

COMMITTEE HANDBOOK

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1. Governance

1.1. Board of Governors

Figure 1 shows the Board of Governors and its sub-committees. Responsibilities, Terms of Reference and membership for the Board of Governors and each of its sub-committees can be found in the Committee Handbook.

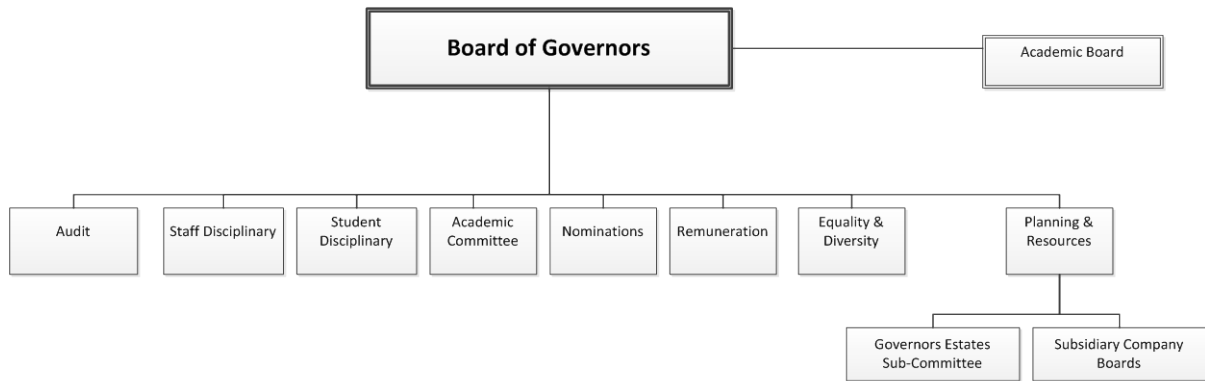


Figure 1

4.2 University Level Committees

The University level committees are separated into academic decision making and University management committees. The academic based decisions of the University are delegated to the University's Academic Board and its sub-committees. University management decisions are delegated to the Corporate Management Team (CMT) and its sub-committees. The structure of Academic Committees is shown in Figure 2 and Management Committees in Figure 3.

Figure 2 Academic Committees

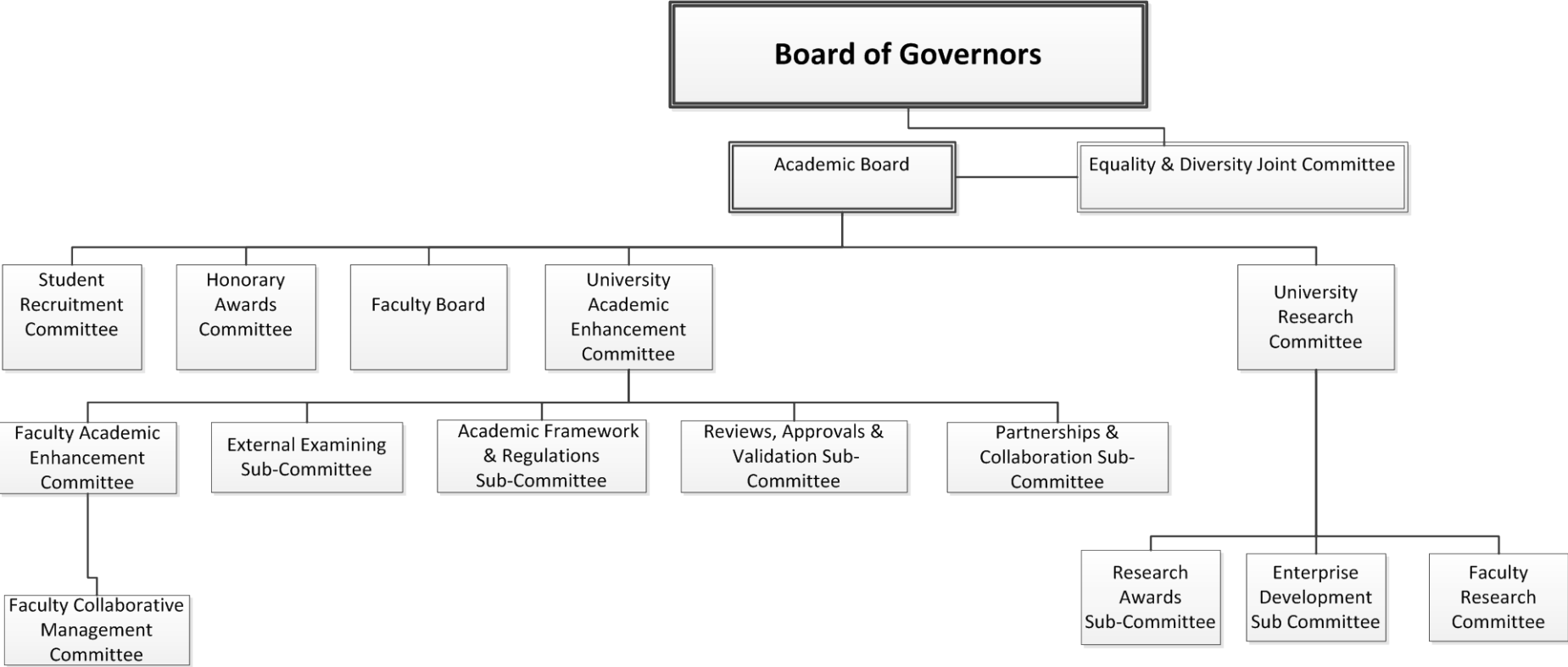
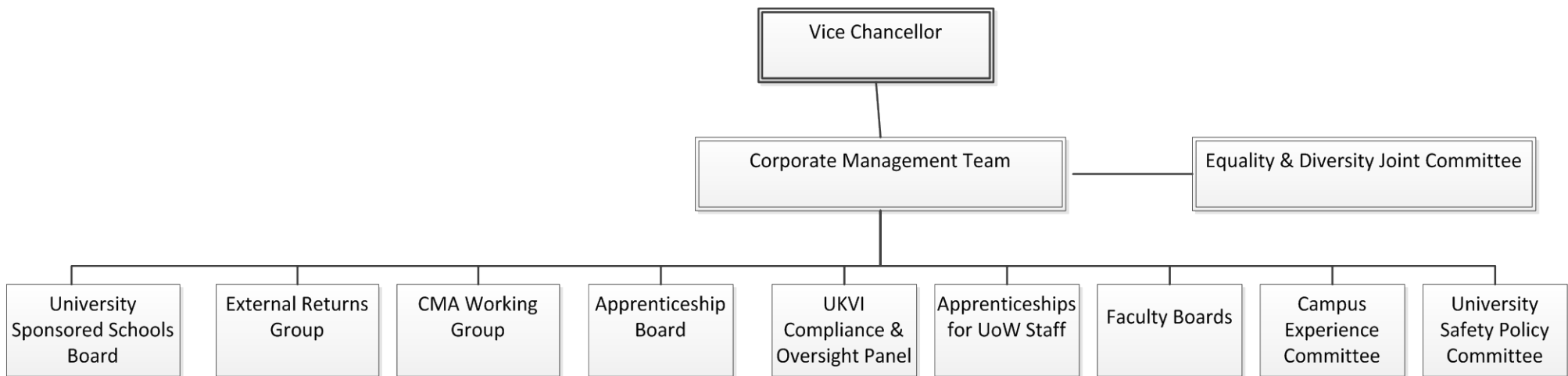


Figure 3 Management Committees



This guidance relates to all committees of the University, whether academic, management or governance. Any queries should be sent to the Head of Corporate Support – email USD@wlv.ac.uk

1. Meetings Calendar

1.1 The University Calendar which shows meetings of University Committees is maintained by the Head of Corporate Support. The Calendar can be found in Public Folders. Contact: extension 2059, email USD@wlv.ac.uk

1.2 Draft dates and times of University Committee meetings should be submitted to the Head of Corporate Support (USD@wlv.ac.uk) for approval by 1st May each year. Once approved, they will be included in the University Calendar.

1.3 If a meeting needs to be cancelled or postponed, the Officer or representative should inform the Head of Corporate Support via USD@wlv.ac.uk and should inform all members of that committee/meeting. Cancellation is at the Chair's discretion.

1.4 In the event of additional meetings or an extraordinary meeting being called, the date and time should be forwarded to USD@wlv.ac.uk to be added to the University Calendar.

1.5 Where possible the Officer, or representative, should use Microsoft Outlook to invite Committee members to meetings at the beginning of each academic year, indicating location of meeting. This will enable automatic notification of any changes.

1.6 When a Sub-Committee is formed, dates and times of these meetings should follow the above guidance.

1.7 Faculty Committees, which report into a University Committee should, wherever possible, be held at least fourteen days prior to the University Committee meeting to enable agenda items to be forwarded to the Committee Officer.

2. Membership and Attendance

2.1 Membership should normally be either by virtue of office/post held, or by nomination/election to the Committee as per the Committee Terms of Reference.

2.2 Apologies for non-attendance at meetings should be forwarded to the committee Officer at least 48 hours prior to the meeting.

2.3 When nominated/elected members of a Committee who, without acceptable cause, do not attend a meeting, the Faculty/Corporate Service Department they represent will be notified by the Officer; if they miss 50% of meetings a replacement will be sought.

2.4 Members of the Board of Governors who are unable to attend a meeting of the Board of Governors or a Committee of the Board of Governors cannot appoint proxies to speak or vote in their place.

2.5 Members of University and Faculty Committees should send substitutes if unable to attend.

2.6 Committees are encouraged to invite individuals who have contributed to Working Parties and Project Group reports to attend meetings of the Committee at which those reports are to be presented.

2.7 The Head of Corporate Support (USD@wlv.ac.uk) should be notified of membership and any changes made to membership of all University Committees.

2.8 Whilst it is not mandatory for members of Committees to have formal training prior to taking up their duties, members of Committees should receive appropriate briefing and support from the Chair, Officer or other nominated member of the Committee.

2.9 Members of all Committees/Working Groups are expected to:

- Bring their knowledge and expertise to the Committee
- See issues broadly
- Read papers prior to the meeting
- Contribute constructively to discussion whilst abiding by the University values
- Keep in mind the University's overall interest
- Take personal responsibility for papers and ensure that their confidentiality is maintained unless they are classified for wider or public dissemination
- Uphold the principle of collective responsibility whereby decisions need not be unanimous, a majority decision is sufficient – but each member of the Committee is equally responsible for the decisions taken and should abide by the Committee's decisions
- Report information and decisions to appropriate members of staff, especially where membership of the Committee is by nomination.
- Make a Declaration of Interest at the beginning of a meeting on an agenda item where appropriate

3. Guidance for Chairs

3.1 Where appropriate, a Chair should, acting on behalf of the Board or Committee, take appropriate action to deal with urgent matters out of committee. However, this does not apply to new policies.

3.2 Before the meeting

- Meet with the Officer to agree a structured agenda.
- Work with the Officer to encourage contributions from members, ensuring that contributors are aware of the importance of paper deadlines.
- Decide how the meeting is to be paced so that appropriate time is given to agenda items.
- State the intended finish time on the agenda.
- Delete or defer agenda items if papers arrive after the deadline for receipt, unless previously notified of their late arrival.
- Discourage 'tabled' papers other than in exceptional circumstances.
- Read the papers carefully in advance of the meeting to be aware of the issues and check out any queries, inconsistencies or potential controversy.
- Ensure papers clearly state what the Committee is being asked to do.
- Give final approval to papers prior to circulation.

3.2 At the meeting

- Sit next to the Officer in order to be able to brief them and receive any instructions.
- Start the meeting on time and state when the meeting will finish.
- Meetings, with the exception of Corporate Management Team, should not normally exceed two hours.
- Make introductions where appropriate.
- Facilitate a balanced discussion.
- Strive to make meetings reasonably short and focused and ensure that priority is

- given to items of major concern or urgency.
- Remain impartial.
- Sum-up succinctly at the end of each item, so that all present are clear about what has been decided.
- Make clear what is to happen next, who will be responsible and state a timescale for completion of actions.

3.3 After the meeting

The Chair of the Committee should normally approve/amend draft minutes no later than seven working days following the meeting to enable the Officer to release electronically the draft minutes to members ten working days following the meeting.

4. Guidance for Officers

The Officer undertakes all administration regarding the Committee and creates and maintains records. They assist the Chair in facilitating the effective operation of the Committee's business.

4.1 Tasks for the Officer

- Familiarise yourself with the remit and powers of the Committee and its relationship to other Committees.
Arrange for the appointment of members in liaison with the Chair.
- Maintain an up-to-date list of membership, including category and length of tenure.
- In liaison with the Chair, arrange date, time and venue for meetings and notify the Head of Corporate Support (USD@wlv.ac.uk) for inclusion in the University calendar.
- Book appropriate rooms for meetings; order refreshments if required. Make a note of any booking references and take these to the meetings.
- Ensure papers are distributed.
- Attend meetings and take notes of proceedings.
- Follow up progress with actions.
- Maintain archive records of the Committee according to the University's document retention schedule.

4.2 Before the meeting

- Work with the Chair to encourage contributions from members, setting deadlines for submission of agenda items and the receipt of any papers to be circulated.
- Draft an agenda, ensuring agenda items are brought forward where necessary and meet with the Chair to agree it.
- Ensure that any items submitted after the agenda has been agreed are only included or tabled with the express permission of the Chair.
- Advise item presenters who are not Committee members, of the approximate time that their item will run and inform them of the meeting location.
- Ensure that the agenda and all papers are available in an electronic form at least five working days before the meeting.
- Receive and record any apologies from members.
- Read the papers circulated for the meeting.
- Agree with the Chair an appropriate form of records, e.g. minutes, notes, resolutions, action plans etc.
- Arrive 20-30 minutes before the meeting is due to start to check that the room layout is satisfactory, that any equipment requested has been set up and is functioning and any refreshments ordered have arrived.

- 4.2 At the meeting
- Sit next to the Chair in order to be able to brief her/him and receive any instructions.
 - Make a note of attendees.
 - Read list of apologies received.
 - Take minutes/notes. (See 'Minutes and Action List' Section 6)
 - Where necessary, leave the meeting at the appropriate time to invite 'external' presenters to enter and present their items. If a Committee member speaks quickly from a prepared script, ask for a copy.
 - Request copies of any presentations for circulation to members and as an aide to minute writing.
- 4.3 After the meeting (See 'Minutes and Action List' Section 6)
- Submit draft minutes to the Chair of the Committee for approval no later than five working days following the meeting.
 - Circulate the draft minutes to members within ten days of the meeting.
 - Arrange for confirmed minutes to be made available electronically to members.
 - Follow up actions.

5. Conduct at meetings

- 5.1 Committee members who have a personal interest in an agenda item/discussion should make a declaration of interest at the beginning of the meeting.
- 5.2 Attendees should contribute constructively to discussions.
- 5.3 The Chair, at their discretion, may impose a limit of time on the debate of an item or on individual contributions, either before or during the course of any discussions.

6 Documents/Paperwork associated with meetings

6.1 All documents associated with meetings should be annotated with the Committee name, meeting date and agenda item where applicable.

6.2 Annual Reports/Programmes of work

- University Academic Committees should normally produce an annual programme of work for the upcoming academic year, identifying priorities and timescales for dealing with matters. Such programmes should be submitted to the Quality and Collaboration Unit by 31st August each year.
- All Faculty Committees should normally produce an annual programme of work for the upcoming academic year, identifying priorities and timescales for dealing with matters. Such programmes shall be submitted to the appropriate Committee five working days after the meeting of the Faculty Committee concerned.
- All Academic Committees should normally publish an Annual Report at the end of June each academic year. This report should indicate the extent to which they have met their published programme for the year and its effectiveness.
- The University will produce a schedule of University business for Faculties.

6.3 Agenda

- All committees are to use the Agenda template (see Templates section)
- The construction and ordering of agenda items should facilitate the discussion of major items early in the meeting.
- An agenda should be issued not less than five working days before the meeting is due to take place.
- Items of Any Other Business should normally be sent to the Chair and Officer at least 48 hours prior to the meeting.

6.4 Papers, Reports and Supporting Documents

- Proposed items of business, reports and supporting documents should be submitted to the Officer of the Committee, together with a cover sheet (template at Appendix 1), not less than seven working days before the meeting to enable electronic distribution. The coversheet should summarise the paper and indicate what the committee is being asked to do e.g. approve, receive for information.
- All items should have a cover sheet (see Templates section).
- The tabling of papers will not normally be accepted at meetings. Where they are, it should be at the discretion of the Chair and notification of at least 48 hours should be given to the Chair and Officer, prior to the meeting.
- All papers, reports and supporting documents should normally be issued electronically, by the Officer not less than five working days prior to the meeting subject to the receipt of the aforementioned information.

6.5 Minutes and Action List

- The minutes of meetings should record formally the times of business, reports, actions, propositions, and resolutions of the Committee.
- When recording minutes, an explanation of any acronyms should be included the first time they are used in each meeting e.g. Offices of the Vice-Chancellor (OVC).
- Where confidential information has been discussed, a separate set of minutes should be kept by the Officer and only distributed when requested and with regard to the Freedom of Information Act.
- Minutes should be written in the third person, passive voice
- Minutes should be written in the order set in the agenda, regardless of the order of discussion. Any additional items should be included under 'Any Other Business'.

- Draft minutes of meetings should be submitted to the Chair of the Committee for approval no later than six working days following the meeting.
- The Chair of the Committee should approve/amend draft minutes no later than seven working days after the meeting to enable the Secretary to release electronically the draft minutes to members ten working days after the meeting.
- An action list should normally be completed following each meeting stating: timescale, person/s responsible and minute to which the action is linked. The action list should be based upon the draft minutes approved by the Chair and distributed with these minutes.
- Any amendments made to the minutes at the next meeting should be recorded, the status changed to 'approved' when agreed and published in an agreed location under the date of the meeting where the minutes were approved. In the case of minutes published on the web, minutes should be filed under the meeting date.
- Wherever possible minutes, papers and action lists should be made available electronically for members.
- Confirmed minutes should be forwarded to Chairs of allied and senior Committees, and followed up to ensure action is taken where required.
- Minutes of allied and subordinate Committee meetings should be forwarded to the Officer of the senior Committee for inclusion as a standing agenda item.

7. Working Parties/Groups

7.1 Where a Working Party/Group is deemed necessary by the Committee and approved by the Chair, the membership, Terms of Reference and timescales should be clearly set at the time of their establishment and submitted to the University Secretary Directorate – USD@wlv.ac.uk.

7.2 Any changes in membership or Terms of Reference should be notified to the Head of Corporate Support – USD@wlv.ac.uk

7.3 Wherever possible the membership of the Working Party/Group shall include a member of the appointing Committee.

7.4 A member or members of the Working Party/Group should keep notes of the proposals, decisions and actions of the meetings.

7.5 Working Parties/Groups will be responsible for reporting back to their establishing Committee.

COMMITTEE INFORMATION

Board of Governors

Responsibilities of the Board of Governors

The Board of Governors is responsible for:

- determining the educational character and mission of the University and for oversight of its activities, including the exercise of degree-awarding powers
- the effective and efficient use of resources, the solvency of the University and the Corporation and for safeguarding their assets
- approving annual estimates of income and expenditure
- the appointment, grading, appraisal, suspension, dismissal and determination of the pay and conditions of service of the Vice-Chancellor and the holders of senior posts
- setting a framework for the pay and conditions of services of all other staff.

What the Board of Governors can delegate

- The Board can establish Committees for any purpose or function (other than stated in the articles).
- The Board can establish a Committee to determine or advise on such matters relating to employment policy or finance.
- The Board must establish a Committee of independent members to determine the grading, appraisal, pay and conditions of service of the Vice-Chancellor and senior post holders.
- The Board must establish a special Committee to consider and make recommendations on proposals for the dismissal of senior staff.
- The Board must establish an Audit Committee.
- The Board must determine the membership, quorum (unless specified in the articles), the terms of office and functions of every Committee it establishes.
- Any Committee set up by the Board may establish Sub-Committees and determine their membership, terms of office and functions.

What the Board of Governors cannot delegate

- The determination of the educational character and mission of the University
- The approval of the annual estimates of income and expenditure
- Ensuring the solvency of the University and the corporation and the safeguarding of their assets
- The appointment or dismissal of the Vice-Chancellor and Clerk to the Board
- The varying or revoking of the Articles.

Membership

- Twelve independent members
- Three co-opted Members, of whom one is a person not being staff or student having current experience in Education; one is nominated by the teaching staff; and one by the non-teaching staff of the University
- Vice-Chancellor
- Two members nominated by Academic Board
- Two student nominees

Quorum: Eight members, five of whom must be independent members

In attendance:

- University Secretary
- Officer (OVC)

Planning and Resources Committee (PaRC)

The role of PaRC is to provide continuity between termly meetings of the Board and have oversight in the delivery of strategic goals and the use of resources.

Duties

1. To act on behalf of the Board of Governors, in the consideration and determination of matters of finance except where provided otherwise by the Education Reform Act or the Articles of Government or by specific decision of the Board of Governors or consistent with the Delegation Schedule approved by the Board.
2. To consider the accounting principles and their application, management's critical accounting judgements, estimates and necessary disclosures as well as financial strategy.
3. To act on behalf of the Board of Governors in the consideration and determination of employment policies, procedures and working arrangements and arrangements for staff remuneration for all non-senior staff pay scales.
4. To act on behalf of the Board of Governors and to advise on all matters of health and safety policy and procedure.
5. To consider strategic priorities through formative discussion and to make recommendations to the Board of Governors, when required.
6. To monitor the delivery of the annual plan.
7. To have oversight of capital programme and strategy.
8. To act on behalf of the Board of Governors in the oversight of the University's major external operations including the administration of the University's wholly-owned companies and the governance oversight of the University's participation in associated major joint ventures.

Membership

- Up to six independent governors who are not members of Audit Committee. One of these members will be the Chair of the Board of Governors who will Chair PARC
- One staff/Academic Board nominee governor
- One student governor
- Vice-Chancellor

In attendance

- University Secretary
- Officer (OVC)
- Appropriate officers

Quorum: five, providing there is always a majority of independent governors. Where there is a 50:50 split the Chair shall have a second independent vote to count.

Frequency of meetings: usually six meetings per academic year

Reports to: Board of Governors

Receives reports from: Governors Estates Sub-Committee

Governors Estates Sub-Committee (GESC)

The purpose of the committee is to advise Planning and Resources Committee (PARC) on the University's Estates Capital Developments, with particular oversight of the approved Capital Estates Programme and Hard Facilities Management, to ensure the University is enabled to meet its objectives set out under the approved Strategic Plan.

1. On behalf of the Board of Governors, have oversight of the Capital Estates Programme, with regard to the completion and prioritisation of projects. GESC shall not have authority to approve new projects; the authority to approve new projects shall reside with the Board of Governors, who will delegate the monitoring of the projects to GESC, and the financial powers to Planning and Resources Committee (PARC).
2. With regard to approval of projects PARC will consider proposed budgets for projects, and determine the budget for the project. GESC will have the authority to spend within budget; any request for further monies in addition to the budget will need to be directed for approval to PARC.
3. To authorise the commencement of project planning, design, costing, procurement, construction and commissioning of new Capital construction projects (the academic, business and financial cases for such proposals having already been approved and approved by PARC and other University committees as appropriate), on behalf of the Board.
4. To consider on behalf of the Board, the acquisition and disposal of freehold and leasehold property and to make recommendations to PARC.
5. To oversee development of the Capital Estates Programme, and to receive timely updates from the respective Project and Program Boards. The GESC will have oversight of each project's monitoring and control processes to provide assurance that it will be completed within the agreed timescales, to the agreed quality standard and within the allocated budget.
6. To approve and oversee the Long Term Maintenance (LTM) programme for the ongoing repair and maintenance (known as Hard Facilities Management) of the University estate to ensure condition and legislative compliance. In addition, to receive timely updates on significant issues in respect of non-compliance which have been identified and which need to be addressed, for onward consideration to the Board of Governors for approval.
7. To receive regular reports as to the performance achieved in respect of the University's estates-related Key Performance Indicators, to receive annual updates and assimilation of the same to provide direction on any areas of concern so as to facilitate the taking of action in support of ensuring the University's Strategic Plan is achieved in so far as estates issues.
8. On behalf of the Board to have an oversight of the Project (including programmes of Facilities Management works) Health and Safety arrangements, in so far as they affect its Estates' management functions, to ensure that they are suitable and sufficient.

Membership:

Minimum of Four Governors (including the Vice-Chancellor); one of these Governors excluding the Vice-Chancellor will chair the group

In attendance: Officer (OVC)

Quorum: Three governors

Frequency of meetings: Three standing meetings and three interim meetings each year

Reports to:

- Planning and Resources Committee
- The Chair of GESC will maintain communications with the Chair of Planning and Resources Committee

Receives reports from:

- Project Boards/Programme Boards

Audit Committee

Purpose/Aim

1. To advise the Board of Governors 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 proposed dismissal of the External Auditors.
2. To discuss if necessary with the External Auditors, before any audit begins, the nature and scope of the audit.
3. To discuss with the External Auditors problems and reservations arising from their audit, including a review of the management letter incorporating management responses, and any other matters the External Auditors may wish to discuss (in the absence of management where necessary).
4. To consider and advise the governing body on the appointment and terms of engagement of the Internal Audit Service (and the Head, Internal Audit Service, if applicable), the audit fee, the provision of any non-audit services by the Internal Audit Service and any questions of resignation or proposed dismissal of the Internal Audit Service or the Head, Internal Audit Service.
5. To review the Internal Audit Services' audit needs assessment and the audit plan; to consider major findings of internal audit investigations and management's responses; and promote co-ordination between the Internal Audit Service and the External Auditors. The Audit Committee will ensure that the resources made available for the Internal Audit Service are sufficient to meet the institution's needs (or make a recommendation to the Board of Governors as appropriate).
6. To review management systems, and in particular to receive relevant reports or guidance on best practice in these areas and to review the External Auditors' management letter, the Internal Audit Service Annual Report, and management responses.
7. To monitor the implementation of agreed audit-based recommendations, from whatever source.
8. To ensure that all significant losses have been properly investigated and that the Internal Audit Service and External Auditors, and where appropriate, the HEFCE Accounting Officer, have been informed.
9. To oversee the institution's policies on risk management, control and governance, including the policy on fraud and irregularity, including being notified of any action taken under that policy.
10. To satisfy itself that suitable arrangements are in place to promote economy, efficiency and effectiveness (value for money).
11. To satisfy itself that the systems used to generate funding data submitted to HESA; HEFCE and other funding bodies are adequate and effective.
12. To receive any relevant reports from the National Audit Office, the HEFCE and other organisations.

13. To monitor annually the performance and effectiveness of the External Auditors and the Internal Audit Service, and to make recommendations to the Board of Governors concerning their reappointment, where appropriate.

14. To consider elements of the annual financial statements in the presence of the External Auditor, including the auditor's formal opinion, the statement of members' responsibilities and any corporate governance statement. This responsibility should be extended to include consideration of internal control and risk management statements.

Membership

Minimum of three members (at least one with experience of finance, accounting or auditing). Members should not have significant pecuniary or other financial interests in the institution.

The Chair and Deputy Chairs of the Board of Governors cannot be members of the Audit Committee but will receive papers and are entitled to attend and speak at meetings.

Quorum: two members

Attendance at meetings:

- University Secretary
- Officer (OVC)

The Vice-Chancellor, the Finance Director, the Head of Internal Audit Service, and a representative of the External Auditors shall normally attend meetings where business relevant to their duties is to be discussed.

Frequency of meetings: three times each financial year.

The Chair of the Audit Committee, on the advice of the University Secretary, the External Auditors or Internal Auditors, may request an additional or extraordinary meeting of the Audit Committee.

Reports to: Board of Governors

Academic Committee

Terms of Reference

The role of Academic Committee is to review the quality of academic provision and the overall student experience, providing assurances to the Board and providing a key link between Academic Board and the Board of Governors.

Duties

1. To receive and consider actions agreed by Academic Board.
2. To receive, consider and Recommend to the Board of Governors, the Annual Report on Quality-related Assurances to HEFCE.
3. To consider the reviews of Learning Resources and comment to the Board of Governors.
4. To consider progress with enhancing the student experience.
5. To consider progress with the employability strategy and plans.
6. To keep under review the preparations for the Research Excellence Framework.
7. To keep under review the preparations for the Teaching Excellence Framework.

Membership:

Five members:

- Three Independent Governors (may include a Nominated Governor), one of whom will be Chair
- Students' Union President
- Vice-Chancellor

In Attendance:

- Deputy Vice-Chancellor, Academic
- University Secretary
- Officer (OVC)

Quorum: Three, providing there are at least two independent Governors (or one Governor and one nominated Governor) Where there is a 50:50 split of independent members the Chair shall have a second independent vote to cast.

Frequency of meetings: Three meetings per academic year:

Reports to: Board of Governors

Nominations Committee

Terms of Reference

1. To seek out new suitable independent/co-opted members to the governing body as vacancies arise or circumstances dictate.
2. To oversee a skills and diversity register against which to consider the field of candidates.
3. To recommend to the Board of Governors the appointment of suitable new independent/co-opted members to the governing body via a report to the governing body.
4. To consider and recommend to the Board of Governors the re-appointment of governors where appropriate, subject to satisfactory performance.
5. To recommend to the Board of Governors the appointment of external individuals (“nominated members”) to Audit or other Committees.
6. Where the committee is recommending re-appointment of a governor which is beyond the CUC recommended term of office of three terms of three years, the committee must advise the Board of Governors of the exception as to why the governor should be reappointed.
7. To consider and recommend to the Board of Governors the appointment of suitable Pro-Chancellors.
8. To consider and recommend to the Board of Governors the appointment of a Chancellor.
9. On behalf of the Board of Governors, to consider and direct the process of appointing a Chair and Deputy Chairs to the Board. Nominations Committee shall recommend to the Board a suitable appointment for these roles.
10. To consider and recommend to the Board of Governors the removal of a governor from office if a governor has been absent from meetings of the Board of Governors for a period longer than twelve consecutive months without the permission of the Board of Governors or is unable or unfit to discharge the functions of a member.
11. Upon the advice of the University’s Honorary Nominations Committee and Academic Board, to consider and recommend to the Board of Governors the revocation of any honorary award subject to the provisions of Bye Law 5.

Membership

- Chair of the Board of Governors (Chair)
- Three Governors
- Vice-Chancellor

In attendance:

- University Secretary
- Officer (OVC)

Quorum: three

Frequency of meetings: The committee will meet at least twice per academic year.

Reports to: Board of Governors

Remuneration Committee

Terms of Reference

To act as a formal sub-group of the Board of Governors to advise and or make decisions on its behalf on the following matters:

1. The remuneration and conditions of service of Senior Posts and Senior Staff. Senior Posts are designated posts and generally are members of CMT and including Directors of Corporate Services, Deans, Finance Director, Deputy Vice-Chancellors, University Secretary, Senior Staff are all other staff above UW11.
2. Review and agree the annual objective setting process for the Vice-Chancellor and the performance management of the Vice-Chancellor and members of the Corporate Management Team
3. Where appropriate to approve severance payments and early retirement applications for Senior Posts
4. To provide reports on salary benchmarking information, impact of market forces and equal pay legislation to the Planning and Resource Committee
5. To ensure matters and decisions made around conditions of service and remuneration are dealt with in a fair and transparent manner and meet legislative, procedural and moral requirements around equality and diversity.

Membership

Four Governors who are not staff, students or the Vice-Chancellor. One of this number is elected as Chair.

The Chair of the Board of Governors will be a member of this Committee but will not participate in decision making regarding the Vice-Chancellor's remuneration and will not Chair this Committee.

Members of this committee shall not be members of Audit Committee.

In Attendance

- Vice-Chancellor
- University Secretary
- HR Director
- Officer (OVC)

Quorum:

Three

Frequency of meetings

Twice a year or as and when requested by the Chair of the Committee.

Reports to: Board of Governors

Equality and Diversity Joint Committee

Terms of Reference

To act on behalf of the Board of Governors and Academic Board, in the consideration and determination of matters of equality and diversity, and in particular:

1. To advise the University, by reporting to the Board, Academic Board, CMT and the Vice-Chancellor as appropriate on the fulfilment of the University's constitutional and statutory duties in respect of equality and diversity.
2. To foster and promote an appropriate institutional culture towards matters of equality and diversity and to monitor the University's strategic approach to ensure that equality and diversity policies and principles are properly implemented and effective.
3. To receive and consider reports and performance indicators on equality and diversity across the University and to consolidate such information in an annual, or more frequent, report to the Board.
4. To engage with external agencies as appropriate on matters pertinent to the Committee's terms of reference generally, all with the aim of being a leader of equality and diversity best practice in the HE sector.

Membership

- Up to four members of the Board of Governors, one of whom shall be appointed Chair
- Up to four members of Academic Board
- Up to four registered students of the University, nominated by the Students' Union
- Vice-Chancellor
- University Secretary
- One nominee of University and College Union
- One nominee of UNISON
- Two Deans of Faculty
- Two Directors of Corporate Services

In attendance

- Officer (Head of Equality and Diversity)

Quorum: 50%

Reports to:

- Board of Governors
- Academic Board
- CMT

Academic Board

Under the chairmanship of the Vice-Chancellor and subject to the responsibilities of the Board of Governors and the Vice-Chancellor, the Academic Board has responsibilities for:

- General issues relating to Research, Scholarship, Teaching and courses at the University including criteria for the admission of students, the appointment and removal of internal and external examiners the content of the curriculum, academic standards and the validation and review of courses, policies and procedures for assessment and examination of the academic performance of students, the procedures for the award of qualifications and honorary academic titles and the procedures for the expulsion of students for academic reasons;
- Considering the developments of academic activities of the University and the resources needed to support them in advising the principal and Board of Governors thereon;
- Keeping under review academic plans of the University in light of the objectives set by the Board of Governors and reporting thereon annually to the Board of Governors;
- Advising on such other matters as the Board of Governors may refer to the Academic Board.

Terms of Reference

Subject to the provisions of the Articles, to the overall responsibility of the Board of Governors, to the responsibilities of the Vice-Chancellor, the Academic Board shall be responsible for:

1. General courses at the University, including criteria for the admission of students; the appointment and removal of internal and external examiners; the content of the curriculum; academic standards and the validation and review of courses; policies and procedures for assessment and examination of the academic performance of students; the procedures for the award of qualifications and honorary academic titles; and the procedures for the expulsion of students for academic reasons. (Such responsibilities shall be subject to any requirements of validating and accrediting bodies that may be applicable.)
2. Considering the development of the academic activities of the University and the resources needed to support them and for advising the Vice-Chancellor and the Board of Governors thereon.
3. Keeping under review the academic plans of the University in the light of the objectives set by the Board of Governors and for reporting thereon annually to the Board of Governors.
4. Advising on such other matters as the Board of Governors or the Vice-Chancellor may refer to the Academic Board. So far as practicable, the Academic Board shall arrange for its tasks to be performed by Faculties, Schools and Departments of the University where those tasks are related to matters not affecting other Faculties, Schools or Departments.

The Academic Board may establish such committees as it considers necessary to enable it to carry out its responsibilities, provided that each establishment is first approved by the Vice-Chancellor and the Board of Governors. The number of members of any such committee and the terms on which they are to hold and vacate office shall be determined by the Academic Board.

Maximum Membership: 30 (see overleaf for membership)

In attendance: see overleaf

Quorum: 10

Frequency of meetings: Minimum 4 meetings per year

Reports to: Board of Governors

Receives reports from:

- University Academic Enhancement Committee
- University Research Committee
- Student Recruitment Committee
- Faculty Boards
- Honorary Awards Committee
- Equality and Diversity Joint Committee

Academic Board Membership 2017-18

<ul style="list-style-type: none"> Category of Membership and related Art of Govt 	Appointed, Elected or Ex-officio	Post-holder 17-18	Total (by category)
Article 4(2)a Vice-Chancellor	Ex-officio	Vice Chancellor (<i>Chair</i>)	(1)
Article 4(2)b Up to five other Designated Senior posts	Appointed by V-C	Deputy Vice-Chancellor (Access & Lifelong Learning)	
		Deputy Vice-Chancellor (Academic) (<i>Vice-Chair</i>)	
		Deputy Vice-Chancellor (External Engagement)	
		Director of Organisational Development	(4)
Article 4(2)c Ten to fifteen holders of such posts of Dean, Head of school, head of other academic or related department or other designated senior manager or their equivalent	Appointed by V-C	University Secretary	
		Dean of the Faculty of Social Sciences	
		Dean of Students	
		Dean of College of Learning and Teaching	
		Chair of the Professoriate	
		Dean of the Faculty of Education, Health and Wellbeing	
		Dean of the Faculty of Science and Engineering	
		Director of Institute of Education	
		Interim Dean of Research	
		Director of Academic Support	
		Dean of the Faculty of Arts	
		Reader in Biotechnology, Faculty of Science and Engineering	(12)

<p>Article 4(2)d Eligible teaching staff within each Faculty. Two of their own number to represent that faculty.</p>	Elected	Faculty of Arts – vacancy	
		Faculty of Arts (to 31/08/18)	
		Faculty of Science and Engineering (to 31/08/18)	
		Faculty of Science and Engineering (to 31/08/19)	
		Faculty of Social Sciences (to 31/08/18)	
		Faculty of Social Sciences (to 31/8/19)	
		Faculty of Education, Health and Wellbeing (to 31/08/18)	
		Faculty of Education, Health and Wellbeing (to 31/08/19)	(7) and vacancy
Two eligible teaching staff to represent the teaching staff as a whole	Elected	Teaching staff (to 31/8/19)	
		Teaching staff (to 31/08/18)	(2)
<p>Article 4(2)e One eligible member of the non-teaching staff to represent non-teaching staff as a whole</p>	Elected	Non-teaching staff(to 31/08/18)	(1)
<p>Article 4(2)f Students' Union President</p>	Ex-officio	SU, Affairs Officer	
Two students	Appointed by the SU	SU, Academic Officer	
		SU, Diversity Officer	(3)
			(TOTAL 30)
In attendance			
QCU Minute Secretary			
Policy Advisor, OVC			
Director of Recruitment & Partnerships			
Associate Dean, Academic			

Enhancement
Academic Registrar, Secretary

University Academic Enhancement Committee

Terms of Reference

The Committee will advise and make recommendations to Academic Board in relation to its remit as outlined in the terms of reference. In respect of the University's Awards, Credit and Students (at all levels and including collaborative provision) the Committee will:

1. Develop, implement and monitor University strategies, policies, and procedures relating to quality assessment and enhancement of: the student academic experience; student outcomes; the standard of awards; and the enhancement of the wider student university experience;
2. Develop, implement and monitor regulations and frameworks relating to academic standards, academic awards and credit, academic approval, modification and review;
3. Develop, implement and monitor University strategies, policies, and procedures relating the approval of University partnerships and maintain oversight and monitor the University's partnerships and collaborative provision;
4. Monitor and disseminate developments and best practice from the sector in relation to quality assessment and the student experience;
5. Identify, disseminate and promote good practice from within the University in the enhancement of quality and the student experience;
6. Receive, analyse and confirm the status of recommendations of relevant Key Performance Indicators to Academic Board;
7. Monitor the University's engagement with external agencies, including, but not limited to, QAA, HEA, HEFCE, Ofsted, PSRBs and OIA; receive reports and outcomes from visits/assessments/accreditations, oversee the responses made and the delivery of resulting action plans; consider relevant sector consultations and the University's response;
8. Receive and monitor reports from internal quality and enhancement processes, including, but not limited to: continuous monitoring and enhancement; periodic reviews; validation, accreditation, approvals and deletions; external examining; peer review, personal tutoring; the Students' Union; conduct and appeals; and monitor the effectiveness of resulting action plans;
9. Receive and monitor reports on the student experience, including, but not limited to: the Students' Union; Student Voice activities; student satisfaction surveys; facilities (including student accommodation); Directorate of Academic Support; Office of the Dean of Students; employability; and monitor the effectiveness of resulting action plans;
10. Maintain oversight of the University's publically available information;

11. Maintain oversight of the University's entry requirements and admissions processes;
12. Propose time-limited working groups as may be necessary to support the committee in the discharge of its terms of reference;
13. Maintain oversight of Sub-Committees and receive their confirmed minutes.

Membership

- Deputy Vice Chancellor, Academic (Chair)
- Dean of Faculty (Deputy Chair)
- External Representative
- Associate Dean, Academic Enhancement
- Academic Registrar
- Chairs of Sub-Committees (AFRSC and FAECs)
- Faculty representatives (one per faculty)
- Dean of College of Learning and Teaching (CoLT)
- Dean of Students
- Director of Academic Support
- Head of Quality and Collaboration Unit
- President of Students' Union
- Students' Union representatives (up to 3)
- Co-opted members (up to 5)

In attendance: Officer (Registry)

Quorum: 50%

Frequency of meetings: Minimum of six in each academic year.

Reports to: Academic Board.

Receives reports from:

- Academic Framework and Regulations Sub-Committee
- Faculty Academic Enhancement Committee
- Partnerships and Collaboration Sub-Committee
- External Examiner Sub-Committee
- Reviews, Approvals and Validation Sub-Committee

Partnerships and Collaboration Sub-Committee

Terms of Reference

1. Develop, implement and monitor University strategies, policies, and procedures relating to the operation of UK and overseas partnership and collaboration;
2. To maintain oversight of the University Collaborative Partners data, to include information on new partnerships, dates of partner reviews and monitoring activities;
3. To maintain oversight and monitor issues, recommendations and action plans arising from processes relating to partnership and collaborative provision such as, but not limited to: continuous monitoring and enhancement; partner review; external examiner reports;
4. To maintain oversight of the quality assurance procedures and legal requirements for partnerships and collaboration and ensure that international quality assurance agency and/or government requirements for overseas provision;
5. To ensure consistent and effective co-ordination of academic and quality processes for collaborative provision;
6. To identify and disseminate good practice in partnership and collaboration from within the University and across the sector;
7. To advise UAEC on the appropriateness and effectiveness of the University's quality assurance policies and procedures as they relate to awards and credit delivered in collaboration with partner organisations (UK and overseas) and to make recommendations for amendments, as appropriate;
8. To receive feedback/updates from Partnership and Collaborative forums from across the University e.g. Collaborative Quality Forum.

Membership

- Deputy Vice-Chancellor (Academic) (Chair)
- Assistant Academic Registrar (Quality)
- Students' Union Representative
- Partner Representative
- Faculty representatives (one per Faculty)
- Associate Dean of Academic Enhancement
- Head of TNE
- Head of Lifelong Learning
- Registry Representative
- Directorate of Academic Support Representative
- Quality and Collaboration Unit Representative
- Office of the Dean of Students Representative

In attendance Officer (Registry)

Quorum: 50%.

Frequency of meetings: Minimum three in each academic year.

Reports to: University Academic Enhancement Committee (UAEC).

Receives reports from: Faculty Collaborative Management Sub-Committees

Academic Framework and Regulations Sub-Committee

Terms of Reference

To ensure that:

1. The recommendations made to University Academic Enhancement Committee (for onward transmission to Academic Board) in respect of the development, review and maintenance of the University's award titles and Academic Regulations, including rules for classification, are rigorous, fair and fulfil the criteria of the UK Quality Code for HE;
2. Advice is given to University Academic Enhancement Committee (for onward transmission to Academic Board) on changes or exemptions to academic frameworks;
3. The requests received from faculties for exemptions or variations for specific courses or awards, are fully considered with due regard paid to cross-institutional consistency;
4. Any recommendations received from Faculties concerning individual cases that require special consideration are dealt with transparently and equitably;
5. Faculties, University Departments and Assessment Boards have appropriate advice on the interpretation of regulations.

Membership

- Dean of Faculty of Education, Health and Wellbeing (Chair)
- Academic Registrar (Deputy Chair)
- Associate Dean from each Faculty or nominee
- Dean of College of Learning and Teaching or nominee
- Dean of Research or nominee
- Head of Conduct and Appeals Unit or nominee
- Senior representative from Programmes Unit, Registry
- Senior representative from Quality and Collaboration Unit (QCU);
- Students' Union Executive Officer
- Students' Union Staff Representative

In attendance: Officer (Registry)

Quorum: 50%.

Frequency of meetings: Usually four in each academic year.

Reports to:

University Academic Enhancement Committee (UAEC).

Review, Approvals and Validation Sub-Committee

The Committee will advise and make recommendations to the University Academic Enhancement Committee in relation to its remit as outlined in the terms of reference. In respect of the periodic review and the validation, approval and deletion of courses and partnerships the Committee will:

1. Keep under review the processes and procedures for academic development, periodic review, validation, approval and deletion of courses and partnerships to ensure these are robust, effective and meet sector and/or regulator requirements and expectations.
2. Receive and approve course academic development plans;
3. Receive and approve 'partnership approvals /due diligence';
4. Determine the schedule of periodic reviews of partners and subjects, and course validations and course and partnership approval each academic year and approve the constituency of panels which will conduct this work;
5. Receive the outcomes of periodic review, validation and approval including resulting action plans from reviews and monitor the implementation of those plans;
6. Identify and disseminate good practice identified through periodic review, validation and approval processes;
7. Receive and approve deletion plans for courses and partnerships and monitor the implementation of deletion plans;
8. Provide an annual report on periodic review, validation, approval and deletion to UAEC.

Membership

- DVC, Academic (Chair)
- Faculty representatives (one per faculty)
- Registry Representative
- Quality and Collaboration Unit Representative
- Office of the Dean of Students Representative
- Directorate of Academic Support Representative
- Associate Dean of Academic Enhancement
- Students' Union representative
- Head of TNE
- Head of UK Partnerships

In attendance: Officer (Registry)

Quorum: 50%

Frequency of meetings: Normally once per month.

Reports to: University Academic Enhancement Committee (UAEC).

Receives reports from: Periodic review and validations and approvals panels.

External Examining Sub-Committee

1. To make arrangement for the scrutiny and approval of the appointment of External Examiners on behalf of UAEC.
2. To oversee the management of quality related issues impacting upon the External Examiner system.
3. To consider the annual analyses of External Examiner Reports.
4. To advise UAEC and Academic Board on the maintenance and development of the External Examiner system.
5. To approve minor modifications to Assessment Boards
6. To undertake and action requests, as appropriate, on behalf of UAEC and Academic Board.

Membership:

- Deputy Vice-Chancellor (Academic) (Chair)
- Head of Quality and Collaboration Unit
- Faculty representatives two per Faculty)
- Student Union Representative (ex-officio)
- Student Office Representative
- Faculty Administration representative

In attendance: Officer (Registry)

Frequency: Minimum three meetings per year

Quorum: Chair and at least four others (two of which must be academic)

Reports to: University Academic Enhancement Committee

Receives reports from: Faculty Academic Enhancement Committee, Assessment Boards

Faculty Academic Enhancement Committee

Terms of Reference

The Committee will advise and make recommendations to Faculty Board and the University Academic Enhancement Committee in relation to its remit as outlined in the terms of reference. In respect of the Faculty's Awards, Credit and Students (at all levels and including collaborative provision) the Committee will:

1. Contribute to the development, implementation and monitoring of the University's strategies, policies, and procedures relating to quality assessment and enhancement of: the student academic experience; student outcomes; the standard of awards; and the enhancement of the wider student university experience.
2. Contribute to the development, implementation and monitoring of regulations and frameworks relating to academic standards, academic awards and credit, academic approval, modification and review.
3. Contribute to the development, implementation and monitoring University's strategies, policies, and procedures relating the approval of University partnerships and maintain oversight and monitor the Faculty's partnerships and collaborative provision
4. Disseminate developments and best practice from the sector in relation to quality assessment and the student experience.
5. Identify good practice within the faculty and disseminate and promote good practice from across the University in the enhancement of quality and the student experience
6. Receive and analyse faculty performance on key indicators including, but not limited to, NSS, Good Honours Outcomes, retention and progression data, employability statistics
7. Oversee preparations for and monitor the Faculty's engagement with external agencies, including, but not limited to, QAA, HEA, HEFCE, Ofsted, PSRBs and OIA; receive updates on preparations for visits/assessments/accreditations; receive reports and outcomes from visits/assessments/accreditations and oversee the responses made and the delivery of resulting action plans; consider relevant sector and subject based consultations and the University's response.
8. Receive and monitor Faculty reports from internal quality and enhancement processes, including, but not limited to, continuous monitoring and enhancement, periodic reviews, validation, accreditation, approvals and deletions, external examining, peer review, personal tutoring, Students' Union and Conduct and Appeals, and monitor the effectiveness of resulting action plans.
9. Receive and monitor Faculty reports on the student experience, including, but not limited to, the Students' Union, Student Voice activities, student satisfaction surveys, facilities (including student accommodation), Directorate of Academic Support, Office of the Dean of Students, employability, and monitor the effectiveness of resulting action plans.
10. Maintain oversight of the Faculty's publically available information.

11. Maintain oversight of the Faculty's entry requirements and admissions processes.
12. Propose time-limited working groups as may be necessary to support the committee in the discharge of its terms of reference.
13. Maintain oversight of Course Committees, Faculty Council and Faculty Collaborative Management Sub-committee.

Membership

- Dean (or their nominee) (Chair)
- Departmental representatives
- PL Quality
- PL Student Experience
- PL Learning and Teaching
- PL Employability
- Registry Representative
- Quality and Collaboration Unit Representative
- Office of the Dean of Students Representative
- Directorate of Academic Support Representative
- Students' Union Sabbatical Officer (Faculty)
- Student representatives (up to three)

In attendance: Officer (Faculty)

Frequency: Minimum five meetings per year

Quorum: 50%

Reports to:

Faculty Board and University Academic Enhancement Committee

Receives reports from:

- Course Committees
- Faculty Council
- Faculty Collaborative Management Committee

Faculty Collaborative Management Committee

Terms of Reference:

1. Ensure consistency and effective co-ordination of all academic and quality processes for collaborative provision (UK, International and Provide Providers) within the Faculty, with a view to sharing and further developing good practice.
2. Advise PCSC / UQEC on the appropriateness and effectiveness of the University's quality assurance policies and procedures as they relate to awards and credit delivered in collaboration with partner organisations (UK and overseas) and to make recommendations for amendments as appropriate;
3. Maintain an oversight of in-country quality assurance procedures for all partnerships and legal requirements for overseas provision e.g. Local quality agency review of provision/partners;
4. Maintain oversight of University collaborative processes and procedures and to manage enhancements as necessary working across the Faculty, partners and University departments and undertake any on-going monitoring;
5. Ensure implementation of University policy relating to the approval, management and monitoring of collaborative provision, to include the Memorandum of Cooperation and operations manual;
6. Receive feedback/updates from staff visits to collaborative partners such as Staff Visit Reports and identify actions as appropriate;
7. Review, on an annual basis, issues and recommendations arising from annual monitoring of collaborative programmes, including matters raised in external examiner reports and to make recommendations to FAEC as appropriate;
8. Receive feedback/updates from and provide information and updates to Partnership and Collaborative forums from across the University. e.g. Collaborative Quality Forum, Collaborative Operations Group, and International Centre Partnership Management Groups;
9. Liaise with the Validation and Approvals Sub-Committee regarding the outcomes of validations, approvals and reviews of collaborative provision;
10. Maintain oversight of the Faculty entries on the University Collaborative Partners Register/database, to include information on new partnerships and monitor activities as appropriate;
11. Maintain oversight of the Faculty Business Review of its collaborative partners and on-going monitoring of any actions.

Membership:

- Associate Dean Academic, Chair
- Principal Lecturer Post Graduate Student Experience
- Principal Lecturer International Recruitment & TNE Development
- Principal Lecturer TNE Delivery
- Principal Lecturer Quality
- Head of Work Based Learning
- Representation from International Centre
- Representation from Directorate Academic Services
- STAR Office Manager
- Faculty Quality & Collaboration Officer
- Assistant Faculty Registrar (Academic)
- Faculty Quality Officer
- Link Tutors, Representation for each Partner
- Collaborative Partnerships Administrator

Quorum: 50% core membership

Frequency: Four meetings per academic year to be scheduled at points that will allow regular updates to be provided to both FAEC and PCSC meetings.

Reports to:

University Academic Enhancement Committee

Receives reports from:

Faculty Academic Enhancement Committee
Partnerships and Collaborative Sub-Committee

University Research Committee

Terms of Reference

1. To formulate and advise on research strategy and policy throughout the University and assist where appropriate in the preparation of the submission for Research Excellence Framework (REF).
2. To stimulate research effort throughout the University and to provide the quality assurance and monitoring processes for ensuring high calibre research performance. To seek and to stimulate research that underpins course development, impacts upon the curriculum, and leads to contractual arrangements with industry, commerce and the professions.
3. Through its own functions and those of its Sub-Committees, to ensure that the Regulations of the University relating to the award of its research degrees are complied with and that the standards of the awards and the interests of students are ensured.
4. To review and, where necessary, revise the regulations for the award of the University's research degrees.
5. To have the following powers, relating to the examination and assessment for and conferment of degrees, to act on behalf of the University:
 - i) to approve the appointment of internal and external examiners for research degrees;
 - ii) to make decisions, based upon consideration of the reports and recommendations of the examiners, with regard to the conferment of a Research Degree;
 - iii) to appoint a review panel in instances where a prima facie case for the review of an examination decision is deemed to exist.
6. To scrutinise, via a purposely appointed Sub-Committee of experienced researchers, applications for the award of Higher Doctorates and to administer procedures for the examination and conferment of such degrees.

Membership

- Deputy Vice-Chancellor, External Engagement (Chair)
- Dean of Research (Deputy Chair)
- Director of Postgraduate Research/Head Doctoral College
- Chair of Professoriate
- Faculty Associate Deans of Research and Enterprise
- Directors of University Research Centres and Institutes
- Two postgraduate research students nominated by members of the Students' Union
- Academic Registrar and Director of Corporate Administration (or nominee)
- Director of Academic Support (or nominee)
- Director, Project Support Office (or nominee)
- Representative of Athena SWAN Women in Research Group

In attendance: Officer (Registry)

Quorum: 50%

Reports to: Academic Board

Receives reports from:

- Research Awards Sub-Committee
- Ethics Sub-Committee
- Enterprise Sub-Committee
- Faculty Research Committees

Ethics Sub-Committee

Terms of Reference

1. Provide advice and make recommendations to University Research Committee (for onward transmission to Academic Board) to enable the University to respond to the emergence of ethical issues, whether this response is prompted by the internal or the external environment.
2. Confirm that the monitoring processes within the University are working effectively and that ethical considerations involving human participants or any other ethically sensitive activities are being adequately addressed at all levels.

The Committee will do this by:

1. Ensuring that any research/investigation at the University complies with external codes of practice and receives due consideration where there are ethical concerns.

It will also act as the point of contact for external bodies and will adapt University procedures in the light of external requirements and changes.

2. Ensuring that Faculties have ethics procedures/infrastructures that are robust and effective. This will be done by receiving from Faculties annual reports on their procedures for the ethical monitoring of staff research, of postgraduate research and of undergraduate work. This will be supported, appropriately, by records and by formal minutes of decisions taken.
3. Advising on the University code of practice for ethics and revising this when appropriate.
4. Issuing guidance and advice on staff development needs and through the dissemination of good practice.

Membership

- Dean of Research (Chair)
- Chair of the University Research Committee (or nominee)
- Directors of the University's Research Institutes
- A representative from each Faculty (normally Chair of the Faculty Ethics Committee)
- A Students' Union representative
- Co-opted member(s) as deemed appropriate

In attendance: Officer (Registry)

Quorum: 50%

Reports to: University Research Committee

Receives reports from: Faculty Ethics Committees

Research Awards Sub-Committee

Terms of Reference

1. Monitor the practices of Faculty Research Boards through regular scrutiny of the minutes, to notify University Research Committee of any matters of significance, and to disseminate examples of good practice.
2. Maintain an overview, on behalf of the University Research Committee, of annual student monitoring and recommendations to progress/withdraw
3. Approve the appointment of internal and external examiners for research degrees
4. Make decisions, based upon consideration of the reports and recommendations of the examiners, with regard to the conferment of a Research Degree
5. To bring to the attention of the University Research Committee any matters of policy or regulatory review that arise from its powers of scrutiny.
6. To carry out, on behalf of the University Research Committee, any investigations into matters of practice concerning postgraduate research degrees, as directed by said Committee.

Membership

- Director of Postgraduate Research/Head Doctoral College (Chair)
- Representative from each Faculty
- Representative from Research Institute in Information and Language Processing
- Representative from Research Institute in Healthcare Science

In attendance: Officer (Registry)

Quorum: 50%

Reports to: University Research Committee

Enterprise Development Sub-Committee

Terms of Reference

1. Formulate and advise on:
 - a) The University's commercial income, research income and enterprise activities
 - b) Policies and procedures to be adopted for the delivery of these activities
2. Ensure that such commercial and enterprise activities align with the University's overall objectives.
3. Stimulate commercial and enterprise activities throughout the University and facilitate cross Faculty collaboration including dissemination of best practice.
4. Provide guidance for the quality control, monitoring and auditing of commercial and enterprise activities ensuring that it is of high calibre and meets the needs of the University, customers and funders.
5. Identify and promote links between commercial and enterprise activities and the University's research agenda and educational programmes.
6. Identify and promote funding opportunities for commercial and enterprise activities with University of Wolverhampton Science Park and Telford Innovation Campus tenant companies.
7. Report on pipeline developments and work in progress of commercial and enterprise activities.
8. Oversee the development and delivery of a University IP and investments strategy
9. Monitor performance against Level 1 and 2 KPIs.

Membership

- DVC, External Engagement (Chair)
- Dean of Research
- Director, Business Solutions
- Director, Project Support Office
- Commercial Director of University of Wolverhampton Science Park and Telford Innovation Campus
- University Commercialisation Manager
- Head, Work Based Learning Unit
- Head, Careers & Employment Services
- Business Development Manager, Directorate of Academic Support
- Associate Dean, Research & Enterprise from each Faculty
- Finance Department representative
- External Relations representative (Business to Business)

Quorum: 50% (must include three members of academic staff)

Reports to: University Research Committee

Faculty Research Committee

Terms of Reference

1. Formulate, implement and continually review the Faculty research strategy that include sub-strategies for Faculty-funded investment in research and the award of research studentships.
2. Stimulate research effort throughout the Faculty and to provide the quality assurance and monitoring processes for ensuring high calibre research performance and research student supervision.
3. Develop, implement and oversee the operation of a Faculty research staff mentoring plan.
4. Seek and to stimulate research that underpins course development, impacts upon the curriculum, and meets the needs of industry, commerce and the professions.
5. Ensure that the Regulations and relevant codes of practice of the University relating to the award of its research degrees are complied with and that the standards of the awards, successful student progression and the interests of students are preserved.
6. Monitor on a regular basis SITS encounter reports of meetings with research students and ensure that if there are cause for concern that these are immediately communicated to Registry and the RPU.
7. Ensure the currency of research supervisor training in liaison with the Doctoral College and the RPU.
8. Appoint an individual responsible for overseeing Faculty-based subject-specific and generic research skills provision for research students and for monitoring take-up and effectiveness of this training in liaison with the RPU and the Doctoral College.
9. Coordinate Faculty preparations for submissions to the Research Excellence Framework (REF).
10. Arrange inaugural lectures for newly appointed Faculty professors.
11. Establish and keep under review a Faculty research seminar programme ensuring that each Faculty provides a vibrant programme covering all areas of its responsibility and that this is widely advertised within the Faculty and via the RPU at University level.
12. Oversee Faculty input to WIRE.
13. Provide a quarterly report of its activities to the University Dean of Research
14. Produce an annual Faculty research report for external stakeholders and the general public and ensure that research successes are communicated to External Relations for publicity purposes.
15. Formulate, deploy and monitor action plans to ensure that Faculty research procedures are compliant with both the requirements of the University's Athena SWAN membership and obligations to relevant Equality and Diversity legislation.

Reports to: University Research Committee

Faculty Board

The purpose of the Faculty Board is to be the principal academic decision making body within the Faculty. Faculty Boards will have responsibility for the strategic development of academic provision within the Faculty, and ensure that there is effective and appropriate academic governance. In addition Faculty Boards will provide strategic management to the Faculty. Faculty Boards will report to both Academic Board and Corporate Management Team.

Terms of Reference

Academic Governance Duties – these are to be reported to Academic Board, or subcommittee, for approval.

1. Monitor and evaluate Faculty performance against University Key Performance Indicators and targets related to academic provision.
2. Review the academic portfolio of the Faculty on a regular basis including the recommendation to Academic Board the addition of academic programmes that requires no additional resource from the University, and deletion of academic programmes from the Faculty's portfolio
3. Recommend to Academic Board the addition or deletion of subject areas within the Faculty following portfolio review
4. Ensure appropriate mechanisms for quality assurance and enhancement are in place and being followed within the Faculty and to agree the Faculty Quality Enhancement plan for approval by Academic Board and review progress against the plan on a regular and timely basis
5. Review the annual Faculty Quality Assurance report from the Faculty and the Students' Union
6. Consider and keep under review the Faculty Research Strategy. This will include the setting and monitoring of research output targets.
7. Review the student experience within the Faculty including implementation of the Student Charter and teaching and learning policies, and facilities and to regularly report on these matters.
8. Consider the results of all student satisfaction surveys and endorse, monitor and review subsequent related action plans
9. Consider and monitor the Faculty Teaching Excellence strategy

Strategic Management Duties - these are to be reported to CMT, or subcommittee for approval (if required).

1. Monitor and evaluate Faculty performance against University Key Performance Indicators Level 1 and 2.
2. Consider all investment proposals
3. Oversee the proper use and deployment of resources within the Faculty. This will include responsibility for monitoring and reporting resource utilisation.

4. Review and adjust Faculty plans
5. Agree, monitor and review the Faculty Equality & Diversity Plan
6. Consider and keep under review the Faculty Business Engagement strategy
7. Monitor and report on cross-Faculty working arrangements
8. Agree, monitor and review the Faculty Internal Communication plan
9. Monitor and review the Faculty's Employment and Enterprise activity
10. Consider the results of staff satisfaction surveys and approve, monitor and review subsequent related action plans.
11. Agree and monitor Student recruitment targets
12. Agree, monitor and review the International Strategy of the Faculty

Membership

- Dean of Faculty (Chair)
- All Associate Deans of the Faculty
- Faculty Registrar
- Two Professors in the Faculty elected by the Faculty professoriate
- Heads of each School* within the Faculty
- One member of teaching staff from each School* elected by its teaching staff
- Two members of teaching staff nominated by the Faculty teaching staff*
- Students of the Faculty nominated by the Students' Union, from amongst the Faculty's course representatives**
- President of the Students' Union or nominee
- Two members of Academic Board nominated by the Chair of Academic Board to undertake a cross-Faculty peer review role*
- Directorate of Academic Support representative
- Vice-Chancellor (ex officio)
- Up to four co-opted members

*Or equivalent academic unit as agreed by the Dean of Faculty.

**Other colleagues from across the University may be in attendance as appropriate, on invitation from the Chair.

NB

- Members shall normally serve for not more than two terms of two years without a break.
- Nominees shall normally serve for one academic year but may be renominated for subsequent years provided they remain members of the Students' Union / University community.
- The number of representatives to be determined with the Students' Union. NB: the election of elected members within each category should be staggered to ensure that terms of office within each membership category do not end at the same time.

Quorum: 50%

Frequency of meetings: Minimum of four meetings per year

Reports to: Academic Board and CMT
Must have 'Matters for Escalation' as a standing item on each agenda

Receives reports from: Faculty Committees

Student Recruitment Committee

Terms of Reference

1. In the context of The Wolverhampton Offer Sub-Strategy, the Internationalisation Sub-Strategy and the Recruitment and Reputation Enabling Strategy, to oversee strategies for optimising the recruitment and admission of students;
2. Develop policies and strategies for widening participation, fair access and fair admissions and monitor their effectiveness.

The Committee will do this by:

3. Keeping international, national and local developments under review;
4. Providing policy direction on student recruitment and widening participation;
5. Engaging Faculties and Corporate Service Departments in the implementation of strategies;
6. Approving an annual Schools and Colleges Engagement Framework Implementation Plan;
7. Disseminating good practice within the University;
8. Developing external partnerships;
9. Receiving reports on student recruitment and widening participation;
10. Linking with wider associate strategies, for example equality and diversity;
11. Monitoring the success of arrangements for implementing the University's Access Agreement with OFFA and strategies for widening participation.

Membership

- Deputy Vice-Chancellor, Academic (Chair)
- Director, External Relations, or a nominee
- Academic Registrar, or a nominee
- Dean of Students, or a nominee
- Head of Access and Outreach
- Two Deans of Faculty or Associate Deans
- President of the Students' Union (or a nominee)
- Director, Recruitment and Partnerships (or a nominee)

Quorum: 50%

Reports to: Academic Board

Honorary Awards Committee

On behalf of Academic Board, and taking into account reputational risk:

1. Receive and consider, in confidence nominations, for the conferment of honorary awards, in accordance with the University's Bye-Laws;
2. Recommend to the Academic Board, in confidence, the names of those nominees upon whom it is proposed an honorary award of the University be conferred;
3. Consider from time to time, and advise the Vice-Chancellor on those persons the University wishes to propose for consideration of a State Honour (e.g. New Year's or the Queen's Birthday Honours)

Membership

- Vice-Chancellor (Chair)
- Deputy Vice-Chancellor (External Engagement)
- Two members of the Board of Governors
- Two members of Academic Board
- Up to three members of CMT
- Two representatives of the Students' Union

In attendance:

- Head of Alumni and Development
- Graduation Officer
- Policy Officer

Quorum: 50%.

Internal Protocols

- Initial conferment of the award will be usually be communicated by the Vice-Chancellor.
- The management of Honorary Graduates, including the nomination process and engagement, is to be through the Head of Alumni and Development.
- Once awarded, Faculties or Service departments will be responsible for the engagement strategy of each successful nominee in consultation with the Head of Alumni and Development.

Reports to:

Academic Board and to the Board of Governors via Academic Board

Frequency of meetings: Once a year

Corporate Management Team

Terms of Reference

1. Contribute collectively to the leadership, strategic direction and overall management of the University and leadership of the staff;
2. Monitor the financial position of the University, to maintain proper budgetary control, financial viability and institutional sustainability;
3. Contribute in making proposals through the Vice-Chancellor to the Board of Governors, about the educational character and mission of the University, and assist the Vice-Chancellor in implementing the decisions of the Board of Governors and Academic Board;
4. Shape the corporate business agenda, in support of the objectives and governance responsibilities of the Academic Board and the Board of Governors;
5. Maintain oversight of University management processes, systems and procedures to ensure efficiency, effectiveness and the achievement of value for money;
6. Evaluate and report upon options, risks, business performance and opportunities for business development.

Membership

- Vice-Chancellor (Chair)
- Deputy Vice-Chancellors
- Director of Organisational Development
- Finance Director
- University Secretary
- Deans of Faculty
- Dean of Research
- Directors of Corporate Service Departments
- Chief Executive, Education Central Multi-Academy Trust
- Students' Union (SU) Sabbatical Officer as nominated by the SU

Deputies are permitted to attend should a member not be available but do not have voting rights.

In attendance:

- Policy Adviser to the Vice-Chancellor
- Officer (Offices of the Vice Chancellor)

Quorum: 50%

Reporting Structure

Receives reports from:

Equality & Diversity Committee
University Health & Safety Committee
UKVI Compliance & Oversight Panel
Campus Experience Committee
Faculty Boards

External Returns Group
Competition & Markets Authority Compliance Group
Apprenticeship Board
University Sponsored Schools Board

University Health and Safety Committee

Terms of Reference

Purpose

1. The University Safety Policy Committee (USPC) has been established under the delegated authority of the Vice Chancellor with the purpose of developing and managing the University of Wolverhampton's safety policy and strategy.
2. The University Safety Policy Committee shall be responsible for advising the Board of Governors and the Vice-Chancellor on the Health and Safety Policy. The University Safety Policy Committee shall have no executive responsibilities.

On behalf of CMT, this committee will:

1. Consider and make recommendations to Campus Committee and then where required on to CMT and Board of Governors on the policy, standards and strategy for the management of health and safety at work within the University of Wolverhampton.
2. Consider and make recommendations to Campus Committee and then where required on to CMT and Board of Governors on the policy, standards and strategy for the management of health and safety at work within the University of Wolverhampton.
3. Co-ordinate the work of the Campus Safety Committees in reviewing the measures taken to ensure the health and safety at work of the employees and all users of the University.
4. Promote co-operation between management and employees in instigating, developing, implementing and monitoring measures that will ensure the health and safety at work of employees and all other users of University premises.
5. Monitor and review the adequacy and implementation of the University of Wolverhampton health and safety arrangements, including training and communication.
6. Receive feedback and review progress against health and safety related performance indicators.
7. Receive feedback on health and safety audits carried out in the various Faculties, Departments or safety related themes across the organisation.
8. Submit an Annual Assurance report to the Board of Governors, summarising the committees work in terms of safety and occupational health.
9. Give particular consideration to:
 - a) the dissemination of information on health and safety matters;
 - and
 - b) the arrangements for inspection by accredited health and safety representatives
10. Operate in accordance with the Safety Representatives and Safety Committees Regulations 1977.

Membership:

- Vice-Chancellor (Chair)
- University Secretary
- Chairs of the Campus Safety Committees (Estates and Facilities Department, Risk, Safety and Compliance Manager as nominated representatives)
- Director of HR (or nominee)
- Director of Estates and Facilities (Estates and Facilities Department, Health Safety and Risk Manager as nominee)
- Head of Equality and Diversity
- Director of Corporate Services (dual nomination between Director of HR and Director of Estates and Facilities)
- Dean of Faculty (or nominee)
- Up to three representatives from each recognised Trades Unions
- Up to two representatives from the Students' Union elected body

In attendance:

- Officer (Offices of the Vice-Chancellor)
- University Safety Advisor/Assistant Safety Advisor

Quorum: 50%

Frequency of meetings: two meetings per year

Reports to: CMT

Receives reports from: Campus Safety Committees

Competition and Markets Authority Compliance Group

Terms of Reference

1. Ensure compliance with existing and emerging Competition and Markets Authority (CMA) guidance and policy.
2. Develop and monitor action plans and targets following internal and external audits.
3. Oversight of processes to assure that the quality, content and accessibility of materially-relevant information provided to applicants and students about University courses meets CMA requirements.
4. Regularly review information, terms and conditions for applicants and recommend changes to appropriate committees.
5. Maintain oversight of complaints procedures for applicants and students to ensure compliance with CMA guidance.
6. Review relevant processes and policies following relevant case law and /or CMA investigations and judgements.
7. Develop and maintain oversight of staff training on CMA compliance.
8. Receive and respond to guidance from other sector bodies on CMA compliance eg HEFCE, QAA, UUK.
9. Provide annual reports to Audit Committee and Corporate Management Team on CMA compliance.

Membership

- Deputy Vice-Chancellor, Academic (Chair)
- Academic Registrar (Deputy Chair)
- Director of Organisational Development
- Finance Director
- University Secretary
- Director of External Relations
- Dean of Students
- Interim Head of Legal Services
- Director of Recruitment and Partnerships
- Head of Admissions
- Head of Quality and Collaboration Unit
- Head of TNE
- Head of Conduct and Appeals Unit

In attendance: Officer (FSE)

Quorum: 50%

Frequency of meetings: two meetings per year

Reports to: Audit Committee
CMT

UKVI Compliance and Oversight Panel

Terms of reference

1. Have delegated authority from CMT for ensuring operational processes and controls are effective and meet the requirements of the University's licence to recruit staff and students from outside the EEA. This includes (but is not limited to) Tier 4 (students), Tier 2 (staff), and Short Term Study Visas.
2. Understand and respond to changes to statutory requirements and immigration legislation.
3. Develop, approve and disseminate key policies, procedures and communications for all relevant staff at the University, ensuring an institutional understanding of responsibilities.
4. Develop, maintain and monitor an institutional Risk Register for UKVI activities.
5. Ensure international students and staff who are sponsored by the University understand their rights and responsibilities.
6. Develop a robust methodology for responding to Home Office audit visits.
7. Receive regular internal audit reports and develop management responses.
8. Develop and implement short and long term action plans to ensure sustainable compliance mechanisms.
9. Receive regular management information reports in relation to (for instance) international recruitment, visa refusal rates and attendance/engagement monitoring.

Membership

- Deputy Vice-Chancellor, Academic (Chair)
- Dean of Students
- Head of International Recruitment
- Acting Principal, International Academy
- Assistant Academic Registrar
- Head of Admissions
- UKVI Compliance Manager
- Academic Registrar
- Deputy Director of HR
- SU representative

In attendance: Officer (Registry)

Quorum: 50%

Frequency of meetings: a meeting every 1-2 months

Reports to: Audit Committee
CMT

University Sponsored Schools Board

Terms of Reference

To oversee the University's sponsored schools and UTCs:

1. Review the University's strategy for working with schools and UTCs through sponsorship and partnerships.
2. Review the University's relationships with its sponsored schools and to hold them to account.
3. Consider and endorse expressions of interest from new schools seeking University of Wolverhampton sponsorship, prior to approval by other related boards eg ECMAT
4. Provide oversight of University of Wolverhampton staff participation in school governance relationships with sponsored academies and UTCs.
5. Oversee the collaboration and support provided to the University sponsored academies and UTCs.
6. Provide oversight of the nursery provision offered by University sponsored academies.
7. Agree and monitor appropriate performance metrics for the university sponsored academies and UTCs and related initiatives.
8. Provide a strategic overview of other strategic school initiatives and partnerships that the Institute of Education has with schools.
9. Report to CMT, Governors and other boards, as required.

Aforementioned sponsorships and relationships include:

- Education Central Multi-Academy Trust (ECMAT)
- Health Futures UTC and West Midlands Construction UTC (HFUTC and WMCUTC)
- The Church of England Central Education Trust (CECET)
- Institute of Education's (IoE's) school sponsorship and partnership relationships
- Other strategic University-wide initiatives that directly impact the University-sponsored academies and UTCs such as: NCOP 'Aspire to HE' programme, Headstart, Black Country Children's University and Building Better Opportunities Fund 'Family Matters' programme.

Membership

- Deputy Vice Chancellor, Access and Lifelong Learning (Chair)
- Director of Institute of Education and CEO of ECMAT
- Director of Recruitment & Partnerships
- Director of External Relations
- Deputy Director of Finance
- University Secretary
- Representation from all four Faculties

In attendance: Officer (Institute of Education)

Frequency of meetings: Three times per year

Reporting Structure: Reports to CMT, Governors and other boards, as required.

Campus Experience Committee

External Returns Group

Purpose

To provide governance and oversight of the University's data quality and management with regard to external data returns. To assess the impact of the key returns on external performance measures providing analysis and recommendations for action.

Terms of Reference

1. Maintain an accurate Register of Returns and process calendar for all data returns to external organisations, identifying those that are institutionally significant and ensuring that monitoring and assurance processes are in place
2. Ensure roles and responsibilities for each return are clearly defined and that progress and risks are monitored.
3. Ensure processes related to the submission of data for key returns are mapped to ensure business continuity and continuous improvement.
4. Monitor data management processes throughout the University to ensure compliance with the Data Quality Policy.
5. Receive and assess data quality and assurance reports outlining progress against expected timescales for the key returns, addressing any issues and escalating for action as appropriate.
6. Develop cross-institutional understanding and a co-ordinated framework for the accurate and timely collection of data used in these returns.
7. To provide analysis of the impact of key returns on external performance measures e.g. REF, TEF, League Tables making recommendations for policy/ process change as appropriate.
8. Update key staff on the upcoming initiatives to changes to the "data landscape" in HE
9. Escalate data quality and assurance issues to Corporate Management Team with clear recommendations for action.
10. Agree data assurance plan for key returns, including sampling checks on data quality, in particular in relation to key fields which may have a reputational or funding impact.
11. Review data assurance plans and resources in context of external changes e.g. REF, TEF, new HESA reporting cycles.
12. Review any new External Returns or changes to existing submissions ensuring appropriate reporting and assurance processes are implemented.
13. Ensure reviews/action plans are undertaken/implemented following key returns and audits.
14. Review and sign off responses to consultations to changes to statutory returns.

15. Produce annual report for Audit Committee on issues relating to data quality with regard to external statutory returns.

Membership

- Director of Organisational Development (Chair)
- Director of Strategic Planning & Performance
- Director/Deputy of IT
- Director of Finance or nominee
- Academic Registrar
- Director of HR
- Deputy Academic Registrar
- Head of External Returns & Business Intelligence
- Dean of Research/Head of Research Services
- x Faculty Registrars

In attendance: Officer (OVC)

Frequency of meetings: Bi-monthly

Reports to: Audit Committee
CMT

Apprenticeship Programme Board

Terms of Reference

1. To be the decision making group for Apprenticeships across the University.
2. To have representation from all key areas of business to implement a University-wide Apprenticeship programme using existing and new systems and processes.
- 3 To advise, guide and lead apprenticeship discussion within relevant divisions and support roll out and implementationTo review the University's relationships with its sponsored schools and to hold them to account.
9. To consider and endorse expressions of interest from new schools seeking University of Wolverhampton sponsorship, prior to approval by other related boards eg ECMAT
10. To provide oversight of University of Wolverhampton staff participation in school governance relationships with sponsored academies and UTCs.
11. To oversee the collaboration and support provided to the University sponsored academies and UTCs.

Templates

Agenda template

Committee Name

Day, date, time, location

Agenda

Part A: Attendance, Minutes and Matters Arising

1. Apologies
2. Minutes
3. Matters Arising
 - (i)

Part B: Priority Items for Discussion

- 4.
- 5.
- 6.

Part C: Items for Approval

- 7.
- 8.
- 9.

Part D: Items for Information

- 10.
- 11.
- 12.

Part E: Any Other Business

Cover Sheet template

Committee Name

Meeting Date	
Title of Paper	
Author of Paper (name, post)	
CMT Lead (name, post)	
Purpose of Paper (discussion, approval, information)	

1.	Purpose of paper and summary of key issues (maximum of 250 words)

2.	Impact assessment
Please rate the impact of the paper upon the following areas. A moderate or major impact requires a statement in the paper describing how the impact will be mitigated. Please delete as appropriate	
TEF impact	Benefit/No impact/moderate risk /major risk
Student Satisfaction impact:	Benefit/No impact/moderate risk /major risk
Equality and Diversity impact:	Benefit/No impact/moderate risk /major risk
Business Continuity impact:	Benefit/No impact/moderate risk /major risk
Resource impact (staff/finance/time):	Benefit/No impact/moderate risk /major risk

3.	Recommendation (maximum of 100 words)