

# UCD College of Engineering & Architecture

## Guidance Document on Fixed terms for Committee Membership and Leadership Roles

### Background

The College of Engineering & Architecture Athena SWAN Review of 2018/19 identified that nearly a third of college staff (Faculty, Professional & Technical staff) felt leadership roles were not fairly rotated in their school or at college-level. Additionally, staff felt gender equality would be improved through better gender balance on committees and, more critically, in leadership roles.

The College has developed these guidelines on the tenure for committee membership and leadership roles to ensure all staff, regardless of gender, have an opportunity to participate in these roles. Committee membership and tenure of leadership roles will be actively monitored on an annual basis, starting 1 March 2020.

### Committee membership

The tenure of the Chair of a committee may be tied to the tenure of a leadership role, but otherwise should be limited to one 5 year term or two consecutive 3 year terms. The term of ordinary committee membership should be clearly defined by the Terms of Reference (ToR) for each committee, with a fixed single term of 5 years for both school- and college-level committees, unless membership is tied to a specific leadership role. Examples of committees with membership tied to leadership roles include;

- College Executive, where committee membership is linked to the tenure of a leadership role
- School Executive, where committee membership may be linked to the tenure of a leadership role
- Gender Equality Implementation Team, where committee membership is linked to the tenure of a leadership role

### Leadership Roles

The recommended tenure of various leadership roles are outlined in Table 1 (College) and Table 2 (School), though roles at School-level may vary. Unless governed by statute, terms are typically limited to one 5 year term or two consecutive 3 year terms, with some exceptions at school-level.

Holding one leadership role will typically exclude holding an additional leadership role, except where governed by statute as is the case for the Dean of Engineering which is conterminous with the College Principal. A Head of School may also be Head of Subject but in schools with multiple subjects consideration should be given to separating these roles to avoid a conflict of interest. Heads of Subject can simultaneously hold Programme Director roles, however, where there is deemed to be a potential conflict of interest by the Head of School, Dean or College Principal, these roles should be separated.

### Review of Tenure

Where tenure on a committee, as Chair or ordinary member, or in a leadership role has exceeded the recommended tenure, as outlined, an immediate review will be triggered by the relevant Head of School or Subject, or the College Principal.

### Expressions of Interest (see appendix for generic form)

When leadership roles or committee membership become available at the end of the incumbent's tenure, calls for expressions of interest in the post should be circulated to relevant staff with the selection being made by the Committee chair and/or Head of School, Dean or College Principal. Role descriptors should be developed at school-level to cover roles not already defined.

Table 1: College-Level Leadership Roles and recommended tenure

| Title  | Reports to          | Chairs   | Recommended Tenure  |
|--|---------------------|--|---|
| College Principal                              | President           | College Executive<br>Engineering & Architecture Student Support Committee  | One 5 year term, or<br>Two consecutive 5 year terms   |
| Head of School (HoS)                           | College Principal   | School Executive<br>School Council   | One 5 year term, or<br>Two consecutive 3 year terms   |
| Deputy Head of School (DHoS)                   | Head of School      |  | One 5 year term, or<br>Two consecutive 3 year terms   |
| Vice Principal Equality, Diversity & Inclusion | College Principal   | Equality, Diversity and Inclusion (EDI) College Committee  | One 5 year term, or<br>Two consecutive 3 year terms   |
| Vice Principal Internationalisation            | College Principal   |  | One 5 year term, or<br>Two consecutive 3 year terms   |
| Vice Principal Research, Innovation & Impact   | College Principal   | College Research, Innovation & Impact Board (CRIIB)  | One 5 year term, or<br>Two consecutive 3 year terms   |
| Vice Principal Teaching & Learning             | College Principal   | Teaching & Learning College Committee  | One 5 year term, or<br>Two consecutive 3 year terms   |
| Graduate School Director                       | College Principal   | Graduate School Board  | <i>No longer in use after September 2020</i>  |
| Dean of Engineering                            | President           | Engineering Programme Board (EPB) and sub-committees:<br>Engineering Programme Board Student Application Committee;<br>Programme Examination Boards, Engineering Staff/Student Committee | One 5 year term, or<br>Two consecutive 5 year terms<br><br><i>The Dean of Engineering is statutory (University Secretariat), appointed by the President and is conterminous with the College Principal.</i> |
| Associate Dean of Engineering                  | Dean of Engineering | TBC by Dean  | One 5 year term, or<br>Two consecutive 3 year terms   |

| Director First Year Engineering Programme                                  | Dean of Engineering  | Stage One Review Committee   | One 5 year term, or Two consecutive 3 year terms [may be linked to Assoc Dean Engineering]   |
|--|----------------------|--|--|
| Dean of Architecture   | College Principal    | Architecture, Landscape, Planning & Environmental Policy Programme Board (ALPEP) and sub-committees: Programme Board Student Application Committee; Programme Examination Boards | One 5 year term, or Two consecutive 5 year terms<br><br><i>The Dean of Architecture is non-statutory (University Secretariat). The ALPEP Programme Board may have the latitude to redefine this role to represent different subject areas.</i> |
| Associate Dean of Architecture, Landscape, Planning & Environmental Policy | Dean of Architecture | TBC by Dean of Architecture  | One 5 year term, or Two consecutive 3 year terms   |
| Widening Participation (Engineering) Representative                        | Dean of Engineering  |  | One 5 year term, or Two consecutive 3 year terms   |
| Widening Participation (ALPEP) Representative                              | Dean of Architecture |  | One 5 year term, or Two consecutive 3 year terms   |
| Chair, Health & Safety   | College Principal    | Health & Safety Committee  | One 5 year term, or Two consecutive 3 year terms   |
| Chair, IT Committee  | College Principal    | IT Committee   | One 5 year term, or Two consecutive 3 year terms   |
| Chair, College Marketing Committee   | College Principal    | College Marketing Committee  | One 5 year term, or Two consecutive 3 year terms   |
| Table 2: School-level Leadership Roles and recommended tenure              |                      |  |  |
| Title  | Reports to           | Chairs   | Recommended Tenure   |
| Head of Subject and/or Head of Section                                     | HoS                  | Subject-level meetings   | One 3 year term with the option to extend by two years. If a Head of School  |

|   |  |  |   |
|---|--|--|---|
|   |  |  | acts as Head for one or more subjects the respective appointments are coterminous.  |
| Research<br>(Representative / Head / Director)                        | HoS, VP Research                                   | Research School Committee                        | One 5 year term, or Two consecutive 3 year terms  |
| Teaching & Learning<br>(Representative / Head / Director)             | HoS, VP Teaching & Learning                        | Teaching & Learning School Committee             | One 5 year term, or Two consecutive 3 year terms  |
| Internationalisation<br>(Representative / Head / Director)            | HoS, VP Internationalisation                       |  | One 5 year term, or Two consecutive 3 year terms  |
| Graduate School<br>(Representative / Head / Director)                 | HoS, Graduate School Director                      |  | One 5 year term, or Two consecutive 3 year terms  |
| Equality, Diversity & Inclusion<br>(Representative / Head / Director) | HoS, College Office Director/CP, VP EDI            | Equality, Diversity & Inclusion School Committee | One 5 year term, or Two consecutive 3 year terms  |
| Athena SWAN<br>(Representative / Head / Director)                     | HoS, EDI School (Representative / Head / Director) |  | One 3 year term, or Two consecutive 3 year terms  |
| Programme Directors   | Deans  |  | One 5 year term.<br>Reviewed after 5 years with expression of interest called at discretion of Dean and/or Head of School/Subject |
| Chair of APEP Staff/Student Committee                                 | HoS  | Staff/Student Committee                          | One 5 year term, or Two consecutive 3 year terms  |
| IT Representative   | HoS, Chair of College IT Committee                 | IT School Committee                              | One 5 year term, or Two consecutive 3 year terms  |
| Safety Representative Or Laboratory                                   | HoS, Chair of College Safety Committee             | Safety and/or Laboratory Committee               | One 5 year term, or Two consecutive 3 year terms  |
| Member, School Executive  | HoS  |  | One 5 year term, or Two consecutive 3 year terms  |

**[School Name if applicable]**  
**UCD College of Engineering & Architecture**

**Expression of Interest for the position of [role name]**

Prior to completing this Expression of Interest form, it is recommended that you read the associated role descriptor. This role is open to all permanent and temporary faculty, staff and researchers in the School/Unit. You should discuss your intention to apply for this role with your Head of School in advance to discuss how best to manage the commitment involved.

School/Unit:

Personal Details:

Name:

Title:

Telephone:

E-mail:

Job title:

1. Please indicate your reasons for applying for this role (no more than 150 words)

2. Please outline any previous experience or role you have undertaken in the past that could contribute to undertaking this role (no more than 200 words)

3. What are the key activities you would undertake if you were in the role? (no more than 250 words)

Signature of Applicant:

Date: