustees
- Student Academic Appeals (Senate Assessor)



- Student Academic Appeals (Back-up for Education Advocate)
- Liaise with National bodies such as Quality Assurance Agency and other universities.
- Students' Association liaison for the Proctor's Office.
- Students' Association liaison for the Deans' Office.
- Students' Association liaison for the Careers Centre (shared with DoSDA)
- Students' Association liaison for the Library.
- Students' Association liaison for Student Services.
- Students' Association liaison for St Leonard's College.
- Students' Association liaison for the academic schools.
- Sabbatical Line manager for:
  - 2 Faculty Presidents
  - Postgraduate Academic Convener
  - 22 School Presidents
  - 350+ Class Representatives
  - Wellbeing Officer
  - Equal Opportunities Officer
  - Postgraduate Development Officer
  - Member for Racial Equality
  - Member for Age Equality
  - Member for Gender Equality
  - Association LGBT Officer
  - Stand Together Co-coordinator

Total Committees Listed Above >46.

## **6 - Proposed new positions – Director of Education and Director of Wellbeing**

### **6.1 DoEd (Director of Education)**

- Education, incl. Teaching infrastructure strategy group, curriculum approvals group, library strategy group, School Presidents Forum and Education Committee, Postgraduate executive forum, Student Library User Group, Learning and Teaching Committee, postgraduate research committee, Library/Guardbridge Redevelopment Project Board, MMS advisory group, IT strategy group, Teaching Development Fund, Students' Association Teaching Awards, Academic Council (Potentially), and ad-hoc LTC working groups. (The current DoREP sits on four at present)
- Academic monitoring group, incl. Enhancement Led Institutional Review, Annual Academic Monitoring Dialogues, National Student Survey, Module Evaluation Questionnaires, Equality and Diversity monitoring.
- Joint responsibility, alongside the Association president, for reading, researching, and responding to consultation documents relating to higher education, and for national representation of St Andrews students
- Employability, including Schools Employability Reps.
- Postgraduate Committee.
- University Court, including Planning and Resources Committee.
- Students' Association Board of Trustees
- SRC/SSC/SA Exec.
- Student Academic Appeals (Senate Assessor)
- Liaise with National bodies such as Quality Assurance Agency and other universities.
- Students' Association liaison for the Proctor's Office.
- Students' Association liaison for the Careers Centre (shared with DoSDA)
- Students' Association liaison for the Library. (regular meetings)
- Students' Association liaison for St Leonard's College.
- Students' Association liaison for the academic schools.
  
- Sabbatical Line manager for:
  - 2 Faculty Presidents
  - Postgraduate Academic Convenor
  - 22 School Presidents
  - 350+ Class Representatives

## 6.2 DoWell (Director of Wellbeing)

- Wellbeing, incl. the current positions of StAND Together Co-ordinator and SRC Wellbeing Officer. Responsible for ensuring smooth integration of new Stand together project each year. Chair the Wellbeing Subcommittee,
- Attend University welfare committees such as: University Safety Group, Bicycle Users Group, Raisin Strategy Group, and Student Services Groups.
- School Welfare Rep Forum.
- Democracy, incl. Rectorial Elections, Elections Committee, Class Rep Elections and Students' Association Elections. Also responsible for ensuring smooth handovers between officers.
- Equality, including University Equal Opportunities & Diversity Committee, ATHENA SWAN Consultation Group, Enhancement Themes, LGBT Subcommittee, Equal Opportunities Subcommittee.
- Enhancement themes, Senate Efficiency Review,
- Organize and lead campaigns on student physical and mental health and equal opportunities, including Sexual Health Week, Mental Health Awareness Week, "Breaking through the glass ceiling" conference events, Pangaea and Raisin Safety awareness.
- Student Academic Appeals (Back-up for Education Advocate)
- Students' Association Liaison for Student Services.
- Students' Association Board of Trustees
- SRC/SSC/SA Exec.
  
- Sabbatical line manager for:
  - Wellbeing Committee (replacing Wellbeing Officer)
  - Equal Opportunities Officer
  - Postgraduate Development Officer
  - Member for Racial Equality
  - Member for Age Equality
  - Member for Gender Equality
  - Association LGBT Officer
  - Stand Together Project Leaders (currently increasing at one per year)
  - New Position: Mental Health Officer.
  - Wellbeing Committee portfolio officers

## **7 - Additional Rationale for Split**

- Moves more time consuming jobs such as class rep training on to DoED in order to remove need for the former ERC staff position in advocacy, and to create a comprehensive education role for a sabbatical.
- Protects against people with little to no experience from taking up the current DoRep and the potential DoEd role; as highlighted in our last URLT review academic representation experience is absolutely essential to these roles. This role will no longer risk being taken by someone with a purely welfare interest who may neglect our very valuable academic monitoring work.
- The DoEd will be a primarily University facing role and the DoWell will be a primarily student facing role. For a practical example of how this split could be beneficial, the DoEd could be the Senate Assessor for an academic appeal and judge it impartially, while the student making the appeal could benefit from the emotional support of the DoWell. Should the Education advocate be unavailable, the DoWell could be trained as a backup advisor.
- The DoWell would have time to run equality and welfare projects currently neglected by the DoRep. Suggested events from this years' timetable are the Breaking through the glass ceiling events which could become an annual conference. The DoWell should also take a more proactive and direct role in the organisation of Mental Health awareness week (with assistance from the Member for Mental Health) and Sexual Health Week.
- The SRC Wellbeing Officer would be replaced with an SRC Member for Mental Health (or something similar). The current officer role has considerable responsibility and a time consuming role that is too far reaching and carries too large a liability and emotional burden upon a single student volunteer. The Wellbeing committee would be directly line managed and chaired by a sabbatical in the same way that the Education committee is.
- StAnd Together is adding one project per year and requires a lot of oversight. The person who founded the initiative will graduate next year and will need to be replaced. I would suggest that as this is an exponentially growing initiative it should be brought under direct sabbatical leadership rather than being left to a volunteer who has to balance other commitments. This would embed the initiative within the organisation and ensure that it receives both the best chance of smooth implementation of new projects and the time necessary to develop innovative new programmes.
- Allows for Welfare role to grow – at present since this is work which is neglected it is impossible to know the limits of how the role could grow under someone who has the time and energy to invest in its development.

## 8 - Appendix 1, Sabbatical Remits across the Scottish Sector

<u>Institution</u>	<u>Sabbatical Titles</u>	<u>Notes on Remits</u>
Edinburgh	President VP Education VP Services VP Activities	Education Remit  Welfare and Equality
Glasgow SRC	President VP Education VP Welfare VP Student Activities	Education Welfare and Equality
Aberdeen	President Sports Welfare Education Communities	Welfare Education Equality
Dundee	President Deputy President Representation Communications + Campaigns Student Activities Welfare Engagement Fundraising	Senior University Committees Learning and Teaching Academic Reps and SRC  Welfare and Equality Student Campaigns
Glasgow Caledonian	President Three education VPs	Each represents faculty of study.
Strathclyde	President VP Diversity VP Education VP Volunteering + Development VP Sports and Wellbeing VP Support	Equality + Welfare Education  Welfare Welfare
Edinburgh Napier	President VP Reps and Volunteers VP Sports and Societies	Learning and Teaching Academic Representation

Robert Gordons University	President – Comms + Democracy President – Education + Welfare President – Sport and Physical activity	All sabbs assisted by three part time sabbs who carry out different areas of remit.
Abertay University	President Deputy president	No remits, probably as a small university.  Permanent staff do support for representation and welfare.
Heriot Watt	President VP Community VP Wellbeing	Education dedicated  Welfare
Stirling	Union President Sport President VP Education VP Communities	No Remit, but does welfare  Education Accommodation, Environment + Societies

Please note that the St Andrews Director of Representation is the only non-president to also sit on the University court, and therefore the governance remit has not been included in the notes but is shared with every president.