



COMMITTEES HANDBOOK

October 2015

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Introduction

Royal Holloway is governed in accordance with the Royal Holloway and Bedford New College Act 1985 and the Statutes and the Regulations of the Council. Copies of the Act are available from the College Secretary's Office.

The Statutes determine the governmental organisation of the College, including the constitution and membership of the Council and of the Academic Board; they establish arrangements for jurisdiction over students and they set out procedures for estimates and accounts. The Statutes also set out (in Statute 26) a no discrimination clause for the College.

The Regulations are made by the Council and complement the Statutes. They are referred to in the Statutes and are themselves cross-referenced to the Statutes. The Statutes cannot be altered without the confirmation of the Privy Council, but the Regulations can be changed by the Council.

This Handbook replaces the Committees Handbook last published in November 2011. It should be read in conjunction with the booklet *College Statutes and Regulations of the Council*, which can be accessed on the website, or can be obtained from the College Secretary's Office. In particular, Regulation 10 makes the Principal an ex officio member of all the Council and Academic Board committees (unless the committee's terms of reference stipulate otherwise) and Regulation 13 stipulates those members of staff able to stand and vote in Council and Academic Board elections.

The College also has a number of working groups. These are expected to work more flexibly, to focus on the task required and to help advise individual managers.

The College has an Institutional Statement on Discrimination, which must be tabled at the beginning of meetings, groups and committees where staffing decisions are considered. This will include meetings to discuss pay, redundancy, discipline and grievance cases, job evaluation (HERA) and recruitment interviews. The Statement is available at the back of the Handbook and also on the College website <http://www.rhul.ac.uk/aboutus/documents/pdf/governance/discrimination-institutionalstatementrevised.pdf>

The Schedule of Delegation is a list of the individuals or committees that have responsibility for specific actions within the College. The purpose of the list is to help all staff to know where responsibility lies and to understand the relationship between committee/group work and the responsibilities of individual managers. The Schedule of Delegation is reviewed by the Council Executive and is available on the College intranet.

In this Handbook words importing the masculine shall include the feminine.

SECTION 1

THE COUNCIL

THE COUNCIL

Membership 25 *(See Notes) Quorum 12 *(See Notes)

Chair A member of the Council, elected by the Council

Constitution

(a) *Ex officio members*

The Principal
The President of the Students' Union.

(b) *Members appointed by the Council (who shall not be in the employ of the College nor students of the College) being*

Sixteen persons whose interests shall reflect the interests of the College. The procedures for selecting those persons shall be prescribed in the regulations

(c) Seven elected members being

- (i) one elected by the members of the Academic Board, from among the members of the Academic Board who are members of the academic teaching staff
- (ii) two elected from among their own number by the academic teaching staff
- (iii) three elected in accordance with the procedure specified in the current regulations from among their own number by the staff of the College who are not academic teaching staff
- (iv) one student of the College elected by the whole student body

(d) *In attendance*

The Deputy Principal and Vice-Principals

(e) *Secretary*

The College Secretary

Meetings per year 4 *(See Note 5)

Purpose

- Fulfills the statutory requirement to oversee the probity of the College and for determining the overall strategic direction of the Institution.
- Provides opportunity for senior management to draw advice from people with experience in other walks of life.
- Element of contacts and business development.

Terms of Reference

- To be the governing body of the College and exercise all the powers of the College, save where Statutes specify otherwise.
- May not make decisions on any question of education policy or matters having academic implications without consulting the Academic Board.

Devolved powers

- May devolve power to Chair or to Executive Committee to take decisions on its behalf where there is insufficient time to defer till next meeting. All such decisions to be reported to the next full Council meeting;

Effectiveness review

To have regard to best practice in governance matters but probably three-yearly to receive a summary of business covered and consider how effectively it contributed and what improvements might be made.

*Notes

- (1) *The College is required to establish a Council under Section 6 of the Royal Holloway and Bedford New College Act, 1985, viz*

6(1) *There shall be a Council of the College which, subject to the provisions of this Act, shall be the governing and executive body of the College and shall exercise all the powers of the College save to the extent that this Act and the Statutes otherwise provide.*

6(2) *The Council shall conduct the general business of the College consistently with the provisions of this Act and the statutes and of the statutes and regulations of the University:*

Provided that the Council shall not make any decision on any question of educational policy or make regulations on any matters having academic implications until the Academic Board has expressed an opinion on such questions or matters and until the Council has considered any opinion so expressed.

6(3) *There shall be elected from among the members of the Council a Chair and a Vice-Chair of the Council neither of whom shall be -*

(a) *in the employment of the College or of the University or of a School of the University; or*

(b) *a student of the College;*

and the manner of election, period of office, powers and duties of each of them shall be as prescribed by the statutes and the regulations.

- 6(4) *Subject to the provisions of this Act, the constitution of the Council, its powers and duties, the manner of appointment or election to office of its members and the manner of filling vacancies in its membership shall be as prescribed by the statutes and regulations.*
- 6(5) *Subject to the provisions of this Act, the Council may delegate or otherwise arrange for the discharge of any of its powers and duties as it may think fit.*
- (2) *The constitution of the Council is determined by Statute 3(1.) Statutes 3 - 13 and Council Regulations 1 - 7 set out the framework for the operation of the Council; they are set out in full in the College Statutes and Regulations of the Council, available from the College Secretary's Office, or on the website.*
- (3) *Quorum for regular business - 12 members majority of which must be appointed or lay members.*
- (4) *Quorum for special resolutions - two-thirds of the total membership.*
- (5) *At least two meetings per year to be more than eight and less than twelve weeks apart to facilitate the passage of special resolutions.*

Statement of Primary Responsibilities

Every higher education institution shall be headed by an effective governing body which is unambiguously and collectively responsible for overseeing the institution's activities, determining its future direction and fostering an environment in which the institutional mission is achieved and the potential of all learners is maximised. The governing body shall ensure compliance with the statutes, ordinances and provisions regulating the institution and its framework of governance and, subject to these, it shall take all final decisions on matters of fundamental concern to the institution. (CUC Guide, Part I, Para1)

General Principles

1. The Royal Holloway and Bedford New College Act 1985 established the College as a body corporate with perpetual succession and a common seal. The College is a Statutory Corporation, i.e. a legal body that has the power to sue or be sued, own property and enter into contractual obligations. The Council is its governing body, with responsibility for the oversight of the business of the College and for ensuring that it is done consistently with the Act and statutes and with the statutes, regulations and ordinances of the University of London.

Status of members

2. All members of the Council shall have equal status, rights, powers and duties and shall share collective responsibility for all the acts and decisions of the Council but subject to the limitation on the participation of student members specified in Statute 27 (exclusion from Reserved Area Business). All members shall speak and act in their own right contributing to the deliberations of the Council whatever special knowledge and advice they can, and exercising their own judgement to the best of their ability in the interests of and for the good of the College as a whole. (RHNBCA '85 S8)

Duties of Council Members

3. The Council must meet at least four times a year and members have a duty to attend regularly, both Council meetings and the meetings of any committees to which they have been appointed and to take full part in the discussions. They are expected to take an interest in and keep themselves up to date on issues affecting the business of the College, locally, nationally and internationally.
4. They have a general duty to avoid conflicts of interest between their own private, public and professional life and that of the College and to this end must notify the Secretary of any interests which could present or be perceived as presenting a conflict. An annual register of interests is taken.
5. Council members are expected to comply with the seven principles of Standards in Public Life, namely Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership. Although the Council aims to conduct its business so far as possible in an open manner, where particular items of business preclude this, members must respect the confidentiality of College business.

Stewardship

6. Members of Council have an overriding duty to act in the best interests of the College by ensuring that funds and property are used only in accordance with the College Act and Regulations, the Financial Memorandum between the College and the HEFCE and the College's charitable status. There is an obligation to act reasonably and this includes taking into account any guidance issued by such bodies as HEFCE, CUC, the National Audit Office, the Public Accounts Committee et al (comply or explain).

RESPONSIBILITIES OF COUNCIL

Strategy

7. Subject to consultation with the Academic Board on all matters with implications for academic policy or the terms and conditions of academic staff, to approve the mission and strategic vision of the College, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of the stakeholders and are compliant with the RHBNCA and the charitable objectives of the College.

Management

8. To delegate authority to the Principal, as Chief Executive, for the academic, corporate, financial, estate and personnel management of the College. To establish and keep under regular review the policies and procedures and limits within such management functions as shall be undertaken by and under the authority of the Principal.

Audit

9. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.

Monitoring and Evaluation

10. To ensure processes are in place to monitor and evaluate the performance and effectiveness of the College against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.

Self Evaluation

11. To establish processes to monitor and evaluate the performance and effectiveness of the Council itself.

Best Practice

12. To conduct its business in accordance with best practice in higher education corporate governance and the principles of public life drawn up from the Committee on Standards in Public Life.

Reputation

13. To safeguard the good name and value of the College.

Chief Executive

14. To appoint the Principal as chief executive, and to put in place suitable arrangements for monitoring his/her performance.

Secretary

15. To appoint a secretary to the Council and to ensure that, if the person appointed has managerial responsibilities in the College, there is an appropriate separation in the lines of accountability.

Employer

16. To be the employing authority of the College and to be responsible for establishing a personnel strategy and overall superannuation policy.

Health & Safety

17. To have ultimate responsibility for the health and safety of all staff, students and visitors (including the general public) on campus and its immediate environs).

Equal Opportunities

18. To ensure that all the business of the College is conducted without discriminating against any member of staff, student or visitor on grounds of race, ethnicity, religion, sex, sexual orientation, marital or parental status, national origin, age or disability.

Finance

19. To be the principal financial and business authority of the College, to ensure that proper books of accounts are kept, to approve the annual budget and financial statements and to have overall responsibility for the College's assets, property and estate and investment policy.

Legal

20. To be the College's legal authority and, as such, to ensure that systems are in place for meeting all the College's legal obligations, including those arising from contracts and other legal commitments made in the College's name.

Students

21. To make such provision as it thinks fit for the general welfare of students, in consultation with the Academic Board.
22. To review and approve the constitution of the Students' Union at least every five years and to monitor its financial position.
23. Under Section 20 of the RHBNCA, to terminate the registration of students on non-academic grounds or to take disciplinary action, where appropriate, against students for severe breaches of disciplinary regulations. The power to terminate a registration on academic grounds rests with the Academic Board.

Trustees

24. To act as trustee for any property, legal endowment, bequest or gift, such as the Picture Collection, the Founder's Endowment Fund, the Bedford Entrance Scholarships and a number of other small charitable funds, in support of the work and welfare of the College.

Governance

25. To ensure that the College's constitution is followed at all times and that appropriate advice is available to enable this to happen.

COMMITTEES INTRODUCTION TO SECTIONS 2, 3, 4 & 5

Delegated Powers for Committee Chairs

It is expected that the majority of decisions required from a Committee will be made during the Committee meetings or, when necessary, by email circulation of the Committee membership.

However, it is recognised that in exceptional circumstances it may be necessary for the Chair of the Committee to take Chair's Action. This should only be the case where a timely decision is essential and where it is not possible to deal with the matter by circulation.

Chairs of Committees reporting to the Council (those listed in section 2 of the Committees Handbook) may take Chair's Action following consultation with either the Chair or Vice Chair of the Council. These decisions must be reported formally by the Committee Chair or Secretary at the next Committee meeting.

Decisions taken by Chairs of the Sub-Committees should be reported to the Chair of the main Committee immediately.

When taking Chair's Action the Chair should be careful to ensure that he or she does not exceed the powers delegated to the Committee.

Role of Committee Secretaries

The secretary of the Committee is responsible for agreeing the agendas for the meetings with the Chair, preparing the papers for distribution, noting the meeting and writing the minutes within agreed timescales. He or she should be able to provide advice to the Chair as necessary. Following the meeting the secretary should ensure that agreed actions are reported to those responsible. Updates on actions should be requested prior to the next meeting and reported appropriately.

Publication of Committee Papers

Unless otherwise agreed by the Committee following discussions with the College Secretary, the agendas and minutes of all Committees listed in Sections 2, 3, 4 & 5 of the Handbook should be published on the College intranet following confirmation of the minutes by the Committee. Some Committees may be required to publish their papers and minutes by other bodies and this should be brought to the Committee's attention by its secretary. All Committees should be aware that their papers may be subject to a Freedom of Information request or included on the College's Freedom of Information web page following discussion with the Chair and secretary.

SECTION 2

COMMITTEES REPORTING TO THE COUNCIL

AUDIT & COMPLIANCE COMMITTEE

Membership 4 *(See Notes) Quorum 2

Chair A lay member of the Council, appointed by the Council

Other members Three further lay members of the Council
A maximum of two co-opted members, as required

As required The Principal (or nominee) The Registrar and Secretary The Director of Finance The Deputy Director of Finance The Internal Auditor Members of the External Audit Team (where appropriate)

Secretary A member of the College Secretary's Office

Meetings per year 3

Purpose

- On behalf of the Council, to satisfy itself that the College is being managed within recognised financial and legal requirements.

Terms of Reference

The duties of the Committee shall be:

1. To advise the Council on the appointment of the External Auditors, the audit fee, the provision of any non-audit services by the External Auditors and any questions of resignation or dismissal of the External Auditors.
2. To discuss with the External Auditors, before the audit begins, the nature and scope of the audit.
3. To discuss with the External Auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any matters the External Auditors may wish to discuss (in the absence of management where necessary).
4. To consider and advise the Council on the appointment and terms of engagement of the Internal Auditor, the provision of any non-audit services by the Internal Auditor and any questions of resignation or dismissal of the Internal Auditor.
5. To review the Internal Auditor's audit needs assessment and the audit plan, to consider major findings of internal audit investigations and management's response and its recommendations and to promote coordination between the Internal and External auditors. The committee will consider the terms of engagement of the internal audit service and whether the resources made available for internal audit are

sufficient to meet the institution's needs and make recommendations to the Council as appropriate.

6. To monitor the timely implementation of all agreed audit-based recommendations arising from the reports of the Internal/External auditors and to report to the Council any undue delays.
7. To ensure that all significant losses have been properly investigated and that the Internal and External Auditors, and where appropriate the HEFCE Accounting Officer, have been informed.
8. To oversee the College policies on bribery, fraud and irregularity, including being notified of any action taken under those policies.
9. To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness, as well as compliance with regulations relating to financial probity and ethical standards.
10. To keep under review the effectiveness of the management of risk and to receive reports on Risk Management from the Planning and Resources Committee and report to Council as appropriate.
11. To receive any relevant reports from the National Audit Office, the HEFCE and other organisations.
12. To monitor annually the performance and effectiveness of External and Internal Auditors, and to make recommendations to the Council concerning their re- appointment, where appropriate.
13. To consider the annual financial statements in the presence of the External Auditors, including the Auditors' formal opinion, the statement of members' responsibilities and any corporate governance statement.
14. To prepare an annual report, summarising the Committee's work during the year for the Principal (as the Accountable Officer) and the Council.
15. To satisfy itself that the College's quality control over its data returns is adequate.
16. To receive audit certificates on capital contracts.
17. In event of a merger or dissolution of the institution to ensure that adequate due diligence is carried out and that necessary actions are completed.

Devolved powers

- All College employees are required to cooperate with any request from the Committee and to implement agreed audit-based recommendations within agreed timeframes.
- The investigation of any activity within its terms of reference and to require any employee to cooperate in such investigations
- The engagement of outside professional advice to assist with its investigations up to a value of £5,000 without prior approval

Agreement of the External Audit fee

Reports to

The Council, with annual report to the HEFCE

Committees reporting to this Committee

Research Ethics Committee

Receives reports from

Planning and Resources Committee in relation to matters relating to Risk Management

Effectiveness review

Three-yearly, to review business covered and consider its effectiveness in monitoring the College's compliance with the principles of good governance and its financial and legal obligations. To make such changes as may be necessary.

***Notes**

- (1) *At least one member should have accounting, financial or banking experience. An additional person may be co-opted from outside the Council membership where there is no lay member available with this expertise, or where a person with an interest in the College has experience or expertise that is directly relevant to the committee. Such appointee may not be a member of staff or a student of the College. Further members may be co-opted as required, up to a maximum of 2 co-opted members in total, where a particular need for expertise is identified. This may include legal or further financial expertise.*
- (2) *No member may also be a member of the Finance Committee.*

RESEARCH ETHICS COMMITTEE

Membership 6 Quorum 3

Chair A Vice-Principal, appointed by the Council

Ex officio Three Heads or nominees of Academic Departments where a significant amount of research involving human participants is carried out, currently Biological Sciences, Psychology and Politics and International Relations

Other members One medically-qualified person external to the College

One lay member of the Council

Secretary The Principal's Executive Officer

Meetings per year As necessary, applications being dealt with by correspondence as they are received.

Purpose

To consider research proposals involving human participants for ethical approval.

Terms of Reference

1. Having regard to best practice, to develop College guidelines for the ethical approval of proposals for research involving human participants.
2. To consider specific proposals in the light of these guidelines and to give or withhold ethical approval for such research.

Devolved powers

The granting or not of ethical approval for research project proposals involving human participants

Reports to

- Audit & Compliance Committee

Committees reporting to this Committee

- None

Effectiveness review

Three-yearly, to review business covered and consider its contribution to maintaining ethical standards in research involving human participants at the College. To make such changes as may be necessary.

COUNCIL EXECUTIVE

Membership 7

Quorum 4

Chair	The Chair of Council
Ex officio	The Vice-Chair of Council The Chair of Audit and Compliance Committee The Chair of Finance Committee The Principal A Faculty Dean for consideration of Item 7
Other members	Two further lay members of Council
In attendance	College Officers by invitation ¹
Secretary	The Registrar and Secretary
Meetings per year	At least 3 formal meetings per year. May meet informally for discussion only.

Purpose

- To provide a forum for high level discussion of important, sensitive or urgent issues
- To make decisions between Council meetings as agreed by the Council
- Strategic planning, monitoring and review

Terms of Reference

1. To discuss and consider plans and strategy, subject to Finance Committee's prime responsibility for budget setting
2. To monitor overall implementation of College plans
3. To review progress against the Strategic Plan
4. To discuss and shape the agenda for Council meetings
5. To appoint lay members to Council Committees, including the Chair of the Student Discipline Committee and to co-opt suitable external people to Council Committees where necessary
6. To appoint Chairs of Council Committees excluding those elected by the Council as defined in the Statutes or College Regulations
7. To make recommendations to Council for Honorary Degrees (on the advice of Academic Board) and Honorary Fellowships ¹
8. To review the Register of Interests, the Statement of Primary Responsibilities for Council members, the College's policy on Conflict of Interest and the Schedule of Delegation
9. To review and recommend to Council, changes to the College's regulations and Statutes
10. To review and recommend to Council, changes to Council Committees and terms of reference
11. To review the training needs of Council members and approve training activities
12. To advise the Chair on matters relating to Council members
13. To oversee Council effectiveness reviews
14. To maintain a skills register of Council members
15. To make recommendations to Council for new members of the Council based on the balance of skills and experience of the existing members

¹ Dean to be included for this item with a separate agenda and minutes

16. To manage the process for the appointment and election of the Chair and Vice-Chair of Council, involving others as necessary and to make recommendations to Council on the election of both these positions.

17. To have oversight of election processes for elected members of Council

Devolved Powers

- To co-opt suitable outsiders for Council Committees
- To appoint lay members to Council Committees
- To appoint Chairs of Committees excluding those elected by the Council

The Committee may make decisions by circulation or email at the request of its Chair

Report to

- The Council, via the minutes of formal meetings

Committees reporting to this Committee

- None

Effectiveness Review

Three yearly, to evaluate business covered and the Committee's contribution to the role of the Council in ensuring the effective management of the College.

Capital Projects Assurance Committee



Terms of Reference

Purpose:

On behalf of the Council, to satisfy itself that the College is managing major projects* effectively and that each stage of the governance process has been properly completed.

*major projects are defined as those with one or more of the following characteristics:

- Total costs exceeding £10m
- Are of strategic significance with a material impact on the future (e.g. Masterplan)
- Pose a high level of risk in delivery, including potential reputational impact

Terms of reference:

1. To ensure that projects are operating within their broad mandate approved by Council (particularly project scope, budget, timescale and quality) by undertaking the timely review of specific projects at key gateway and project decision points.
2. To satisfy itself that each stage** of the governance process has been properly completed. This will include:
 - Review of progress against programme
 - Ensure all issues appropriately addressed and remedial action taken/planned
 - Risk register maintained and mitigation in place
 - Readiness to progress to next stage achieved
3. To scrutinize the management recommendation to proceed to the next stage. (A table outlining the differing responsibilities at the various stages is included within the Committee guidelines for operation)
4. To satisfy itself that health and safety risks and issues are given due regard and are actively and effectively managed.

Membership:

5 independent members of Council of which 3 are required for a quorum.

The Committee may co-opt additional members to provide expert or specialist advice for the duration of a specific project, this includes external advisers.

NB: the number of Council members must always exceed the number of co-opted members at any meeting for it to be quorate. The Chair of Council has discretion to make temporary additions to the pool of independent Council members to facilitate this.

In attendance:

Deputy Principal

Director of Estates

Project Sponsor (or nominee)

Project Chair

Project Manager

Other officers as required

Reporting Line:

Reports to Council Executive

Reports from:

Capital Projects Planning and Review Committee

Individual project boards

Frequency:

As required

** The project governance stages are:

1 – Business Need

2 – Delivery Strategy

3 – Investment Case

4 – Project Delivery

5 – Operational Assessment and Benefits Realisation

Approved by Council 18 November 2014

EQUALITY AND DIVERSITY COMMITTEE

Membership 5 **Quorum** 3 to include at least one lay member

Chair Lay Member of Council
Members One further lay member of Council
Co-President Welfare & Diversity, SU
Vice-Principal (Students and Staff)
Registrar and Director of Operations
Director of Human Resources
A maximum of two co-opted members if required

In attendance Equal Opportunities Adviser

Secretary Governance Assistant

Meetings per year At least 2

Purpose

- To provide Council with assurance on matters relating to Equality and Diversity.
- To recommend and monitor the College's Equality and Diversity Strategy.

Terms of Reference

1. To recommend an Equality and Diversity Strategy to Council and monitor performance against the strategy.
2. To approve the College's Single Equality Scheme and review progress on at least an
3. To receive an annual report on the College's equality monitoring data.
4. To receive assurance on an annual basis on the College's compliance with the General and Specific Equality Duties

Devolved Powers

To approve the College's Single Equality Scheme

Reports to

The Council via its minutes

Groups reporting to this Committee

The Equality Steering Group on all equality matters excluding equal pay

Effectiveness Review

Three yearly to evaluate business covered and the Committee's contribution to the role of the Council in ensuring effective oversight of equality matters.

FINANCE COMMITTEE

Membership	10 * (<i>See Notes</i>)	Quorum	5 *
<i>Chair</i>	A lay member of the Council, elected by the Council		
<i>Ex Officio</i>	The Vice-Chair of the Council The Principal The Deputy -Principal The Director of Operations The Director of Finance		
<i>Other Members</i>	Four further lay members of the Council		
<i>Co-option</i>	Up to two members may be co-opted in line with Council Regulations.		
<i>In Attendance</i>	The Vice-Principal (Research & Enterprise) The Director of Estates The Director of Campus Services The President of the Students' Union		
<i>Secretary</i>	The Deputy Director of Finance		

Meetings per year 3

Purpose

- Statutory requirement to scrutinise finances and control expenses (*to the extent permitted under Statute 15(2) of the College Statutes and Regulations of the Council, March 2008*)
- To consider financial implications of any major expenditure and advise the Planning and Resources Committee

Terms of Reference

1. To exercise scrutiny of the College's finances and review sources of finance.
2. To be responsible for the investment of the funds of the College.
3. To present the Group and entity accounts of the College and those of its subsidiary companies for the Audit & Compliance Committee to consider before submission to the Council.
4. To consider and formulate the budget in light of broad objectives put forward by the Planning and Resources Committee and having regard to best practice in the Sector.

5. To consider the financial implications of major capital and revenue items within the Schedule of Delegations.
6. To make recommendations to Council on structure, shareholding arrangements and constitution of the boards of directors of subsidiary companies.

Devolved Powers

- To appoint banks
- Interest Rate Hedging
- Treasury Management above level devolved to the Director of Finance through the schedule of delegation and subject to individual credit limits and placement periods approved annually by Council.
- Pension decisions as employer including pension increases
- Final decision on level of collective pay awards
- Capital expenditure and long term borrowings <£5m
- Writing off >£5k and ≤ £100k debts
- Review of Students' Union Finances
- Acquiring and disposal of land up to £500k
- Formation, Establishment and Dissolution of Spin-Out Companies and Appointment of their Directors on the recommendation of the Enterprise Sub-Committee
- Approval of student fees, academic and residential

Reports to

- The Council
- "Dotted line" to the Planning and Resources Committee for co-ordination of College plans and interdisciplinary projects
- Founder's Endowment Fund Trustees in relation to devolved investment powers

Committees reporting to this Committee

- Enterprise Sub-Committee
- Investment Sub-Committee

Effectiveness review

Three-yearly, to evaluate business covered and consider how effectively it contributed to College finance and what improvements could be made.

*Notes

- (1) *The constitution of this Committee is defined in the Royal Holloway & Bedford New College Act 1985 s15. This prescribes that not less than 3/5 of the membership of the Committee must be lay members.*
- (2) *At least one of the lay members shall have accounting, financial or banking*

experience.

- (3) *A quorum includes the Chair or another lay member acting as Chair.*

ENTERPRISE SUB-COMMITTEE

Membership 9

Quorum 4

Chair Vice Principal (Research, Communications and Enterprise)

Ex officio The three Faculty Deans
The Director of Finance
The Registrar and Secretary
The Director of Research & Enterprise *Secretary*

A member of Research & Enterprise staff

Meetings per year Every other month

Purpose

- To foster the commercialisation of knowledge developed by or in the College

Terms of Reference

1. To develop and monitor the implementation of policy in relation to the exploitation of commercial opportunities for the College, having regard to best practice in the Sector.
2. To scrutinise the financial and monitoring arrangements surrounding all commercial activity.
3. On behalf of the Principal, to authorise the Director of Research & Enterprise to sign commercial contracts on behalf of the College.

Devolved Powers

- To establish, sell or wind-up spun-out companies in consultation with academic founder and on the recommendation of Research & Enterprise staff.

Reports to

- Finance Committee

Committees reporting to this Committee

- None

Effectiveness review

- Three-yearly, to evaluate business covered and consider its contribution to the development of commercial opportunities.
- To make changes to its operations where appropriate.

INVESTMENT SUB-COMMITTEE

Membership	6	Quorum	3
<i>Chair</i>	The Chair of the Finance Committee		
<i>Ex Officio</i>	The Principal The Director of Finance The Deputy Director of Finance		
<i>Other Members</i>	Two further lay members of the Finance Committee, appointed by the Finance Committee		
<i>Secretary</i>	The Exchequer Accountant		
Meetings per year	2		

Purpose

- To oversee, direct and control the College's endowments and fixed asset investments

Terms of Reference

1. With advice from investment advisers and managers, and in accordance with the investment policy prescribed by the Council or Founder's Endowment Fund Trustees and ratified by the Finance Committee, to manage the College's endowments and fixed asset investments on behalf of the Council and the Trustees for the Founder's Endowment Fund in accordance with the RHBNCA 1985 s 29.
2. Make recommendations to Council or Founder's Endowment Fund Trustees, as appropriate, for the appointment of investment advisers.

Devolved powers

- Investment decisions in line with the investment policy agreed by the Council or Founder's Endowment Fund Trustees and ratified by the Finance Committee.

Reports to

- The Finance Committee

Committees reporting to this Committee

- None

Effectiveness review

Three-yearly, to consider business covered and contribution made to effective investment management. To make changes if necessary.

HEALTH AND SAFETY ASSURANCE COMMITTEE

Membership	4 (see notes)	Quorum	2
Chair	An independent member of Council, appointed by the Council		
Vice Chair	An independent member of the Council, appointed by the Council		
Other Members	Two further independent members		
Co-option	A maximum of two co-opted members as required		
In Attendance	The Principal, or nominee The Registrar and Secretary Dean of the Faculty of Science Dean of the Faculty of Management and Economics Dean of the Faculty of Arts and Social Sciences Director of Health & Safety		
Secretary	A member of the Secretariat		
Meetings per year	Minimum of 2		

Purpose

On behalf of the Council, to satisfy itself that the College is managing all activities in accordance with its responsibilities in respect of the health & safety* of staff, students and any other persons who could be affected by such activities.

*References to health and safety includes College responsibilities in respect of fire safety and environmental health.

Terms of reference

1. To examine whether the College's management of health and safety is undertaken in accordance with legislative, best practice and other relevant standards and is an integral part of its culture, values and performance standards.
2. To review annually health and safety performance in professional services and each Academic Faculty.
3. To ensure that periodic audits of the effectiveness of management structures, management systems and risk controls for health & safety are carried out.
4. To prepare an annual report summarising the Committee's work during the year for the Council. The report will also cover the following:
 - Any improvements to health & safety systems, including any decisions to address shortcomings
 - Details of any reportable accidents, diseases, major incidents, similar events which had the potential for adverse consequences for the College, or changes that have affected or significantly impacted on the health & safety of staff, students or other persons.

- Any enforcement or legal action taken against the College
5. To receive any relevant reports from the Director of Health & Safety, the Health & Safety Consultative Committee or the Planning and Resources Committee.

Devolved Powers:- None

Reports to: Council

Receives reports from:

Planning & Resources Committee on matters relating to health & safety
Health & Safety Consultative Committee

Committees Reporting to this Committee

Health & Safety Consultative Committee

Effectiveness Review

Three yearly, to review business covered and consider its effectiveness in monitoring the College's compliance with Health & Safety requirements. To make such changes as necessary.

***Notes**

An additional person may be co-opted from outside the Council membership where there is no lay member available with this expertise, or where a person with an interest in the Collge has experience or expertise that is directly relevant to the committee. Such appointee may not be a member of staff or a student of the College. Further members may be co-opted as required, up to a maximum of 2 co-opted members in total, where a particular need for expertise is identified

HEALTH AND SAFETY CONSULTATIVE COMMITTEE

Membership	22 (<i>see Notes</i>)	Quorum	11
Chair	Vice Principal for Research and Enterprise and Dean of the Faculty of Science		
Ex Officio	The Health & Safety Adviser (Deputy Chair) Five Health and Safety Co-ordinators from the Science Faculty One Health and Safety Co-ordinator from each of the Faculties of Arts and Social Sciences, and Management & Economics Two Health & Safety Co-ordinators representing Professional Services One member appointed by each recognised trade union (i.e. UCU, GMB, UNITE) The President of the Students' Union The General Manager of the Students' Union The Director of Estates The Director of Campus Services The College Fire Safety Officer The Environmental Health Supervisor The Deputy Director of Human Resources		
Secretary	The Health & Safety Officer (Auditor)		
Meetings per year	3		

Purpose

- To meet the statutory requirement for the College to consult with its employees on health and safety-related issues, specifically, the following Regulations:
the Safety Representatives and Safety Committees Regulations 1977 (as amended)
the Health and Safety (Consultation with Employees) Regulations 1996 (as amended)
- To be the formal means for representatives of management, staff and students to meet regularly for the purpose of establishing and developing a positive and progressive health and safety culture.

Terms of Reference

1. To study accident, incident and disease statistics and trends with a view to making recommendations on unsafe and unhealthy conditions and practices and such corrective action as may be necessary.
2. To review the significant findings of health and safety audit reports.
3. To consider reports and information provided by inspectors of the enforcing authorities appointed under the Health and Safety at Work Act 1974.
4. To consider reports (subject to the approval of the Committee's Chair) which safety representatives may wish to submit.

5. To assist with the development of health and safety guidance and safe systems of work.
6. To consider the effectiveness of health and safety training.
7. To review the adequacy of health and safety communications and publicity.
8. To comment on, and endorse, health and safety performance standards, such as policies and procedures.
9. To recommend action on such matters as health and safety campaigns and education.
10. To consider those items raised at a departmental level having failed to have been resolved within a reasonable period; where there is any doubt as to the suitability of a subject for consideration, then the Chair shall have the final decision on the matter.

Devolved Powers

None

Reports to

Health and Safety Assurance Committee

Groups reporting to this Committee

Radiation Safety Group

Genetic Modification and Biological Safety Group

***Notes**

- (1) *Health and Safety Co-ordinators shall represent both academic and professional services staff within their respective areas of responsibility.*
- (2) *Additional attendees (up to a total of three) may attend where the nature of the agenda is such that the discussion would benefit from their knowledge. Seven days' notice must be given to the Secretary.*
- (3) *Members may send nominees from the same area of activity but must make sure they are adequately briefed.*

**JOINT COMMITTEE OF THE COUNCIL AND THE LOCAL UNIVERSITY AND COLLEGE
UNION (UCU) *Under Review***

Membership 6 - 8 Quorum 2 members from each group

Chair One of the members referred to below (alternates between the Council and the UCU membership)

Ex officio The Principal
The Vice-Principal with responsibility for Human Resources
The Director of Personnel
By mutual agreement, another member may be co-opted Three,

or by mutual agreement, four members appointed by the local UCU *Secretary* A

Member of the Human Resources Staff

Meetings per year 3

Purpose

- An opportunity for union representatives to raise issues of concern with College authorities and to discuss future plans.

Terms of Reference

1. To consult on the interpretation of, and where appropriate to negotiate, terms and conditions of employment.
2. To examine and discuss matters raised by either side as being of joint concern to the College as employer and members of staff as employees.

Devolved powers

- None

Reports to

- The Council, annually

Committees reporting to this Committee

- None

Effectiveness review

Three-yearly, to consider work done against terms of reference and to make any changes that

may be necessary.

Remuneration Committee

Membership	7	Quorum	3 at least two of whom to be lay members
Chair	The Vice Chair of Council		
Ex officio	The Chair of Council The Chair of the Finance Committee The Principal (<i>to withdraw where appropriate</i>)		
Other Members	Two lay members of Council		
Co-option	Up to two members may be co-opted in line with Council Regulations.		
In Attendance	The Secretary and Registrar (<i>to withdraw where appropriate</i>) Vice Principal (Staffing) (<i>to withdraw for matters of senior staff pay determination</i>)		
Secretary	The Director of HR		
Meetings per year	At least two		

Purpose

- To consider, recommend and review the College's pay strategy
- To provide assurance to Council on equality issues relating to pay

Terms of reference

1. To consider the College's pay strategy and make recommendations to Council for approval.
2. To review the effectiveness of the pay strategy annually or as agreed by the Committee, using national benchmarks as appropriate.
3. To approve and review policies on pay related issues for all staff, including grading, additional and severance payments.
4. To review the College's equal pay data and other pay related equality monitoring annually.
5. To receive an annual report on pay related decisions including the application of market supplements and retention payments.
6. To consider matters relating to other non-pay benefits received by staff.
7. To approve any severance arrangements which fall outside of the severance policy.
8. To be aware of best practice in the sector and use it to inform decisions.
9. To determine on appointment and at least annually, individual salaries and conditions of service for the Principal and College Secretary, having regard to College policies,

national and international trends and nationally negotiated terms, as well as the financial and operational circumstances of the College.

10. To determine any severance arrangements for the Principal and College Secretary.

Devolved Powers

- Final decision on emoluments and conditions of service for the Principal and College Secretary.
- Final approval of pay policy documents.
- The Committee may make decisions by circulation or email at the request of its Chair.

Reports to

- The Council via the Committee's minutes.

Committees reporting to this Committee

- The Committee may establish working groups as it deems necessary to fulfil the requirements of the terms of reference.

Effectiveness Review

- Three-yearly, to evaluate business covered and consider its effectiveness in contributing to the recruitment and retention of key staff and to make such changes as may be necessary.

STUDENT DISCIPLINE COMMITTEE (APPEALS)

Membership	17 plus student members	Quorum	4
<i>Chair</i>	One lay member appointed to the Committee as below.		
<i>Other members</i>	5 lay members of College Council appointed for three years 6 members of the academic teaching staff, from across the academic disciplines, nominated by the Academic Board and appointed for three years (see note 1). 6 members of non-academic staff, appointed by College Executive appointed for three years (see note 1). Elected members of the SURHUL Executive.		
<i>Secretary</i>	College Secretary, or nominee		
Meetings per year	When required for a specific case		

Purpose

- To deal with incidents of major misconduct by a student where the penalty would be termination or suspension of registration and to deal with appeals against decisions of the Fees Sub-Group. Governed by Statute 20.

Terms of Reference

1. A student who has been disciplined for major misconduct and received a penalty imposed by a Vice-Principal (which was approved as required by Statute 20), may submit an appeal to on one or more grounds established in the Student Disciplinary Regulations. If the Chair of Council agrees that an appeal is allowable a Panel will be convened from this Committee to conduct an appeal hearing into the case.
2. The Student Discipline Appeal Committee Panel shall have a Quorum of four and shall comprise:
 - Two Council members of the Committee, one of whom will Chair the Panel.
 - One academic teaching staff member of the Committee who shall not be from the student's department or have had any teaching or significant social contact with the student.

- One non-academic member of staff who shall not be from the student's department or have had any teaching or significant social contact with the student.
 - One student member of the Committee who shall not be from the student's department or have had any significant social contact with the student
5. Where a student's registration has been terminated by the Fees Sub-Group, the student may appeal to the Student Discipline Appeal Committee on specified grounds and a Panel will be convened to conduct a hearing in accordance with (2) above.
 6. The conduct of all hearings will be according to the Student Disciplinary Regulations applicable to the year in which the alleged breach of discipline took place.
 7. Committee decisions will be reported to Council annually.

Reports to

- The Council

Effectiveness review

Every three years

***Note**

- (1) *Whilst every effort should be made to appoint members of the Committee to a Panel when required, where insufficient members in any category are available, similarly qualified members of the College may be invited and approved by the Chair of the Council Executive.*

FEES SUB-GROUP

Membership	4	Quorum	2
<i>Chair</i>	A Vice-Principal, nominated each year by the Principal		
<i>Other members</i>	Two academic teaching staff members of the Student Discipline Committee		
<i>In Attendance</i>	The Academic Registrar, or nominee The Head of Student Fees		
<i>Secretary</i>	The Deputy College Secretary or nominee		
Meetings per year	Only when required for a specific case(s)		

Purpose

- To consider the case(s) of current students who are in debt to the College and to seek resolution of the debt.

Terms of Reference

1. To meet to consider the cases of current students who are in debt to the College. Such students will have received two written warnings and will have been notified by the Academic Registrar that their cases are to be submitted to the Fees Sub-Group.
2. The meeting will take place not less than seven and not more than 21 days after this notification has been received by the student.
3. In making their decision, to consider information supplied by the Department of Finance as well as written or oral submissions from the students.
4. Students have the right to attend the hearing and to be accompanied by a member of College.
5. The Sub-Group may decide, acting with the delegated authority of the Student Discipline Committee that the student's registration should be terminated or they may adjourn the hearing for not more than fourteen days to seek further information or they may reach an agreement with the student for the repayment of the debt whilst permitting the student to continue to attend College.
6. All decisions will be confirmed in writing.

Devolved powers

- To decide to terminate the registration of any student who is in debt to the College provided that that student has received two written warnings and been given the opportunity to present his or her case to the Sub-Group.

Reports to

- The Student Discipline Committee

Effectiveness review

Each year, at the end of the process, the Registry reviews the results and makes any proposals for change it considers necessary for the following year.

SECTION 3

COLLEGE MANAGEMENT COMMITTEES

COLLEGE EXECUTIVE

Rationale

The College Executive comprises senior College staff who between them carry policy and operational responsibility for the College. Whilst each member has responsibility, authority and accountability to act within their portfolio, the College Executive provides a forum where critical or sensitive decisions can be reviewed and shared with other senior colleagues prior to a determination either by a group member or formal committee.

Terms of Reference

1. To identify and confirm the need for strategy or policy development and then to agree the broad parameters for development, confirm lead responsibility and ensure effective creation and deployment.
2. To review strategy and policy prior to consultation and/or confirmation by appropriate Officers or by Council, Academic Board or their committees.
3. To consult with and/or inform senior colleagues on critical or sensitive policies or decisions to be made.
4. To keep under review strategic developments within higher education and to consider the College's response to such developments.
5. To review a College-wide risk register and ensure allocation and follow-up of mitigating actions.
6. To review contingency management and disaster recovery plans and to ensure mechanisms for effective implementation.
7. To receive periodic reports from the Health and Safety Officer on the effective management of health and safety within the College and to ensure timely follow-up of actions.
8. To establish and review task and finish groups to undertake detailed work on specific aspects of policy development, drawing on expertise from around the College and to ensure full input from the academy and professional services.
9. To offer advice and guidance to the Principal and other senior College officers.
10. To establish and drive the Agenda for the thrice-yearly Senior Management Team Away days

Membership

Principal (Chair)

Deputy Principal All

Vice-Principals All

Deans

Registrar & Secretary

Director of Communications and External Relations

Director of Human Resources

Director of Finance

Director of Strategic Development Unit

Secretary: Senior Executive Officer, Principal's Office

Meetings

Frequency: Weekly, unless a Planning and Resources Committee meeting is being held

Schedule of Specific Business

Business will be brought forward on an as needed basis.

Risk registers to be considered quarterly (formal review to be undertaken by Planning & Resources Committee at least annually).

Health and Safety reports to be considered monthly (formal review to be undertaken by Planning & Resources Committee at least quarterly).

Contingency plans to be considered at least annually.

Non-compliance with agreed audit recommendations will be considered as it arises.

SENIOR MANAGEMENT TEAM

Rationale

The Senior Management Team comprises the principal managers across all College functions, whose role is to help shape policy and operational priorities, to share best practice and to address issues arising from across the academic-professional services partnership. Typically meetings will take the form of an 'away day'.

Terms of Reference

1. To review past performance of the College and identify key challenges, risk and opportunities ahead.
2. To show case and share good practice across the academy and professional services.
3. To act in a consultative capacity to advise and comment on policy and operational developments.
4. To address identify and address issues arising from the partnership working between the academy and professional services.

Membership

Principal (Chair)
Deputy Principal
Registrar and Secretary
Vice-Principals
Faculty Deans
Associate Deans
Heads of Academic Departments
Professional Service Directors (or equivalent)

Secretary: Senior Executive Officer

Meetings

Frequency: A minimum of 3 times per year

Schedule of Specific Business

September- Review of previous year, identification of priorities for year ahead
January- Addressing Council's planning priorities for the forthcoming year
May- Preparing for the year ahead

PLANNING AND RESOURCES COMMITTEE

Rationale

The Planning and Resources Committee is the principle management body to oversee the development and monitoring of the College strategy and functional plans. Within the framework set by Council, the Committee allocates resources in support of plans, including operating budgets, capital and physical resources.

Terms of Reference

1. To formulate, review and update an overall rolling 5 year strategic plan including (a) assessing external trends and internal strengths and challenges including sources of finance; and (b) taking into account these trends, strengths/challenges, formulating broad goals and specific objectives related to each goal and leadership of initiatives subject to overall approval of Finance Committee and Council;
2. To develop, implement, refine and monitor Planning and resource allocation procedures to enable local plans to be made and decision-making around resource priorities, and the making of recommendations to Council as appropriate;
3. To receive and consider the departmental budgets, plans and plan progress reports, making recommendations to Council, in the light of the overall plan proposed,
4. To allocate financial budgets and other resources in respect of operational plans, to monitor and mitigate major deviations from the budget and to hold principal budget holders to account.
5. To keep under review and make recommendations to Council as necessary on, student numbers (in relation to overall mission, objectives and planned capacity);
6. To consider fee levels for tuition, student and staff services, including residences, research and other commercial contracts and to approve them or to recommend them to Finance Committee for approval.
7. To approve business cases for new programmes and other academic initiatives that require pump-prime funding and other significant developments that contain material risks (including, but not limited to, financial, reputational and operational risk).
8. To establish institutional priorities for fundraising from benefactors, oversee stewardship of major gifts and to allocate and monitor funds raised through the Annual Fund and other campaigns.
9. To maintain a rolling capital expenditure plan matching the capital needs of the College (including buildings, equipment, major IT infrastructure and other major facilities) to available funding (as approved in principle by Finance Committee).
10. To develop and approve the full business case for major projects (including business need, delivery options analysis and investment recommendation) for approval by Finance Committee and Council (as required).
11. To approve an estates masterplan, estates strategy and the broad allocation of space to activities.

12. To approve broad parameters of pay policy and terms and conditions of employment, subject to any requirement for statutory consultation and Remuneration Committee approval.
13. To receive summary reports from the reporting sub-committees (see below) and approve actions.
14. To approve new or amendments to existing policies that are not specifically reserved to Council or Academic Board.
15. To approve the College Strategic and Primary Risk Registers and mitigation proposals.

Membership

Principal (chair)
 Deputy Principal All
 Vice-Principals All
 Deans
 Registrar & Secretary
 Director of Communications and External Relations
 Director of Human Resources
 Director of Finance
 Director of Strategic Development

Secretary: Senior Executive Officer, Principal's Office

Other officers to attend on request for relevant business

Meetings

Frequency: Monthly

Schedule of Specific Business

Annually review the estates masterplan and strategy and at other times approve changes
 October- draft planning priorities for Council Executive and Council sign-off
 March- review of departmental planning statements
 Late April- draft budget sign-off prior to submission to Finance Committee and Council
 September- review of operational performance for previous year
 September- consider strategic objectives and priorities for recommendation to Council

Sub-Committees

Academic Planning Committee Professional
 Services Review Committee Estates Major
 Projects Committee
 Systems and Processes Major Projects Committee
 Collaborative Provision Committee
 College and Students Union Executive Committee

Academic Planning Committee

Rationale

The Academic Planning Committee is responsible for the development of an overall academic plan for the College.

Terms of Reference

2. To develop and maintain an overall academic plan for the College.
3. To receive and review academic departmental and faculty plans and to recommend actions to the Planning and Resources Committee.
4. To consider proposals for changes to the academic profile of the College, including student entry requirements and withdrawal from or entry into new programme areas, and to recommend actions to the Planning and Resource Committee, Academic Board, and other appropriate committees.
5. To monitor and review performance of new programmes.
6. Annually, to review and monitor progress against the College's strategic academic plan and make appropriate recommendations to Planning and Resources Committee with respect to the implications for student numbers, fee levels and resourcing.
7. To identify, approve, co-ordinate and monitor interfaculty and inter-institutional academic collaborations.
8. To monitor and report to Academic Board on academic department risks identified during the annual planning round.

Membership

Chair: Deputy Principal
Secretary: Strategic Development Manager

Vice-Principal (Research & Enterprise) & Dean of Science
Vice-Principal (Staffing) & Dean of Arts and Social Science
Vice-Principal (Education)
Vice-Principal (External Engagement) & Dean of Management and Economics
Head of Academic Development
Academic Registrar
Director of Student Recruitment & Partnerships
Director of Strategic Development

In attendance: Associate Dean (Science)

In attendance: Deputy Registrar

Management Accountant or other representative from Finance department (by invitation)

Meetings

Frequency: Monthly

Schedule of Specific Business

September – review progress against strategic plan

December – review of departmental and faculty plans

Reports to:
Academic Board
2014

Updated 24 March

COLLABORATIVE PROVISION COMMITTEE

Terms of reference

The Collaborative Provision Committee provides oversight and monitoring of the College's collaborative provision, specifically:

1. To develop and maintain an overall academic plan for collaborative provision for the College.
2. To consider and approve proposals for collaborative provision with other institutions or organisations involving an academic award from the College and make appropriate resource recommendations to the Planning and Resource Committee.
3. To review and monitor performance on collaborative programmes with particular respect to QAA requirements and student number and financial targets, as well as wider strategic goals.

Frequency: At least 3 times per year

Membership

Deputy Principal (Chair)
Vice-Principal (Education)
Registrar and Secretary
Director of Royal Holloway International
Director of Strategic Development
Deputy Registrar and Chief Information Officer
Vice-Principal & Dean of Science
Vice-Principal & Dean of Arts & Social Science
Vice-Principal & Dean of Management & Economics Academic
Registrar & Deputy Director of Academic Services Head of
Academic Development
Assistant Director of Finance
Assistant Registrar (Partnerships)

Secretary: Project Manager (Strategic Development Unit)

PROFESSIONAL SERVICES REVIEW COMMITTEE

Rationale

Within the context of the role and responsibilities of the Registrar and Director of Operations, the Professional Services Review Committee is responsible for the scrutiny of professional service plans and service levels and to recommend such plans and resourcing priorities to the Strategic Planning and Resources Committee.

Terms of Reference

1. To review annually professional service plans, budgets and service levels.
2. To review annually professional services performance against service levels.
3. To recommend changes in spending priorities to the Planning and Resources Committee.
4. To oversee a system of periodic review for professional service functions and/or processes.
5. To facilitate and support communication between the professorial services and wider academic community.

Frequency: At least 3 times per year

Membership

Deputy Principal (Chair)

1 Vice-Principal & Dean

2 Heads of Academic Departments

Representative of the Students' Union

Registrar and Secretary

Director of Strategic Development

Secretary: Deputy Director of Strategic Development

ESTATES MAJOR PROJECTS COMMITTEE

Terms of reference

On behalf of the Planning and Resources Committee, the Estates Major Projects Committee provides oversight of individual estate project boards to ensure that projects are proceeding to plan, budget and timescale and that remedial action is taken as required. Specifically:

1. To review and monitor the programme of estates major projects, including small works and cyclical maintenance, and to ensure actions are taken to deliver the plan within the approved framework of resources and timescales.
2. To report to the Planning and Resources Committee on the progress being made on the programme of estates major projects and highlight any circumstances that impact the strategic goals of the College.
3. To receive a report from the Chair of each Project Board.
4. To provide broad approval for use of contingency funds within projects.
5. To consider requests to change the scope of approved projects and, on behalf of the Planning and Resources Committee, approve requests where there is no material impact on outcomes, budgets or timescales.
6. To consider, exceptionally, requests to use contingency funds to change the scope of approved projects, reporting such changes to the Planning and Resources Committee.
7. To monitor the interaction and inter-dependencies between projects and to ensure that actions are taken to minimise disruption to project and general College business.
8. To communicate to the wider College developments and milestones in the major projects programme to ensure College members are aware of major programmes, their desired outcomes and impact on ongoing business within the College.

Frequency: Monthly

Membership

Deputy Principal (Chair)
Director of Finance
Director of Estates
Chairs of Project Boards
Registrar & Secretary
Deputy Principal
Vice Principal & Dean of Management & Economics

Secretary: Major Projects & Incidents Planning Manager

SYSTEMS AND PROCESSES MAJOR PROJECTS COMMITTEE

Terms of reference

On behalf of the Planning and Resources Committee, the Systems and Processes Major Projects Committee provides management oversight of individual systems, systems infrastructure and process improvement project boards to ensure that projects are proceeding to plan, budget and timescale and that remedial action is taken as required. Specifically:

1. To review and monitor the programme of systems and processes major projects and to ensure actions are taken to deliver the plan within the approved framework of resources and timescales.
2. To report to the Planning and Resources Committee on the progress being made on the programme of systems and processes major projects and highlight any circumstances that impact the strategic goals of the College.
3. To provide broad approval for use of contingency funds within projects.
4. To consider requests to change the scope of approved projects and, on behalf of the Planning and Resources Committee approve requests where there is no material impact on outcomes, budgets or timescales.
5. To consider, exceptionally, requests to use contingency funds to change the scope of approved projects, reporting such changes to the Planning and Resources Committee.
6. To monitor the interaction and inter-dependencies between projects and to ensure that actions are taken to minimise disruption to project and general College business.
7. To communicate to the wider College developments and milestones in the major projects programme to ensure College members are aware of major programmes, their desired outcomes and impact on ongoing business within the College.

Frequency: Monthly

Membership

Registrar and Secretary (Chair)
Deputy Principal (Planning and Resources)
Vice-Principal & Dean of Management & Economics
Deputy Registrar & Chief Information Officer
Director of Human Resources
Director of Finance
Director of Strategic Development
Deputy Director of Strategic Development

Secretary: Strategic Planning and Projects Officer

COLLEGE AND STUDENTS' UNION EXECUTIVE COMMITTEE

Terms of reference

The College and Students Union Executive Committee brings together the executives and senior officers of the College and Students Union to ensure effective working between the two bodies and to enhance the student experience. Specifically:

1. To review the role of the Students' Union in supporting the student experience and to identify ways of working and actions that will enhance that experience.
2. To consider the implications of constitutional issues before formal submission for ratification by appropriate bodies.
3. To consider the implications of major policy or operational changes to the College or Students' Union ways of working, services or service levels.
4. To consider the Students' Union budget and accounts prior to submission to Finance Committee.
5. To consider the annual College grant and infrastructure needs of the Students' Union in support of the student experience.
6. To establish and review task and finish groups to undertake detailed work on specific matters relating to the Students' Union.

Frequency: Once per term

Subcommittee (s): Students' Union Liaison Committee

Membership

Principal (Chair)

Vice-Principal (Education)

Vice-Principal & Dean of Arts & Social Science

Registrar & Director of Operations

Deputy Director of Strategic Development

Students' Union sabbatical officers Students'

Union General Manager

Secretary: Principal's Senior Executive Officer

STUDENT LIFE COMMITTEE TERMS OF REFERENCE

Membership 10

Chair The Vice Principal and Dean of Management & Economics

Deputy Chair The Director of Student Experience

Ex Officio The Head of the Careers Service & Employability
The Head of Premises
The Sports Operations Manager
The Chief Executive of the Students' Union
The Academic Registrar
The Assistant Director of Recruitment
The Deputy Head of Support & Advisory Services

Other Members One Students' Union officers nominated by the Students' Union, who is responsible for Student Activities, Events and Communications

Invited to attend

and receive papers Campus Communications Officer

Secretary The Student Life & Support Manager

Meetings per year Four times per year

Purpose

To develop, enhance and evaluate a College-wide culture of excellence in providing a vibrant, diverse and accessible campus life that is rich and varied.

Terms of reference

Within the context of the College's mission and strategic plan, and in consultation with the Faculties, Professional Services and other specialist groups as appropriate, the Student Life Committee will:

- (i) oversee the development and implementation of College Strategic Objectives related to campus life, in particular those relating to residences, catering, retail, sport, active lifestyle, employment opportunities, entrepreneurship, volunteering, non-curriculum linked internships, student facing events and activities

- (ii) review and support the strategic development of student facing service points to ensure that students can access appropriate combinations of service in a suitable environment
- (iii) review and support the development of professional, effective and consistent communications with students.
- (iv) advise the relevant committees and/or senior management team on developments in non-academic student experience both internally and externally, and recommend appropriate actions
- (v) advise the relevant committees and/or senior management team as appropriate on responses to external initiatives and/or pressures as they non-academic student experience
- (vi) approve in collaboration with the Student Recruitment Operations Group policies on the promotion and application processes for student accommodation
- (vii) approve and review policies governing the allocation of student accommodation
- (viii) review and make recommendations on activities and initiatives related to student transition into Higher Education before, during and after start of session
- (ix) review and develop the Campus Life Programme, to provide a rich and coordinated programme of events and activities run by students aimed at students
- (x) review feedback on non-academic student facing activities and services and make recommendations to the relevant committees and/or senior management team as appropriate
- (xi) promote and encourage innovation and sharing of best practice in all aspects of the non-academic student experience across the College, in particular by ensuring a close working relationship between key service providers and academic departments
- (xii) receive reports on the activities of all relevant services supporting the non-academic student experience and any appropriate working groups as required.

Reportsto
Planning & Resources Committee

Makes reports to
Academic Board (Annual)

Learning & Teaching Quality Committee (Termly)

STUDENTS' UNION LIAISON COMMITTEE

Rationale

The Students' Union Liaison Committee brings together key members of the College and Students' Union to discuss matters of mutual interest around operational and practical matters.

Terms of Reference

1. To consider operational matters impacting the Students' Union and their members and to agree action plans to address issues raised.

Frequency One per term

Membership (12)

Vice-Principal (Students and Staff)
Vice-Principal (Education)
Academic Registrar
Director of Library Services
Director of IT Services
Director of Facilities Management
Head of Support and Advisory Services
Students' Union sabbatical officers
Students' Union General Manager

Secretary: Community Liaison Officer

Reports to College & Students' Union Executive Committee

STUDENT WELFARE & SUPPORT COMMITTEE

Membership	18
<i>Chair</i>	The Registrar & Director of Operations
<i>Deputy Chair</i>	The Head of Support & Advisory Services
<i>Ex Officio</i>	The Deputy Head of Support & Advisory Services The Senior Educational Support Officer A Senior Counsellor The Community Liaison and Support Officer The Co-ordinating Chaplain The Security Manager (or Head of Premises) The Student Life Support Manager The Deputy College Secretary The Chief Executive of the Students' Union The SUVP for Welfare and Diversity
<i>Other Members</i>	Two academic and two administrative representatives of academic departments Two students nominated by the Students' Union, who between them will represent the views of both undergraduate and postgraduate taught students <i>To help continuity other members should ideally be able to commit to attending for a series of four meetings</i>
<i>Invited to attend and receive papers</i>	The Director of Student Experience The Deputy Registrar & CIO
<i>Secretary</i>	The Student Financial Adviser
Meetings per year	Four per year – termly with one extra meeting in the summer vacation to sign the Bar Hours Agreement and address any other urgent business
Purpose	To develop, enhance and evaluate a College-wide culture of excellence in providing student support, delivering welfare services and in the monitoring of student wellbeing
Terms of reference	Within the context of the College's mission and strategic plan, and in consultation with the Faculties, Professional Services and other specialist groups as appropriate, the Student Welfare and Support Committee will: (i) devise, implement and keep under review any aspects of College Strategies related to student welfare and support (ii) advise the College on developments in student welfare and support both internally and externally, and recommend appropriate actions

- (iii) develop and review institutional systems for monitoring, identifying and supporting students at risk
- (iv) advise the College as appropriate on responses to external initiatives and/or pressures as they affect student wellbeing
- (v) monitor non-academic student withdrawals on an annual basis, with a view to making recommendations to Planning & Resources committee or other appropriate body on any corrective action which may be required
- (vii) monitor on campus events, activities, bars and entertainments provision to ensure it is in keeping with College expectations of wellbeing and diversity
- (viii) approve and monitor reports arising from the on-going review of non-academic discipline, with a view to making recommendations to Planning & Resources committee or other appropriate body on any corrective action which may be required
- (ix) promote and encourage innovation and sharing of best practice in all aspects of student welfare and support across the College, in particular by ensuring a close working relationship between key service providers and academic departments
- (x) receive reports on the activities of all relevant support, advisory and welfare services and any appropriate working groups as required.

Reports to	Planning & Resources Committee
Makes reports to (as required)	Planning & Resources Committee Learning & Teaching Quality Committee
Sub-Committees	Bars and Entertainments Monitoring Group Student Welfare Forum

SECTION 4

ACADEMIC BOARD

THE ACADEMIC BOARD

Membership

Quorum (See Note 6)

Chair The Principal

Ex officio The Vice-Principals
The Deans of the Faculties
The Director of Library Services
The Director of Academic Services and CIO

Representative members

The Heads of the academic departments or, should the head of a department be an ex officio member of the Academic Board, another representative of the department appointed by the procedure prescribed in the regulations

Elected members The three members of the Council elected by the academic teaching staff in accordance with Statute 3(1)(c)(i)

Members elected by the academic teaching staff together with the senior research staff from among their own number to a number which brings the total of elected and ex officio members equal to the total number of representative members, provided that not more than two of these members shall be senior research staff and that Professors, Readers and Senior Lecturers shall form the majority of the membership of the Academic Board

Student members Three full-time students of the College, one of whom shall be a postgraduate student, elected by the whole student body

Secretary The Academic Registrar

Notes

(1) The College is required to establish an Academic Board by the Royal Holloway and Bedford New College Act 1985, viz:

(9) *There shall be an Academic Board whose members shall be as prescribed by the Statutes and it shall, subject to the powers of the Council prescribed in this Act and the Statutes, be the body responsible for the academic work of the College in teaching and examining and in research. It may also advise the Council on the general management of the College.*

6(2) *..... the Council shall not make any decision on any question of educational policy or make regulations on any matters having academic implications until the Academic Board has expressed an opinion on such questions or matters and the Council has considered any opinion so expressed.*

7(2) *.... no Statute which affects academic policy or the remuneration and conditions of appointment of the academic teaching staff shall be made, amended or revoked until the Academic Board has been consulted.*

- (2) The Academic Board may co-opt up to five members, and shall report such co-options to the Council.
- (3) (a) Except in the case mentioned in sub-paragraphs (b) and (c) below, elected members shall hold office for three years from 1 October in the year of their election but shall be eligible for re-election for one further period of three years after which they shall not be eligible for re-election until the lapse of one year after retirement;
- (b) Members elected by the Academic Board as members of the Council in accordance with Statute 3(1)(c)(i) shall remain elected members of the Academic Board for the duration of their period of office as members of the Council;
- (c) Elected members of the Academic Board including student members shall cease to be members of the Academic Board if they cease to be eligible in the categories in which they were elected.
- (4) Student members shall hold office from 1 August in the year of their election to 31 July in the following year and shall then retire. A student member shall vacate office immediately on ceasing to be a student.
- (5) The constitution of the Academic Board is determined by Statute 16(1) from which page 43 has been derived. Statute 16 and Council Regulations 15 - 21 set out the framework for the operation of the Academic Board; they are set out in full in *College Statutes and Regulations of the Council* available from the College Secretary.
- (6) The Academic Board's quorum is determined by Regulation 17, and is one-third of the total membership, provided that there is present a majority of Professors, Readers and Senior Lecturers, as set out in Statute 16(1)(d)(ii).

Powers and Duties

Without prejudice to section 9 of the Royal Holloway and Bedford New College Act 1985, and subject as appropriate to the Statutes, Ordinance and Regulations of the University of London, the powers and duties of the Academic Board shall be:

- (a) To regulate and control all teaching and the duration and structures of degree programmes;
- (b) To regulate and control all teaching and the duration and structures of diploma and certificate programmes;
- (c) To recommend the award of undergraduate and postgraduate degrees of the University to persons who have fulfilled the conditions of the award;
- (d) To award certificates, diplomas, or other academic awards to persons who have fulfilled the conditions of award;
- (e) To regulate the admission of persons to programmes of study;
- (f) To plan the academic development of the College;
- (g) To award College scholarships, prizes and other distinctions;

- (h) To award honorary titles other than Emeritus Reader, Emeritus Professor, or Visiting Professor;
- (i) To regulate all College examinations and to appoint internal, visiting and external examiners;
- (j) To terminate the appointment of any examiner for negligence, misconduct, or other good cause
- (k) To promote research in the College and to require reports on research from time to time;
- (l) To assure the quality of teaching and research in the College;
- (m) To elect members of the Academic Board to the Council in accordance with the provisions of Statute 3;
- (n) To establish Faculty Boards, as appropriate, and to determine their constitution, terms of reference and standing orders;
- (o) To establish committees, boards or panels, and to delegate responsibilities to such bodies as appropriate, in accordance with any requirements laid down in the Statutes or by the Council;
- (p) To consider any matter referred to the Academic Board by the Council or the Principal. Subject to the provisions of the Statutes, the Regulations and any directions of the Council, the Academic Board may regulate its procedures and the conduct of its business and may with the Council's approval make Standing Orders for these purposes. The Standing Orders are set out on pages 46 to 49.

Standing Orders:

Officers of the Academic Board

1. The Principal is ex officio Chair of the Academic Board. In the absence of the Principal, the Deputy Principal or a Vice-Principal shall act as Chair. In the absence of Principal, Deputy Principal and Vice-Principals, the members of the Academic Board present shall elect one of their number as Chair of the meeting. (Regulation 15)
2. The Academic Registrar shall be Secretary of the Academic Board. (Regulation 16)
3. In the case of the unavoidable absence of a Dean of Faculty from a meeting of the Academic Board, he or she may, with the agreement of the Chair of the Board, nominate an Associate Dean to attend the meeting. The Associate Dean so nominated shall have the right to vote.

Elections to the Academic Board

4. The Academic Registrar shall send to the academic teaching staff and senior research staff a notice of election indicating the number of places to be filled, together with a list of the continuing membership of the Academic Board, and shall request nominations by a specified date not less than two weeks from the date of the notice.

5. The Academic Registrar shall accept nominations in writing, with the names of the proposer and a seconder, and with the nominee's consent.
6. The Academic Registrar shall circulate the list of nominations received, including the names of proposers and seconds, and, if the nominations exceed the number of vacancies, the voting will be by postal ballot.
7. The voting shall be by the single transferable vote scheme, according to the procedures used by the University of London.
8. The Academic Registrar shall act as Returning Officer.

Election of the one Council member from the Academic Board

9. The Academic Registrar shall send notice of the election to the members of the Academic Board not less than two weeks before the ballot papers are to be sent out and shall request nominations for the seats on the Council by a specified date.
10. The Academic Registrar shall accept nominations in writing with the names of the proposer and a seconder and with the nominee's consent.
11. The Academic Registrar shall circulate the list of nominations received, including the names of proposers and seconds, and, if the nominations exceed the number of vacancies, the voting shall be by postal ballot.
12. The voting shall be by the single transferable vote scheme according to the procedures used by the University of London.
13. The Academic Registrar shall act as Returning Officer.

Appointment of Members to Standing Committees of the Academic Board

14. Notice of forthcoming vacancies in the Standing Committees of Academic Board shall be given not less than two weeks before the meeting of the Academic Board at which the appointment of members is to take place.
15. Appointments to standing committees of Academic Board will be made by the Academic Board on the basis of recommendations from the Principal, the Deputy Principal, the Vice-Principals and the Deans of Faculties, drawn from nominations made by the Faculties.
16. Except where otherwise specified, Academic Board committees may have as members those who are not currently members of the Academic Board.
17. The nominated members of the committees shall normally serve for three years.
18. On conclusion of period of membership, a person shall be ineligible to serve for 12 months on that committee except that in the case of a nominated replacement following termination of membership during the three-year period the replacement member shall not be subject to the 12 months rule.
19. Committees shall have the power to co-opt, subject to 18 above.

Meetings of the Academic Board

20. The Academic Board shall meet at least once a term. One third of the total membership shall form a quorum provided that there is present a majority of Professors, Readers and Senior Lecturers as required by Statute 16(1)(d)(ii). (Regulation 17).
21. The Principal may at any time and the Secretary of the Academic Board shall at the request in writing of eight members call a Special Meeting of the Academic Board. (Regulation 18).
22. If, seven days before the date of an Ordinary Meeting, the Chair has not received notice of any business which is, in the Chair's view, of sufficient importance to justify the holding of the meeting, the Chair shall have the power to cancel the meeting, subject to the provisions of the Regulation 17/Standing Order 20, provided that six clear days' notice of such cancellation be given to members of the Academic Board.
23. When a Special Meeting of the Academic Board has been called, written notice shall be sent to members six working days before the date of the meeting except that, where in the opinion of the Chair there is urgency and the Chair so directs, the notice may be sent three working days before the meeting.
24. Want of service of the notice or Agenda paper to any member of the Academic Board shall not be held to affect the validity of the meeting.
25. No business shall be transacted at a meeting other than that specified in the Agenda, except that business which the Chair or members of the Academic Board considers urgent and which has arisen too late to be included in the Agenda, may be brought before the Academic Board at any meeting with the consent of a majority of the members present and voting.
26. The Academic Board may adjourn a meeting to any day and hour but no business other than is provided by Standing Order 25 shall be transacted at an adjourned meeting except such as was included in the Agenda paper for the meeting of which it is an adjournment.
27. When a meeting is adjourned, notice of the adjourned meeting shall be sent to each member of the Academic Board.

Minutes

28. Minutes of the proceedings of every meeting including the number of votes cast on a substantive motion of the Academic Board shall be drawn up and shall be signed at the next ensuing Ordinary Meeting by the Chair of that meeting.
29. No motion or discussion shall be allowed upon the minutes except as to their accuracy.

Order and Conduct of Debate

30. No motion shall be put to a meeting until it has been seconded and the Chair has it in writing, saving only procedural motions.

31. When an amendment to a motion has been moved and seconded, no second or subsequent amendment shall be moved until the first amendment has been disposed of. If an amendment be carried, the motion as amended shall be considered in place of the original motion and shall become the motion to which any further amendments may be moved.
32. Any member may, after the conclusion of any item of business, move "that the meeting do now adjourn". If this motion be seconded and carried the remaining business, not disposed of, shall be postponed until the next meeting.
33. It shall be competent for any member at the close of any speech, to move, without debate "that the meeting do proceed to the next business" and, if the motion be seconded, it shall be put forthwith. When a motion is carried that the meeting do proceed to the next business, the question under discussion shall be considered as dropped. This shall not prejudice the right of any member to raise the same business at a future meeting.
34. It shall be competent for any member, at the close of any speech, to move without debate "That the question be now put" and the motion if seconded shall, unless the Chair rules otherwise, be put forthwith. Should the motion be carried, the motion or amendment under debate shall at once be put.
35. A member who speaks shall address the Chair and shall direct his/her speech strictly to the motion under discussion, or to an explanation or question of order.
36. It shall be within the discretion of the Chair to limit the number of times a member may speak to any motion or amendment, provided that the mover of the motion may have the right of final reply before the motion be put.
37. The ruling of the Chair on points of order shall be final and shall not be open to discussion.

Voting

38. The votes of the majority shall decide. When equal numbers of votes are recorded the matter shall be referred to the next meeting unless there is urgency when the Chair of the meeting shall have an additional casting vote.
39. Except as provided in Standing Orders governing the conduct of elections, voting shall be confined to those present at the meeting.
40. The number of votes cast on a substantive motion shall be recorded in the minutes.

Amendment of Standing Orders

41. The Academic Board may suspend or amend Standing Orders at an ordinary meeting, provided that the suspension or amendment is approved by two-thirds of those present and voting.

Circulation of Standing Orders

42. Every member shall receive a copy of the Standing Orders on becoming a member of the Academic Board.

SECTION 5

COMMITTEES REPORTING TO THE ACADEMIC BOARD

Academic Board Executive Committee

Rationale

The Academic Board Executive Committee considers significant items of urgent business arising outside normal meetings of Academic Board, including agenda setting for Academic Board.

Terms of Reference

To review the minutes of Departmental Boards and Staff-Student Committees and summary note received from the relevant Dean highlighting critical academic-related issues and potential business for Academic Board.

To approve the agenda for forthcoming Academic Boards.

To consider and approve membership of panels and committees as prescribed by Academic Board and/or regulations.

To consider any significant items of urgent business which cannot feasibly be considered by a meeting of Academic Board.

Membership

Principal (Chair)

Deputy Principal (Deputy Chair)

Vice-Principal (Education)

Vice-Principal (Research and Enterprise) and Dean (Science)

Vice-Principal (Staffing) and Dean (Arts and Social Science)

Vice-Principal (External Engagement) and Dean (Management and Economics)

Registrar and Secretary

Students' Union President (Education and Campaigns)

One senior member of the academic staff serving on Academic Board to be appointed from each faculty by the Faculty Dean for a three year term of office at a maximum, but shall be eligible for re-appointment for one further period of a maximum of three years after which they shall not be eligible for re-appointment until the lapse of three years after end of office. Representative members can only sit on Academic Board Executive Committee for as long as they are members of Academic Board.

One elected member of the Academic Board appointed by the Chair and Principal on an annual basis from 1 August. The term of office will run from 1 August – 31 July.

Secretary: Academic Registrar

Meetings

Frequency: 2 weeks prior to meetings of Academic Board

Quorum: 3

ACADEMIC STAFFING AND TITLES COMMITTEE

Membership	8
<i>Chair</i>	Principal
<i>Deputy Chair</i>	Vice Principal (Staffing)
<i>Ex officio</i>	Deputy Principal Vice Principal (Research and Enterprise) Vice Principal (Education) Dean (Arts and Social Sciences) Dean (Management and Economics) Dean (Science)
<i>Secretary</i>	Director of Human Resources

The Committee may co-opt up to 3 further members to ensure gender balance and/or knowledge across the main academic disciplines within the College.

Meetings per year

A minimum of three

Schedule of Specific Business

December – consider cases for promotion and to call for references

February – consider cases for promotion with references

March – consider cases for promotion with late references

July – discretionary pay considerations

Terms of Reference

The Academic Staffing and Titles Committee provides oversight of academic career development, including the development and implementation of policies concerning academic appointment, probation, promotion and discretionary reward.

1. To consider and keep under review the principal policies concerned with the appointment, probation, promotion and discretionary reward of academic staff and to recommend changes to such policies.
2. To receive a periodic report on probationary progress and outcomes and to confirm recommendations.
3. To oversee and determine the outcomes of promotion rounds up to and including Reader.
4. To consider cases for promotion to a Chair and, where prima facie case exists, agree the process for appointment.

5. To consider and approve cases for discretionary award¹
6. To consider and approve cases for honorary or visiting positions and to renew or terminate as necessary.
7. To ensure appropriate training for staff involved in appointment, probation, promotion and reward processes.
8. To consider summary data relating to academic staffing policy implementation and to report on trends and issues emerging from the data to the Equality and Diversity Committee.

¹ When considering discretionary awards involving non academic staff, the Committee will include the Registrar

**COLLEGE BOARD OF EXAMINERS'
EXECUTIVE COMMITTEE TERMS OF REFERENCE**

Membership	7	Quorum	4
<i>Chair</i>	Vice-Principal (Education)		
<i>Ex Officio</i>	Chairs of the College Boards of Examiners and Associate Deans		
<i>Advisor</i>	Academic Registrar		
<i>Secretary</i>	Head of Academic Development		

The Committee may also invite appropriately qualified professionals to meetings to act in an advisory capacity when necessary.

Terms of Reference

The terms of reference of the College Board of Examiners' Executive Committee are:

- (i) to act in accordance with the Regulations and Procedures of the College and to meet as necessary to fulfil this requirement;
- (ii) to convene Sub-boards of Examiners and to note annually the appointment of Visiting Examiners and to approve the appointment of Chairs and Deputy Chairs of Sub-boards of Examiners
- (iii) to approve guidelines for standard requests from individual students with special circumstances for the provision of exam access arrangements and to approve any exceptional requests not covered by such guidelines;
- (iv) to consider recommendations for the suspension of regulations where these apply to assessment and student progress;
- (v) to consider recommendations on the award of credit or exemptions for work undertaken outside the College;
- (vi) to review annually its own activity and institutional assessment processes more generally, having particular regard to comparability of standards and process across the College; to report to the Academic Board on the outcomes of the review as appropriate; and to review and issue guidance, including the *Guidelines for Examiners and Assessors*.

The Chair will have authority to act on behalf of the College Board of Examiners' Executive Committee between meetings either individually, or in correspondence with other members. Any action taken in this way will be reported at the next meeting of the Committee.

The College Board of Examiners' Executive Committee may also determine circumstances under which the Secretary may act on its behalf between meetings. Any action taken in this way will be reported at the next meeting of the Committee.

Frequency of

Meetings: 3 – 4 per year

Reports to: Academic Board

Updated March 2014

DIRECTORS OF GRADUATE STUDIES FORUM

Rationale

The Directors of Graduate Studies Forum provides an opportunity for departmental staff with direct responsibility for graduate students to meet to consider matters of interest, share good practice and escalate issues of concern to the Research Degree Programmes Committee.

Terms of Reference

1. To provide a forum in which Directors of Graduate Studies (or their equivalent) and Associate Deans for Research can discuss a range of issues related to research students, supervision of research students and research degree programmes and share good practice.
2. To report to Research Degrees Committee any important items of discussion that may need further consideration.

Membership

Vice-Principal (Research and Enterprise) (chair)

All departmental Directors of Graduate Studies (where responsible for research student matters) or Departmental Research Student Directors (one of whom is appointed deputy chair)

3 Associate Deans for Research

Secretary: Assistant registrar (responsible for research students)

Meetings

Frequency: 3 times per year

NB. This forum would not usually have papers but would have a brief pre-circulated agenda

LEARNING, TEACHING AND QUALITY COMMITTEE

Membership	18
Quorum	7 (to include at least one representative from each Faculty)
Chair	The Vice Principal (Education)
Ex Officio	The Faculty Associate Deans (Education) One Undergraduate or Taught Postgraduate Programme Director per Faculty (Management and Economics) One Undergraduate and one Taught Postgraduate Programme Director (Faculties of Arts and Social Science, and Science) The Academic Registrar The Head of Academic Development The Head of Educational Development The Head of the College Careers Service or nominee (for relevant items) The Director of Library Services Director of Information Technology or nominee (for relevant items) Head of Centre for Development of Academic Skills (CeDAS)
Other Members	One Students' Union Sabbatical officer (preferably the officer with responsibility for the Education portfolio) One student representative nominated by the Students' Union <i>One of these members should represent the views of postgraduate taught students</i>
Secretary	Academic Development Officer
Meetings per year	Five times per year

Purpose

To develop, enhance and evaluate a College-wide culture of excellence in learning, teaching, assessment and graduate employability.

Terms of reference

Within the context of the College's mission and strategic plan, and in consultation with the Faculties and other specialist groups as appropriate, the Learning, Teaching and Quality Committee will:

- (i) devise, implement and keep under review the College's Learning and Teaching Strategy;
- (ii) advise the College on developments in learning, teaching and assessment both internally and externally, and recommend appropriate actions;
- (iii) develop and review institutional systems for academic quality assurance and enhancement;
- (iv) advise the College as appropriate on responses to external initiatives as they affect learning, teaching, assessment and academic quality assurance and enhancement;
- (v) award College Teaching Prizes and determine nominations for National Teaching Fellowships;
- (vi) monitor appeals and complaints on an annual basis, with a view to making recommendations to Academic Board or other appropriate body on any corrective action which may be required;
- (vii) commission and monitor periodic departmental reviews including approve action plans and reports, and to consider special reviews referred by the Senior Management Team;
- (viii) approve and monitor Faculty-level reports arising from the Annual Review of Undergraduate and Taught Postgraduate Programmes;
- (ix) promote and encourage innovation and sharing of best practice in teaching, learning and assessment across the College, in particular by formally receiving minutes of the Faculty Teaching Committees and the Research Degree Programmes Committee;
- (x) receive reports annually on the activities of Academic Development and the College Careers Service.

Devolved powers

To award College Teaching Prizes and determine nominations for National Teaching Fellowships.

To approve Faculty-level reports arising from the Annual Review processes.

Reports to

The Academic Board.

Makes reports to

The Faculty Boards and Academic Planning Committee, where appropriate.

Receives reports from

Faculty Teaching Committees

Research Degree Programmes Committee

Admissions Sub Committee

Teaching and Research Rooms Quality Standards Steering Group

Library Users Advisory Group (minutes)

RESEARCH COMMITTEE

Membership	14
Ex officio	Vice-Principal (Research and Enterprise) (Chair) Vice-Principal Education 3 Faculty Deans 3 Faculty Associate Deans Research 3 Faculty Directors of Research Director of Research & Enterprise Director of Strategic Development Head of Research Services Research Finance Manager
Secretary	Member of Research & Enterprise staff
Quorum	4, including at least 1 Faculty Dean
Meetings per year	8 (under review)

Purpose

To further the goals of:

1. building research excellence and impact
2. building opportunities for developing third stream income via contract research
3. ensuring the College has a outstanding and vibrant postgraduate community.

Terms of Reference

- To develop research strategy and policy, having regard to best practice in the Sector.
- To monitor the implementation of policies concerning development of research and the conduct of REF assessments.
- To promote research of high social, economic and cultural impact.
- To develop strategy and policy to support postgraduate training and approve recommendations on resource allocation.
- To allocate the Research Strategy Fund.
- To monitor College Research Centre status and annual progress.
- To liaise with Departmental Research Committees and Faculty Research Committees and to co-ordinate research matters where appropriate.
- To respond to National & International Research initiatives.

Devolved powers

- Allocation of Research Strategy Fund in accordance with procedures approved by Academic Board

Reports to

College Planning and Resource Committee and Academic Board

Committees reporting to this Committee

College REF Steering Group

Effectiveness review

3-yearly, to review business covered and consider what impact it made on the state of research within the College and income generated from research projects.

Research Degrees Programmes Committee

Terms of Reference and Membership

Terms of Reference

1. To consider all matters relating to the experiences of research students and their supervisors
2. To encourage and promote good practice in research degree supervision and other aspects of research degree programmes
3. To develop policy and strategy on research degree programmes and to make policy and strategic recommendations to College Research Committee and Learning, Teaching and Quality Committee
4. To consider and if necessary, make recommendations on, processes and procedures in postgraduate research degree programmes, including professional doctorates
5. To receive reports from Faculty Research Committees which relate to research student and research degree programme matters
6. To receive and consider Faculty annual monitoring reports on research degree programmes
7. To receive reports from the Directors of Graduate Studies Forum
8. To review and make recommendations on administrative support for PGR students
9. To receive reports from the Graduate Student Forum
10. To periodically review postgraduate research student handbooks
11. To periodically review the college web pages for research students
12. To review completion rates for PGR students and make any policy or process recommendations as necessary
13. To scrutinise an annual overview of examiners reports for PGR students prepared by an Assistant Registrar
14. To receive and approve the outcomes of Professional Doctorate Programmes (taught elements); to receive the outcomes of Professional Doctorate Programmes (thesis elements)
15. To oversee, receive reports on and if necessary, make recommendations on, research student generic and subject specific research methods training

16. To receive annual reports from any doctoral training collaborations or centres involving the college and/or other institutions
17. To receive and consider research student recruitment data
18. To review the employment destinations of research students
19. To receive and consider the results of any internal or external survey of research student opinion and make recommendations on any actions then required
20. To respond to external consultations on postgraduate research degree programmes

Membership

Vice-Principal Education (Chair)

Vice-Principal Research and Enterprise (Deputy Chair)

Associate Vice-Principal for Research

Associate Dean (Doctoral School)

Academic Registrar

Student Administration Representative

Educational Development Officer (Student Skills)

Two Directors of Graduate Studies from the Faculties of Arts & Social Sciences and Science and one from the Faculty of Management and Economics

One representative of postgraduate research students

Two co-opted postgraduate research student representatives*

*Co-opted student members of the Committee shall serve for a period of no more than two years

Secretary: Assistant Registrar (responsible for research students)

Quorum

Four, to include the Chair, plus three academics

Meetings

Frequency: Three times per year (one in each term to be after Directors of Graduate Studies Forum)

SECTION 6

THE FACULTIES

Faculty of Arts & Social Sciences

Faculty of Management & Economics

Faculty of Science

FACULTY OF ARTS AND SOCIAL SCIENCE

Constitution

1. Role of the Faculty of Arts and Social Science (hereinafter the Faculty)

To promote, through the Dean and Faculty Board, the interests of the Faculty and its members:

- (a) by initiating and co-ordinating academic developments;
- (b) by considering matters of College, University and public policy as these affect the Faculty;
- (c) by electing members of the Faculty Board;
- (d) by advising, making recommendations to, and receiving reports from, the Faculty Board.

2. Membership of the Faculty

- (a) Full-time or part-time¹ academic teaching staff in the Departments of Classics, Drama & Theatre, English, History, Media Arts, and Music, Politics & International Relations, Social Work, the School of Modern Languages, Literatures and Cultures, and such other academic constituencies as from time to time may be determined.
- (b) All research staff, teaching fellows and academic staff, whether full or part-time, who have successfully completed probation, where required, and who are RHUL grade 7 or above.
- (c) Visiting Professors in the above academic constituencies.
- (d) Full-time or part-time academic-related teaching staff in the Computer Centre, and the academic constituencies listed above.
- (e) Full-time or part-time academic-related staff in the Library². (f)

Such other members of the College as the Faculty agree³.

3. Membership of the Faculty Board

- (a) Ex officio members
 - (i) The Dean
 - (ii) The Associate Dean or Deans

- (iii) The Heads (or nominated representatives) of the Departments of Classics, Drama & Theatre, English, History, Media Arts, and Music, Politics & International Relations, Social Work, the School of Modern Languages, Literatures and Cultures, and such other academic constituencies as from time to time may be determined
- (iv) The Director of Academic Services and CIO (or nominated representative)
- (v) The Director of Library Services (or nominated representative) (b)

Elected members

- (i) One representative elected by each of the following academic constituencies: the Departments of Classics, Drama & Theatre, English, History, Media Arts, and Music, Politics & International Relations, Social Work, the School of Modern Languages, Literatures and Cultures, and such other academic constituencies as from time to time may be determined
- (ii) Up to four members elected by and from the staff members of the Faculty, as defined in (2)(a) & (b) above
- (iii) Two students nominated by the Students' Union, who between them will represent the views of both undergraduate and postgraduate students

- (c) Observers

Those who may be co-opted onto the Board

4. Elections of staff members of the Faculty Board

- (a) All members of the Faculty shall be eligible to stand for and vote in elections for members of the Faculty Board.
- (b) Academic departments in the Faculty shall elect representative academic members as set out in 3(b)(i), to serve on the Faculty Board. Such representatives shall be elected by a vote of Faculty members within their own academic constituency. Each of the following constituencies shall return one elected representative: Departments of Classics, Drama & Theatre, English, History, Media Arts, and Music, Politics & International Relations, Social Work, the School of Modern Languages, Literatures and Cultures, and such other academic constituencies as from time to time may be determined. Such elected representatives shall serve on the Faculty Board for a period of two years, at the conclusion of which they shall be eligible to serve for one additional term. After two consecutive two-year periods, a member shall be ineligible to serve as an elected departmental representative until twelve months have elapsed, but may serve an immediate term as an elected faculty officer, or in an ex officio capacity.

- (c) The Faculty as a whole shall elect representatives, as set out in 3(b)(ii) above, by a postal ballot of all members of the Faculty. All members of the Faculty as defined in section 2 above are eligible to stand and vote in such elections.
- (d) Elected staff members of the Faculty Board, as set out in 3(b)(ii), shall serve on the Faculty Board for a period of two years, at the conclusion of which they shall be eligible to serve for one additional term. After two consecutive two-year periods, a member shall be ineligible to serve as an elected staff member until twelve months have elapsed, but may serve an immediate term as an elected faculty officer or in an ex officio capacity.
- (e) Since the Dean and Associate Deans will not represent departmental interest, they may not count as elected representative members for their academic constituencies.
- (f) Student members of the Faculty Board shall serve for a period of no more than two years.

5. Faculty Secretary

An Assistant Registrar, or a member of the Academic Development Team from the Registry, shall provide secretariat support for the Faculty Board meetings.

6. Terms of Reference of the Faculty Board

- (a) To advise appropriate committees on issues relating to the Faculty.
- (b) To approve sabbatical leave and to allocate associated leave funds according to agreed priorities and processes
- (c) To approve proposals for new undergraduate and postgraduate degrees, diplomas and certificates.
- (d) Annually, to review the Faculty's portfolio of degree programmes.
- (e) To be responsible to the Academic Board for the development and implementation of policies and procedures for the promotion of the highest possible academic standards.
- (f) To develop good practice in relation to the delivery of courses and teaching. (g) To maintain effective procedures for the validation, monitoring and review of courses and programmes.
- (h) To ensure the implementation of conditions of approval and/or responses to issues arising from the review and validation process.
- (i) To promote and disseminate good practice concerning administrative procedures and student welfare.
- (j) To represent the Faculty's views on internal or externally generated policy proposals or initiatives.

- (k) To allocate taught Master's and research studentships within policy guidelines set by the Academic Board.
- (l) To award Faculty Prizes.
- (m) To maintain effective liaison with other Faculty Boards.
- (n) To consider and make recommendations to Academic Board on amendments to College regulations.

7. Powers devolved by the Academic Board to the Faculty Board

- (a) To appoint such standing committees or advice groups as may from time to time be necessary. The constitution, terms of reference and standing orders of Faculty Board committees shall be approved by the Academic Board.
- (b) To nominate Faculty representatives to College committees. (c)
To distribute sabbatical leave funds.
- (d) To validate new undergraduate and postgraduate degree, diploma and certificate programmes.
- (e) To consider significant changes to degree, diploma and certificate programmes, including the addition of new undergraduate or postgraduate courses.
- (f) To monitor the performance of undergraduate and postgraduate taught programmes and the progress of research students on an annual basis, and to require such documentation as it needs for this purpose.
- (g) To review the performance of academic departments, within the approved remit of the Periodic Review process.
- (h) To ensure conformity of practice to College policies on Quality Assurance, described in the agreed Codes of Practice.
- (i) To award Faculty Prizes.
- (j) To allocate taught Master's and research studentships.

8. Meetings of the Faculty Board⁴ -

- (a) The Faculty Board shall meet at least once per term, at dates and times to be advised in the College calendar of meetings. Additional meetings may be scheduled as necessary by the Dean.
- (b) Those ex officio members of the Faculty Board (defined under 3(a)(iii), 3(a)(iv) and 3 (a)(v) above) may by arrangement with the Dean be represented by deputies at meetings which they are unable to attend.

- (c) Papers for consideration at a Faculty Board meeting shall be circulated only with the approval of the Dean or an Associate Dean. Such documents shall normally be circulated by the Faculty Secretary not later than 48 hours before the meeting.
- (d) The Chair shall be taken by the Dean, or in the Dean's absence, by an Associate Dean. Failing that, the members present shall elect one of their number to take the Chair. The decision of the Chair shall be final in all matters of procedure.
- (e) The quorum for such meetings shall be 50% of the membership of the Board, rounded up to the nearest whole percentage point. A meeting which is or becomes inquorate may be continued, and the proceedings minuted, but it may not arrive at a binding decision.
- (f) Where a vote proves necessary, decisions shall be reached by a single majority on a show of hands. The Chair shall have the second casting vote if there is no majority. Abstentions may be noted on issues of importance, on request from the floor.
- (g) Any member of the Faculty may attend Faculty Board meetings as an observer without voting rights. Observers may be granted permission to speak by the Chair by prior arrangement. Observers may be required to leave for items of reserved business.

9. General Meetings of the Faculty

- (a) There shall be one Annual General Meeting of the Faculty each academic year, in the summer term at a date and time to be advised in the College calendar of meetings. At these meetings the Dean or an Associate Dean shall report on the business of the Faculty Board and the Faculty shall advise on the Faculty Board's agenda and other matters of policy affecting the Faculty.
- (b) All members of the Faculty shall be eligible to attend and vote at an Annual General Meeting. Standing invitations to attend shall be extended to the Principal, the College Secretary, the Academic Registrar and the Head of the College Careers Service (or their representatives). Members of the other faculties may also attend by invitation.

10. Reporting of the Faculty Board

- (a) The Faculty Board shall report to the Academic Board, but make reports to the Academic Planning Committee and Learning, Teaching and Quality Committee as appropriate.
- (b) The Faculty Board, on behalf of the Faculty, will advise and report to College committees as appropriate.
- (c) The Faculty Secretary shall keep minutes of the meetings of the Faculty Board and General Meetings of the Faculty. The agenda and minutes of General Meetings of the Faculty, and summaries of the minutes of the Faculty Board shall be circulated to all members of the Faculty.

- 1 Part-time, as defined for the purposes of Council and Academic Board elections, means all part-time staff, other than those employed on casual or non-established teaching terms and conditions of service.
- 2 Those staff in the Library and Computer Centre shall choose to be members of either the Faculty of Arts and Social Science, the Faculty of Management and Economics or the Faculty of Science.
- 3 An individual member of staff may be a member of only one Faculty.
- 4 The order and conduct of debate at Faculty Board meetings shall be as set out in the Standing Orders for the Academic Board.

FACULTY OF MANAGEMENT AND ECONOMICS

Constitution

1. Role of the Faculty of Management and Economics (hereinafter the Faculty)

To promote, through the Dean and Faculty Board, the interests of the Faculty and its members:

- (a) by initiating and co-ordinating academic developments;
- (b) by considering matters of College, University and public policy as these affect the Faculty;
- (c) by electing members of the Faculty Board;
- (d) by advising, making recommendations to, and receiving reports from, the Faculty Board.

2. Membership of the Faculty

- (a) Full-time or part-time¹ academic teaching staff in the School of Management & Department of Economics; and such other academic constituencies as from time to time may be determined.
- (b) All research staff, teaching fellows and academic staff, whether full or part time, who have successfully completed probation, where required, and who are on RHUL grade 7 or above.
- (c) Visiting Professors in the above academic constituencies.
- (d) Full-time² or part-time academic-related teaching staff in the Computer Centre, and the academic constituencies listed above.
- (e) Full-time or part-time academic-related staff in the Library².

Notes

¹ Part-time, as defined for the purposes of Council and Academic Board elections, means all part-time staff, other than those employed on casual or non-established teaching terms and conditions of service.

² Those staff in the Library and Computer Centre shall choose to be members of either the Faculty of Arts, the Faculty of Management and Economics or the Faculty of Science.

3. Membership of the Faculty Board

(a) Ex officio members

- (i) The Dean
- (ii) The Associate Dean (Education) and the Associate Dean (Research) or Deans
- (iii) The Heads (or nominated representatives) of the Department of Economics; and the School of Management; and such other academic constituencies as from time to time may be determined
- (iv) The Director of Academic Services and Chief Information Officer (or nominated representative)
- (v) The Director of Library Services (or nominated representative) (b)

Elected members

- (i) One representative elected by each of the following academic constituencies: the Departments of Economics; the School of Management; and such other academic constituencies as from time to time may be determined
- (ii) Up to two members elected by and from the staff members of the Faculty, as defined in (2)(a) & (b) above
- (iii) Two students, nominated by the Students' Union, who between them will represent the views of both undergraduate and postgraduate students

(c) Observers

- (i) Others who may be co-opted onto the Board

4. Elections of staff members of the Faculty Board

- (a) All members of the Faculty shall be eligible to stand for and vote in elections for members of the Faculty Board.
- (b) The Faculty shall elect representative academic members to serve as representatives on the Faculty Board. Such representatives shall be elected by a vote of Faculty members within their own academic constituency. Each of the following constituencies shall return one elected representative; the Departments of Economics, the School of Management and such other academic constituencies as from time to time may be determined. Such elected representatives shall serve on the Faculty Board for a period of two years, at the conclusion of which they shall be eligible to serve for one additional term. After two consecutive two-year periods, a member shall be ineligible to serve as an elected departmental representative until twelve months have elapsed, but may serve an immediate term as an elected faculty officer, or in an ex officio capacity.

- (c) The Faculty as a whole shall elect representatives, as set out in 3(b)(ii) above, by a postal ballot of all members of the Faculty. All members of the Faculty as defined in section 2 above are eligible to stand and vote in such elections.
- (d) Elected staff members of the Faculty Board, as set out in 3(b)(i) and 3(b)(ii), shall serve on the Faculty Board for a period of two years, at the conclusion of which they shall be eligible to serve for one additional term. After two consecutive two-year periods, a member shall be ineligible to serve as an elected staff member until twelve months have elapsed, but may serve an immediate term as an elected faculty officer or in an ex officio capacity.
- (e) Since the Dean and Associate Deans will not represent departmental interest, they may not count as elected representative members for their academic constituencies.
- (f) Student members of the Faculty Board shall serve for a period of no more than two years.

5. Faculty Secretary

An Assistant Registrar, or a member of the Academic Development Team from the Registry, shall provide secretariat support for the Faculty Board.

6. Terms of Reference of the Faculty Board

- (a) To advise appropriate committees on issues relating to the Faculty.
- (b) To approve sabbatical leave and to allocate associated leave funds according to agreed priorities and processes
- (c) To approve proposals for new undergraduate and postgraduate degrees, diplomas and certificates.
- (d) Annually, to review the Faculty's portfolio of degree programmes.
- (e) To be responsible to the Academic Board for the development and implementation of policies and procedures for the promotion of the highest possible academic standards.
- (f) To develop good practice in relation to the delivery of courses and teaching.
- (g) To maintain effective procedures for the validation, monitoring and review of courses and programmes.
- (h) To ensure the implementation of conditions of approval and/or responses to issues arising from the review and validation process.
- (i) To promote and disseminate good practice concerning administrative procedures and student welfare.
- (j) To represent the Faculty's views on internal or externally generated policy proposals or initiatives.
- (k) To award Faculty Prizes.

- (l) To maintain effective liaison with other Faculty Boards.
- (m) To consider and make recommendations to Academic Board on amendments to College regulations.

7. Powers devolved by the Academic Board to the Faculty Board

- (a) To appoint such standing committees or advice groups as may from time to time be necessary. The constitution, terms of reference and standing orders of Faculty Board committees shall be approved by the Academic Board.
- (b) To nominate Faculty representatives to College committees. (c)
To distribute sabbatical leave funds.
- (d) To validate new undergraduate and postgraduate degree, diploma and certificate programmes.
- (e) To consider significant changes to degree, diploma and certificate programmes, including the addition of new undergraduate or postgraduate courses.
- (f) To monitor the performance of undergraduate and postgraduate taught programmes and the progress of research students on an annual basis, and to require such documentation as it needs for this purpose.
- (g) To review the performance of academic departments, within the approved remit of the Periodic Review process.
- (h) To ensure conformity of practice to College policies on Quality Assurance, in agreed Codes of Practice.
- (i) To award Faculty Prizes.

8. Meetings of the Faculty Board² -

- (a) The Faculty Board shall meet at least once per term, at dates and times to be advised in the College calendar of meetings. Additional meetings may be scheduled as necessary by the Dean.
- (b) Those ex officio members of the Faculty Board (defined under 3(a)(iii), 3(a)(iv) and 3(a)v above) may by arrangement with the Dean be represented by deputies at meetings which they are unable to attend.
- (c) Papers for consideration at a Faculty Board meeting shall be circulated only with the approval of the Dean or an Associate Dean. Such documents shall normally be circulated by the Faculty Secretary not later than 48 hours before the meeting.
- (d) The Chair shall be taken by the Dean or, in the Dean's absence, by an Associate Dean.

² The order and conduct of debate at Faculty Board meetings shall be as set out in the Standing Orders for the Academic Board.

- (e) The quorum for such meetings shall be 50% of the membership of the Board, rounded up to the nearest whole percentage point. The presence of the Dean or at least one Associate Dean is required. A meeting which is or becomes inquorate may be continued, and the proceedings minuted, but it may not arrive at a binding decision.
- (f) Where a vote proves necessary, decisions shall be reached by a single majority on a show of hands. The Chair shall not vote in the first instance, but will have a casting vote if there is no majority. The casting vote should be cast for the status quo. Abstentions may be noted on issues of importance, on request from the floor.
- (g) Any member of the Faculty may attend Faculty Board meetings as an observer without voting rights. Observers may be granted permission to speak by the Chair by prior arrangement. Observers may be required to leave for items of reserved business.

9. General Meetings of the Faculty

- (a) There shall be one Annual General Meeting of the Faculty each academic year, in the summer term at a date and time to be advised in the College calendar of meetings. At these meetings the Dean or an Associate Dean shall report on the business of the Faculty Board and the Faculty shall advise on the Faculty Board's agenda and other matters of policy affecting the Faculty.
- (b) All members of the Faculty shall be eligible to attend and vote at an Annual General Meeting. Standing invitations to attend shall be extended to the Principal, the College Secretary, the Academic Registrar and the Head of the Careers Service (or their representatives). Members of the other faculties may also attend by invitation.

10. Reporting of the Faculty Board

- (a) The Faculty Board shall report to the Academic Board, but make reports to the Academic Planning Committee and the Learning, Teaching and Quality Committee as appropriate.
- (b) The Faculty Board, on behalf of the Faculty, will advise and report to College committees as appropriate.
- (c) The Faculty Secretary shall keep minutes of the meetings of the Faculty Board, the Faculty Executive and General Meetings of the Faculty. The agenda and minutes of General Meetings of the Faculty, and summaries of the minutes of the Faculty Board shall be circulated to all members of the Faculty.

FACULTY OF SCIENCE

Constitution

1. Role of the Faculty of Science (hereinafter the Faculty)

To promote, through the Dean and Faculty Board, the interests of the Faculty and its members:

- (a) by initiating and co-ordinating academic developments;
- (b) by considering matters of College, University and public policy as these affect the Faculty;
- (c) by electing members of the Faculty Board;
- (d) by advising, making recommendations to, and receiving reports from, the Faculty Board.

2. Membership of the Faculty

- (a) Full-time or part-time² academic teaching staff in the School of Biological Sciences; the Departments of Computer Science, Geography, Earth Sciences, School of Mathematics and Information Security, Physics and Psychology; and such other academic constituencies as from time to time may be determined.
- (b) All research staff, teaching fellows and academic staff, whether full or part-time, who have successfully completed probation, where required, and who are RHUL grade 7 or above.
- (c) Visiting Professors in the above academic constituencies.
- (d) Full-time or part-time academic-related teaching staff in the Computer Centre² and the academic constituencies listed above.
- (e) Full-time or part-time academic-related staff in the Library³.
- (f) Such other members of the College as the Faculty agree⁴.

² Part-time, as defined for the purposes of Council and Academic Board elections, means all part-time staff, other than those employed on casual or non-established teaching terms and conditions of service.

³ Those staff in the Library and Computer Centre shall choose to be members of either the Faculty of Arts and Social Science, the Faculty of Management and Economics or the Faculty of Science.

⁴ An individual member of staff may be a member of only one Faculty.

3. Membership of the Faculty Board

(a) Ex officio members

- (i) The Dean
- (ii) The Associate Dean (Education) and the Associate Dean (Research)
- (iii) The Heads (or nominated representatives) of the School of Biological Sciences; the Centre for Professional Studies; the Departments of Computer Science, Geography, Earth Sciences, Information Security, Mathematics, Physics and Psychology; and such other academic constituencies as from time to time may be determined
- (iv) The Director of Academic Services and Chief Information Officer.
- (v) The Director of Library Services (or nominated representative)

(b) Elected members

- (i) One representative elected by each of the following academic constituencies: the School of Biological Sciences; the Departments of Computer Science, Geography, Earth Sciences, School of Mathematics and Information Security, Physics and Psychology; and such other academic constituencies as from time to time may be determined
- (ii) Up to four members elected by and from the staff members of the Faculty, as defined in (2)(a) & (b) above
- (iii) Two students, nominated by the Students' Union, who between them will represent the views of both undergraduate and postgraduate students
- (iv) One Technical Operations Manager to be elected by the Technical Operations Managers in the Science Faculty

(c) Observers

Those who may be co-opted onto the Board

4. Elections of staff members of the Faculty Board

- (a) All members of the Faculty shall be eligible to stand for and vote in elections for members of the Faculty Board.
- (b) The Faculty shall elect representative academic members to serve as representatives on the Faculty Board. Such representatives shall be elected by a vote of Faculty members within their own academic constituency. Each of the following constituencies shall return one elected representative: the School of Biological Sciences, the Departments of Computer Science, Geography, Earth Sciences, School of Mathematics and Information Security, Physics and Psychology; and such other academic constituencies as from time to time may be determined. Such elected representatives shall serve on the Faculty Board for a period of two years, at the conclusion of which they shall be eligible to serve for one additional term. After two consecutive two-year periods, a member shall be ineligible to serve as an elected departmental representative until twelve months have elapsed, but may serve an immediate term as an elected faculty officer, or in an ex officio capacity.
- (c) The Faculty as a whole shall elect representatives, as set out in 3(b)(ii) above, by a postal ballot of all members of the Faculty. All members of the Faculty as defined in section 2 above are eligible to stand and vote in such elections.
- (d) Elected staff members of the Faculty Board, as set out in 3(b)(i) and 3(b)(ii), shall serve on the Faculty Board for a period of two years, at the conclusion of which they shall be eligible to serve for one additional term. After two consecutive two-year periods, a member shall be ineligible to serve as an elected staff member until twelve months have elapsed, but may serve an immediate term as an elected faculty officer or in an ex officio capacity.
- (e) Since the Dean and Associate Deans will not represent departmental interest, they may not count as elected representative members for their academic constituencies.
- (f) Student members of the Faculty Board shall serve for a period of no more than two years.

5. Faculty Secretary

An Assistant Registrar, or a member of the Academic Development Team from the Registry, shall provide secretariat support for the Faculty Board meetings.

6. Terms of Reference of the Faculty Board

- (a) To advise appropriate committees on issues relating to the Faculty.
- (b) To approve sabbatical leave and to allocate associated leave funds according to agreed priorities and processes
- (c) To approve proposals for new undergraduate and postgraduate degrees, diplomas and certificates.

- (d) Annually, to review the Faculty's portfolio of degree programmes.
- (e) To be responsible to the Academic Board for the development and implementation of policies and procedures for the promotion of the highest possible academic standards.
- (f) To develop good practice in relation to the delivery of courses and teaching.
- (g) To maintain effective procedures for the validation, monitoring and review of courses and programmes.
- (h) To ensure the implementation of conditions of approval and/or responses to issues arising from the review and validation process.
- (i) To promote and disseminate good practice concerning administrative procedures and student welfare.
- (j) To represent the Faculty's views on internal or externally generated policy proposals or initiatives.
- (k) To allocate taught Master's and research studentships within policy guidelines set by the Academic Board.
- (l) To award Faculty Prizes.
- (m) To maintain effective liaison with other Faculty Boards.
- (n) To consider and make recommendations to Academic Board on amendments to College regulations.

7. Powers devolved by the Academic Board to the Faculty Board

- (a) To appoint such standing committees or advice groups as may from time to time be necessary. The constitution, terms of reference and standing orders of Faculty Board committees shall be approved by the Academic Board.
- (b) To nominate Faculty representatives to College committees.
- (c) To distribute sabbatical leave funds.
- (d) To validate new undergraduate and postgraduate degree, diploma and certificate programmes.
- (e) To consider significant changes to degree, diploma and certificate programmes, including the addition of new undergraduate or postgraduate courses.
- (f) To monitor the performance of undergraduate and postgraduate taught programmes and the progress of research students on an annual basis, and to require such documentation as it needs for this purpose.

- (g) To review the performance of academic departments, within the approved remit of the Periodic Review process.
- (h) To ensure conformity of practice to College policies on Quality Assurance, described in the agreed Codes of Practice.
- (i) To award Faculty Prizes.
- (j) To allocate taught Master's and research studentships.

8. Meetings of the Faculty Board⁵

- (a) The Faculty Board shall meet at least once per term, at dates and times to be advised in the College calendar of meetings. Additional meetings may be scheduled as necessary by the Dean.
- (b) Those ex officio members of the Faculty Board (defined under 3(a)(iii), 3(a)(iv) and 3 (a)(v) above) may by arrangement with the Dean be represented by deputies at meetings which they are unable to attend.
- (c) Papers for consideration at a Faculty Board meeting shall be circulated only with the approval of the Dean or an Associate Dean. Such documents shall normally be circulated by the Faculty Secretary not later than 48 hours before the meeting.
- (d) The Chair shall be taken by the Dean, or in the Dean's absence, by an Associate Dean. Failing that, the members present shall elect one of their number to take the Chair. The decision of the Chair shall be final in all matters of procedure.
- (e) The quorum for such meetings shall be 50% of the membership of the Board, rounded up to the nearest whole percentage point. A meeting which is or becomes inquorate may be continued, and the proceedings minuted, but it may not arrive at a binding decision.
- (f) Where a vote proves necessary, decisions shall be reached by a single majority on a show of hands. The Chair shall have the second casting vote if there is no majority. Abstentions may be noted on issues of importance, on request from the floor.
- (g) Any member of the Faculty may attend Faculty Board meetings as an observer without voting rights. Observers may be granted permission to speak by the Chair by prior arrangement. Observers may be required to leave for items of reserved business.

9. General Meetings of the Faculty

⁵The order and conduct of debate at Faculty Board meetings shall be as set out in the Standing Orders for the Academic Board.

- (a) There shall be one Annual General Meeting of the Faculty each academic year, in the summer term at a date and time to be advised in the College calendar of meetings. At these meetings the Dean or an Associate Dean shall report on the business of the Faculty Board and the Faculty shall advise on the Faculty Board's agenda and other matters of policy affecting the Faculty.
- (b) All members of the Faculty shall be eligible to attend and vote at an Annual General Meeting. Standing invitations to attend shall be extended to the Principal, the College Secretary, the Academic Registrar and the Head of the Careers Service (or their representatives). Members of the other faculties may also attend by invitation.

10. Reporting of the Faculty Board

- (a) The Faculty Board shall report to the Academic Board, but make reports to the Academic Planning Committee and Learning, Teaching and Quality Committee as appropriate.
 - (b) The Faculty Board, on behalf of the Faculty, will advise and report to College committees as appropriate.
 - (c) The Faculty Secretary shall keep minutes of the meetings of the Faculty Board and General Meetings of the Faculty. The agenda and minutes of General Meetings of the Faculty, and summaries of the minutes of the Faculty Board shall be circulated to all members of the Faculty.
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SECTION 7

DEPARTMENTAL BOARDS

&

STAFF: STUDENT

COMMITTEES

DEPARTMENTAL BOARDS

1. Statute 18 requires the Council to make regulations for the administration of academic departments, and those regulations, in turn, require departments to manage their business through a Departmental Board. In the College Statutes & Regulations of the Council, the Regulation on "Committees in Academic Departments" stipulates that:

"Each academic department shall establish a Departmental Board to discuss any matter of concern to the department. The Board shall consist of all members of the academic teaching staff of the department, with the power to co-opt other members of staff of the department. The Board shall meet at least once a term, chaired by the Head of the Department, or, in the case of unavoidable absence, his or her nominee. A written record of the meetings shall be kept."

2. The Academic Board has approved a model constitution for Departmental Boards, but is aware that departmental circumstances and requirements may vary. The Board must approve the constitutions and any variations in them.

DEPARTMENTAL BOARD

Model Constitution

1. Membership

Chair Head of Department

Members All academic teaching staff of the department with established College posts, together with other staff of the department by invitation

Secretary TBA (member of department)

2. Remit

- To advise the Head of Department ¹ on all matters relating to the teaching and research activities and the general and financial management of the department.
- To consider and make recommendations to the Head of Department on departmental budgets.
- To set up standing committees on Departmental Management; Finance; Health & Safety; Learning & Teaching; Planning; Research; Space Utilisation; Student Recruitment and other committees, as shall be required, and to require reports from each of them ²
- .To determine the membership of the Sub-Board of Examiners and to define its remit, within College Regulations
- To advise and be consulted in the construction of the departmental plan.
- To consider and make recommendations to the Head of Department on the department's sabbatical leave priorities, within agreed departmental procedures.
- To consider initial proposals for new or revised degree programmes.
- "Department" and "School" may be taken as synonymous for this purpose
- Departmental/School Boards need appropriate mechanisms to deal with their business: mechanisms other than the groups listed here are acceptable as long as they are appropriate to the size and complexity of the department and ensure that the

¹ "Department" and "School" may be taken as synonymous for this purpose

² Departmental/School Boards need appropriate mechanisms to deal with their business: mechanisms other than the groups listed here are acceptable as long as they are appropriate to the size and complexity of the department and ensure that the Head of Department consults and

involves other academic colleagues in the decision-making process

Head of Department consults and involves other academic colleagues in the decision-making process

- To consider initial proposals for new or revised course units.
- To receive, discuss and make recommendations to the Head of Department relating to safety policy and its implementation.

3. Frequency of Meetings

Twice in each term, or more frequently if a majority of the academic teaching staff of the department request additional meetings

4. Reporting Arrangements

Reports on request to Faculty Board

DEPARTMENTAL STAFF-STUDENT COMMITTEE

CONSTITUTION

1. Academic departments or a collaborative partner should establish a Staff-Student Committee. It is recommended that, where there are sufficient student numbers, separate committees should be set up for undergraduate and postgraduate students.

Terms of Reference

Role of Committee

2. The role of the committee is to provide a forum where matters of concern to staff and students can be considered through open dialogue. The committee therefore provides a formal mechanism for students to raise issues on behalf of the study body they represent as well as an opportunity for staff to seek the views of students, for example on proposals to amend the curriculum or to change a mode of assessment.

Conduct of meetings

3. Discussions should not be artificially restricted, although the focus should be on the student experience in relation to the academic provision and employability. If issues arise in relation to an individual staff member, these should be directed to the Head of Department or the appropriate equivalent in the collaborative partner in the first instance. The issues themselves should be recorded in the notes resulting from the meeting, as appropriate, but care must be taken not to mention anyone, staff or student, by name.

Frequency of meetings

4. The committee should meet at least three times a year, with at least one meeting in the Autumn Term and one in the Spring Term (with the third held at the end of the Spring Term or during the Summer Term). Dates should be advertised to students and staff at least three weeks in advance of the first meeting of the academic year.

In the case of collaborative partnerships where a programme of study may be delivered over longer or shorter periods than a 12 month academic year, the committee should meet at least once per block of academic teaching in each academic cycle. Dates should be advertised to students and staff as early as practicable prior to or at the start of each block of teaching, but a minimum of three weeks in advance of the first meeting.

Membership

5. The committee should include a student representative from each stage of the programmes of study offered by the department. It will not always be possible for each programme to be represented, for example, for joint honours programmes at undergraduate level. However, where students are studying joint honours programmes, at least one representative should be allocated to represent the views of students on these programmes. Furthermore, there should be at least one overseas student representative on the committee unless the department has very few students at that level. Where a department has part-time students, every effort should be made to include them in the meetings, by phone link if

necessary. Care should also be taken to ensure that the membership is representative of the student body. It is preferable to hold a separate meeting for research students, though this will be dependent on student numbers.

In the case of a collaborative partnership, the partner should ensure that the committee includes a student representative from each stage of the programme(s) of study offered, each mode of study (full-time and part-time) and from other representative groups as appropriate.

6. Elections to appoint student representatives should be held annually at the start of the academic year (or at an appropriate time for programmes which begin part way through an academic year).

Student representatives will be elected by their peer group. The department should ensure that elections take place in time for the names and contact details of the student representatives to be passed on by the department to the Students' Union by the end of Week 3 of the Autumn Term. This allows the Students' Union to provide training for the student representatives.

In the case of a collaborative partnership elections should take place in time for any planned training or briefing of student representatives before their first meeting. Where a collaborative partnership programme has a rolling intake student representatives may be elected to the committee during the academic cycle and may serve as long as they remain registered students.

7. The staff members will be determined by the Head of Department or equivalent in the case of a collaborative partner. There should be at least two members of staff and, normally, this will include the Academic Co-ordinator (or equivalent role, particularly in a collaborative partnership), and where postgraduate students are represented, a Programme Director and the Director of Graduate Studies. In the case of a collaborative partnership where academic members of staff of the College are teaching on the programme, they must be represented on the committee as must Visiting Tutors/lecturers.

8. The full membership should be published (normally via email to students and staff).

9. The committee should normally be chaired by one of the student representatives and a member of the administrative staff should service the committee.

Agenda Setting

10. In addition to specific items brought forward by members, the following business should be routinely covered at appropriate meetings. In the case of collaborative partnerships, the asterisked items may need to be covered at each meeting while other items such as the consideration of Annual Review reports and those of Visiting/ External Examiners will have to be scheduled when these become available:

Autumn Term First Meeting: (first and second meetings of the academic cycle in the case of a collaborative partnership)

(i) election of a Chair from the student body;*

- (ii) confirmation of who will represent the views of joint honours students, if appropriate;*
- (iii) receipt of a copy of the College terms of reference for staff-student committees and, in particular, noting the role and conduct of meetings;*
- (iv) note of the dates of forthcoming meetings;*
- (v) confirm how liaison with the SU will be maintained (in addition to sending a copy of the minutes to the SU VP for Education & Welfare) or in the case of a collaborative partnership, how liaison with the equivalent student group in the partner will be maintained, where appropriate;*
- (vi) review of the undergraduate departmental Annual Review report for the previous academic year including the reports from the visiting/ external examiners;
- (vii) review of the departmental report of the Annual Review of postgraduate research provision for the previous academic year, where relevant.

Late Spring or Summer Term Meeting: (final meeting of the academic cycle in the case of a collaborative partnership)

- (i) consideration of summary of the key issues which have arisen during the year and any action which has been taken (or in the case of a collaborative partnership during the academic cycle);
- (ii) review of the departmental report(s) of the Annual Review of postgraduate taught programmes including the reports from the visiting/external examiners, where relevant.

Any Term (following a Periodic Departmental Review)

- (i) consideration of the report of the Periodic Departmental Review (Periodic Review in the case of a collaborative partnership) and Action Plan once approved by Academic Board

11. The secretary to the committee should ensure that the students and staff are invited to submit agenda items and that the draft agenda is discussed with the Chair and Head of Department (or his/her nominee) or equivalent in the case of a collaborative partner.

Minutes of meetings

12. The minutes should avoid naming individual students or staff (apart from the list of the attendees which should indicate staff roles and the cohort each student represents). An action list should accompany the minutes which include who is responsible and the deadline for completion. The action list should be reviewed at each meeting. This can then be used to provide a summary of issues to be considered at the final meeting of the academic year or on an annual basis at the end of the academic cycle in the case of a collaborative partnership.

13. Minutes should be circulated to all students and staff (normally via email) within 2 weeks of the meeting having taken place. A copy should also be placed on the intranet (taking care not to mention any staff or student by name). A copy should also be sent to the Students' Union Vice-President (Education & Welfare). In the case of a collaborative partnership, a copy of the minutes should be made available on Moodle or on the partner's VLE as

appropriate and should be sent to any student group which represents students' interests in the partner institution.

Reporting

14. The minutes of meetings of the Staff-Student Committee should be submitted to the Departmental Learning & Teaching Committee or equivalent in the case of a collaborative partner. The report of the meetings of the Departmental Learning & Teaching Committee should then be considered by the Departmental Board or equivalent in the case of a collaborative partner.

Departmental support or support from the collaborative partner for the operation of the committee:

15. Departments or the collaborative partner should provide the following support:

- facilitate elections of student representatives and provide names of representatives to the Students' Union by week 3 of the Autumn Term (so that the SU can provide training for student representatives) or in the case of a collaborative partner elections should take place in time for any planned training or briefing of student representatives before the first meeting in each teaching block.
- set the dates for the meetings and book the rooms;
- advertise the dates, times and venues for the meetings in advance (at least 3 weeks in advance of the first meeting of academic year or in the case of a collaborative partnership dates should be advertised to students and staff as early as practicable prior to or in the teaching block, but a minimum of three weeks in advance of the first meeting.
- publicise the membership;
- encourage the Chair (once appointed) to attend the RHUL SU Academic Affairs Senate (Where appropriate);
- service the meetings.

Discrimination: Institutional Statement for Meetings

- The statement below must be tabled at the beginning of meetings, groups and committees where staffing decisions are considered. This will include meetings to discuss pay, redundancy, discipline and grievance cases, job evaluation (HERA) and recruitment interviews.
- All Chairs of College Committees must attend equality training before chairing such meetings.
- The Chair is responsible for creating an environment in which the other members of the committee are able to raise any concerns.
- All members of College staff and members of Council must attend College Equality training as required by the Principal or Chair of Council.

The College is an equal opportunities employer and will not tolerate discrimination on the grounds of legally protected characteristics (age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religious belief, sex and sexual orientation).

All members of this group/panel/committee are responsible for ensuring discrimination does not occur and should raise any concerns, as they occur, to the chair.