Bye-Laws

1. **Standing Orders for the Board and its sub-committees** – Forthcoming

2. **Statement of Primary Responsibilities of the Board**

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8. **Removal or Dismissal of a Board Member** – Forthcoming

9. **Senior Executive Posts appointed by the Board**

10. **Suspension, Discipline and Dismissal of Senior Executive Posts appointed by the Board** - Forthcoming

Bye-Law 2:
Statement of Primary Responsibilities of the Board

The Primary Responsibilities of the Board of Governors are as follows:

1. To approve the mission and strategic vision of the institution, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.

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

3. To delegate authority to the Vice Chancellor and Chief Executive for the academic, corporate, financial, estate and human resource management of the institution. To establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the head of the institution.

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

5. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself.

6. To conduct its business in accordance with the latest version of the *CUC Code of Higher Education Governance* and with the principles of public life drawn up by the Committee on Standards in Public Life.

7. To safeguard the good name and values of the institution.

8. To appoint the Vice Chancellor and Chief Executive, and to put in place suitable arrangements for monitoring his/her performance.

9. To appoint a Clerk to the Board and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.

10. To be the employing authority for all 'holder of senior posts' in the institution (as prescribed in the Articles of Government) and to be responsible for establishing a human resources strategy and a framework for the pay and conditions of other staff.

11. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the institution's assets, property and estate.

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

Bye-Law 2:
Statement of Primary Responsibilities of the Board

13. To receive assurance that adequate provision has been made for the general welfare of students and the management of academic quality and standards.

14. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.

15. To ensure that the institution's Instruments and Articles of Government are followed at all times and that appropriate advice is available to enable this to happen.

Bye-Law 3:
Terms of Reference for the Board's sub-committees (excluding Academic Board)

1. Audit Committee

SCOPE: To assure the Board of Governors about the adequacy and effectiveness of the University's governance, control systems, risk management and financial reporting arrangements, and the management and quality assurance of data. In fulfilling its terms of reference, the Audit Committee will take account of the CUC Handbook for Members of Audit Committees (2008)

MEMBERSHIP
Four independent members appointed by the Board of Governors, of whom not less than three shall be independent or co-opted non-staff members of the Board of Governors. Members of the Audit Committee shall not to be members of the Finance and Development Committee. At least one member should have recent and relevant experience in finance, accounting or auditing.
The committee may, if it considers it necessary, co-opt a further two members with particular expertise.

In attendance:
Vice Chancellor and Chief Executive
Deputy Vice Chancellor
Director of Finance and Resources
Student member of the Board of Governors
Staff member of the Board of Governors
Representative of the External Auditors
Representative of the Internal Auditors

Secretary
Head of Governance & Regulatory Affairs

QUORUM

Three members, of whom not less than two shall be members of the Board of Governors

TERMS OF REFERENCE
External Audit
1. *To appoint the external auditors, agree the audit fee and the provision of non-audit services by the external auditors.
2. *To dismiss or deal with questions concerning the resignation of the external auditors.
3. To discuss if necessary with the external auditors, before the audit begins, the nature and scope of the audit.
4. To discuss with the external auditors any problems and reservations arising from the interim and final audits, 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).
5. To monitor annually the performance and effectiveness of the external auditors and to assess any matters affecting their independence.

Internal Audit
6. *To appoint the internal auditors and agree the audit fee.

Bye-Law 3:
Terms of Reference for the Board's sub-committees (excluding Academic Board)

7. *To dismiss or deal with questions concerning the resignation of the internal auditors.
8. To review the Annual Internal Audit Plan and to review and monitor the internal auditors' audit risk assessment and strategy.
9. To review the findings of internal audit investigations and management responses.
10. To receive and review the Annual Internal Audit Opinion and report on this to the Board of Governors.
11. To monitor annually the performance and effectiveness of the internal auditors, via performance indicators and to assess any matters affecting their independence.

Financial Control, Disclosure and Reporting.
12. To consider the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with the Office for Students (OfS) Accounts Directions, including the requirements of the Statement of Recommended Practice for Accounting in Further and Higher Education (SORP).
13. To review the representation letter before consideration by the Board of Governors, giving due consideration of non-standard matters and make recommendation as appropriate to the Board of Governors as appropriate.

14. In the event of the merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.
15. *To approve the University's Financial Regulations.
16. To submit an annual report to the Board for the financial year and any significant events up to the date of preparing the report. The report will include the Committee's opinion on the adequacy and effectiveness of the University's arrangements for:
    *   risk management, control and governance;
    *   economy, efficiency and effectiveness (value for money)
    *   management and quality assurance of data.
    This opinion will be based on the information received by the Committee, and will be submitted to the Board of Governors before the Members' responsibility

Risk Management and Governance
17. To keep under review the effectiveness of the risk management, control and governance arrangements, and in particular to review the external auditors' management letter, the internal auditors' annual report, and management responses.
18. To review the Risk Management Policy and the Corporate Risk Register on a periodic basis.
19. To ensure that all significant losses have been properly investigated and that the internal and external auditors and the OfS accounting officer, have been informed.
20. To oversee the institution's policy on fraud and irregularity, including being notified of any action taken under that policy.
21. To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness (Value for Money).

Other Responsibilities
22. To monitor the implementation of agreed audit-based recommendations.
23. To receive any relevant reports from the National Audit Office, OfS and other organisations.

24. To satisfy itself over the adequacy of arrangements to assure the quality of the University's data returns.
25. To ensure that the University and its wholly owned subsidiaries comply with the OfS Terms and Conditions of Funding.

AUTHORITY AND DELEGATED POWERS

The Committee is authorised by the Board of Governors to undertake whatever work it considers necessary to fulfill its role. The Committee may seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.

The Committee is authorised by the Board of Governors to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the designated officer and/or the Chair of the Board of Governors. However, the Committee may not incur direct expenditure in this respect in excess of £25,000 (inclusive of VAT and disbursements) without the prior approval of the Board of Governors.

The Audit Committee has delegated authority under terms 1.*, 2.*, 6.*, 7.* and 16.*, as set out in the Schedule of Delegation.

FREQUENCY OF MEETINGS
Meetings shall normally be held four times each financial year. There shall also be at least one private meeting held each year between the membership and the auditors.

Bye-Law 3:
Terms of Reference for the Board's sub-committees (excluding Academic Board)

2. Finance and Development Committee

SCOPE: The Finance and Development Committee is the senior committee of the Governing Board in all matters other than Audit (which is the responsibility of the Audit Committee) and matters concerning finance, resources, estates and policy raised by other Committees should be referred to it before passing to the Governors for determination. In particular the Committee will consider the development, monitoring and coherence of strategic planning policy and advise the Governing Body accordingly.

MEMBERSHIP

Ex-officio
Chair of Governors
Vice Chair of Governors (Chair)
Vice Chancellor and Chief Executive

Elected
Four Governors not being staff or students of the University including a majority of Independent Members.

Staff and Student membership
Following a review of its own effectiveness in 2003, the board has also agreed that a representative of staff and of student governors should also attend meetings of the Finance & Development Committee as an observer.

In attendance
Director of Finance and Resources
Deputy Vice Chancellor

Secretary
Head of Governance & Regulatory Affairs

Co-options
The Chair may arrange for up to two co-options for any agenda item subject to the approval of the Committee.

QUORUM
Three members, excluding the Vice Chancellor and Chief Executive

TERMS OF REFERENCE

1. To consider such matters as the Governing Body may refer to it concerning the development and monitoring of strategic policy and to make recommendations to the Governors.
2. To advise the Governing Body on financial matters, including the University budget and the finances of any subsidiary companies, physical resources and assets in the context of the development and monitoring of the medium to long-term policies of the Governors.
3. To provide strategic policy advice to the Governing Body with particular reference to the complementary development of financial and other strategic policies.
4. To consider such other matters as the Governors may, from time to time refer to.

Bye-Law 3:
Terms of Reference for the Board's sub-committees (excluding Academic Board)

5. To consider such other matters as the Chair of Governors and/or Vice and Chief Executive Chancellor may request and to determine if recommendations on these matters should be made to the Governors.

3.   HR Committee

Scope: Matters considered by the Committee having financial (including budgetary) implications and/or general policy or planning implications (e.g. academic strategic planning, business planning) should be referred to the Finance and Development Committee before passing to the Governors for determination.

The salaries and conditions of service of the Vice Chancellor, Deputy Vice Chancellor and Clerk to the Board of Governors, and any such post holders as designated by the Board of Governors, fall within the remit of the Remunerations Committee

MEMBERSHIP

Ex-Officio
Vice Chancellor

Elected
4 Governors not being staff or students of the College including a majority of Independent Members. The Chair of the Committee shall be nominated by the Governing Body from among the elected members of the Committee.

In attendance
Director of HR, Deputy Vice Chancellor Pro Vice Chancellor (Students), and a Staff Governor (in an observer capacity)

Secretary
Head of Governance & Regulatory Affairs

Co-options
The Chair may arrange up to two co-options for any agenda item subject to the approval of the Committee

QUORUM
     Two members, excluding the Vice Chancellor

TERMS OF REFERENCE

1. To have oversight, on behalf of the Board of Governors, of Human Resources (HR) policies and strategy, with the exception of any matters within the remit of the Remunerations Committee
2. To monitor the implementation and effectiveness of the University's HR Strategy and to ensure that its objectives are carried out (excluding any matters that fall within the remit of the Remuneration Committee), including
   a)   Procedures by which all staff at the University shall be appointed and promoted;
   b)   Rules and procedures relating to the conduct of staff
   c)   Rules and procedures for the suspension of members of staff
   d)   Rules and procedures according to which staff may seek redress of any grievances relating to their employment.

3. To monitor the implementation and effectiveness of the University's Equality and Diversity Strategy and action plan.
4. To receive and consider the minutes of the University Health, Safety and Wellbeing Committee.
5. To consider such other matters within the scope of the Committee as the Board of Governors may refer to it
6. To make regular reports to the Board of Governors on business conducted by the Committee.

AUTHORITY AND DELEGATED POWERS

The Board has delegated to the HR Committee oversight of HR Policy and Strategy (Schedule of Delegation reg. 2.9)

Bye-Law 3:
Terms of Reference for the Board's sub-committees (excluding Academic Board)

4.   Nominations Committee

SCOPE: To advise the Board of Governors on matters relating to the composition and membership of the Board and its Committees and to oversee recruitment activity for new independent board members.

MEMBERSHIP

The Chair of the Governing Body (in the Chair)
Three Independent members of the Board of Governors elected by the Board
The Vice Chancellor and Chief Executive *(ex officio)*

TERMS OF REFERENCE

1. To make recommendation to the Board concerning the appointment of independent and co-opted members to both the Board of Governors and to its sub-committees. Proposals will be reviewed with reference to the Board's Skill Matrix and seek to promote of equality and diversity both in the work of the Committee and in the membership of the Board and its committees.
2. To advise the Board of Governors on the balance of membership and period of tenure of members in accordance with the needs of the University.
3. To be responsible for overseeing recruitment work and for ensuring that vacancies for independent members and co-opted members are publicised internally and externally.
4. To make recommendations to the Board of Governors regarding the renewal of membership following the expiry of a term of office.
5. To make recommendations to the Board concerning the induction, training and development of Board members.

AUTHORITY AND DELEGATED POWERS
The Committee has no delegated powers.

FREQUENCY OF MEETINGS
Meetings shall normally be held on at least two occasions during each Academic year.

SECRETARIAT
Secretary: Head of Governance & Regulatory Affairs.

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5. Remunerations Committee

SCOPE

Matters pertaining to the recruitment, retention and remuneration of holders of senior posts, appointed by the Board and described in the Articles of Government, 3.1.4.

MEMBERSHIP

The Chair of the Governing Body (in the Chair)
The Chair of the HR Committee
The Chair of the Audit Committee
One other independent Governor

In attendance (for one meeting per annum)
Vice Chancellor and Chief Executive

TERMS OF REFERENCE

i)   Consider the University's interest in attracting and retaining the services of outstanding, exceptionally high performing individuals to lead the University as its Vice-Chancellor and Chief Executive and the Deputy Vice Chancellor.

ii)   Consider the University's interests in attracting and retaining the services of an outstanding, high performing individual to serve as the Clerk to the Board of Governors.

iii)   Consider the University's interests in attracting and retaining the services of any other outstanding, high performing individuals to such senior post appointments as the Board may determine, from time to time as prescribed in the University's Articles of Governance.

iv)   Ensure that in all its decisions have due regard of the delivery of the University's mission and strategy, its commitment to public benefit together, its legal and regulatory duties and charitable status.

v)   Consider comparative information on the salaries, other emoluments, conditions of service and contracts of employment at other Universities in England and, where appropriate, internationally, to provide context for its decisions.

iii)   Review and determine the remuneration of Board appointed senior post holders, relative to the sector data and individual performance. In this connection to receive reports from the Director of Human Resources and the Chair of the Board of Governors on sector data and individual performance respectively.

iv) Receive an annual report from the Vice Chancellor and Chief Executive concerning the review process and remuneration for other members of the University's senior leadership not appointed by the Board.

vii) Submit an Annual Report for the Board of Governors.

QUORUM
Two members.

SECRETARIAT
Secretary: Director of Human Resources

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Bye-Law 4:
Terms of Reference of Academic Board and its Sub-Committees

Academic Board (AB)

Purpose:
Academic Board provides the Board of Governors with the assurance that the University's academic strategy is fit for purpose and approves new and revisions to academic policy. Academic Board has responsibility for the standards, quality and enhancement of academic provision within the University. Academic Board is responsible for the organisation of learning and teaching, research, scholarship, standards, students and courses and advising the Vice-Chancellor on academic matters.

Membership (17):
Vice Chancellor and Chief Executive (Chair)
Deputy Vice Chancellor (Vice-Chair)
Pro Vice Chancellor Students
Director of Quality and Educational Development
Deputy Pro Vice Chancellor Educational Partnerships
Deputy Pro Vice Chancellor Research
Heads of Academic Schools (x9)
University Librarian
Academic Registrar (Secretary)

Elected Members for the term of 3 years (8):
Two members of academic staff elected from each of the colleges, but no more than one from each school (x6)
One Professor elected from the University Professors
One member of support staff elected from the support staff

Student Representatives (2):
Two nominees of the Students' Union who will normally be a sabbatical or other elected officer

In Attendance:
One Independent Governor (observer and non-voting)
Up to two co-options
Committee secretary

Terms of Reference:
Academic Board is responsible for:

1. Approving, implementing and monitoring of the academic strategy of the University;

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Bye-Law 4:
Terms of Reference of Academic Board and its Sub-Committees

2. Establishing and maintaining mechanisms for assuring the quality and integrity of University awards (including those delivered in partnership) and matters relating to validation and/or accreditation by external organisations;

3. Approving and reapproving academic partnerships;

4. Promoting research and knowledge exchange within the University and monitoring the effectiveness of policies relating to research and knowledge exchange;

5. Establishing and maintaining the arrangements for the appointment and removal of external examiners and ensuring that external examiners are carrying out their responsibilities effectively;

6. Establishing the criteria and regulations as may be required for the recruitment, selection, and admission of students to the University;

7. Establishing the criteria and regulations for the assessment and examination of the academic performance of students, including the conditions under which students will be permitted to continue their studies;

8. Awarding and rescinding degrees, honorary degrees, diplomas, certificates and other academic awards to persons who have followed a programme of study approved by Academic Board and passed the assessment of the University, satisfying the examiners;

9. Approving other policies and procedures relating to students;

10. Noting the outcomes of those individuals to be awarded Professorial titles, honorary titles and degrees;

11. Receiving reports of the proceedings of its committees and to give directions to, and consider recommendations from such committees;

12. Advising on such other matters as the Board of Governors or the Vice-Chancellor may refer to the Academic Board;

13. Establishing (and removing) such committees as it considers necessary for carrying out its responsibilities.

14. Academic Board may delegate its powers to its committees in relation to any of the activities above.

Quorum:
The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

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Bye-Law 4:
Terms of Reference of Academic Board and its Sub-Committees

Frequency of meetings:
Minimum of three per year.

Conduct:
Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:
The Board of Governors must receive a report of each meeting.

For more information please contact:
PA to the Academic Registrar

Committees of Academic Board

- Academic Standards and Quality Enhancement Committee (ASQEC)
- Learning, Teaching and Student Experience Committee (LTSEC)
- Academic Regulations and Governance Committee (ARGC)
- Research Committee (RC)
- Professorial Titles Committee (PTC)
- Honorary Awards Committee (HAC)

Sub Committees and Groups:

- Collaborative Academic Provision Sub Committee (CAPSC) reports to ASQEC
- Research School Learning, Teaching and Quality Enhancement Sub Committee reports to ASQEC and LTSEC
- College Learning, Teaching and Quality Enhancement Sub Committees (x3) reports to ASQEC and LTSEC
- Research Ethics Sub Committees reports to RC
- College Research and Knowledge Exchange Sub Committees (x3) reports to RC
- Academic Planning and Portfolio Group (APPG) reports to VCEB with an annual report to Academic Board (AB)

Academic Standards and Quality Enhancement Committee (ASQEC)

Purpose:
To be responsible, on behalf of Academic Board for all aspects of academic quality assurance and enhancement to assure the quality and standards of the University's academic awards.

It is supported in this work by the College Learning, Teaching and Quality Enhancement Sub Committees and the Collaborative Academic Provision Sub Committee.

Membership (12):

Director of Quality and Educational Development (Chair)
Academic Registrar (Vice Chair)
Chair of Collaborative Academic Provision Sub Committee
Director of Learning, Teaching and Quality Enhancement from each College (x3)
School Quality Co-ordinator from each College (x3)
Head of Teaching Excellence
Representative from the Research School
Head of Academic Quality (Secretary)

Student Representatives (2):

Two nominees of the Students' Union who will normally be a sabbatical or other elected officer

In Attendance:

Deputy Vice Chancellor (In attendance for relevant items of business)
Pro Vice Chancellor Students (In attendance for relevant items of business)
Head of Collaborative Programmes (In attendance for relevant items of business)
Committee secretary

Terms of Reference:

Academic Standards and Quality Enhancement Committee is responsible for:

1. To advise Academic Board on the quality management and enhancement strategy, and the framework for assuring academic standards and promoting quality enhancement.

2. To foster a culture of quality improvement throughout the University with respect to academic programmes and the student experience.

3. To oversee the monitoring of academic quality and standards and report annually to Academic Board on the academic health of the University's portfolio of taught and research programmes and the quality of the student experience.

4. To receive and confirm reports of course approval and periodic reviews on behalf of Academic Board

5. To receive and consider reports of internal developmental audits, and reports of external audits and review, make recommendations for action and monitor implementation as appropriate

6. To ensure appropriate arrangements are in place to approve the appointment of External Examiners on behalf of Academic Board and to ensure appropriate action on issues raised through external examiner reports.

Bye-Law 4:
Terms of Reference of Academic Board and its Sub-Committees

7. To ensure on behalf of Academic Board that appropriate arrangements are in place both for the approval and review of University awards and programmes of study, and for the approval and review of academic partnerships.

8. To keep abreast of national developments in quality assurance and enhancement and to recommend appropriate actions and responses.

9. To review the annual evaluation report and enhancement plans in relation to quality and standards from Schools and the Research School and keep the effectiveness of the process under review.

10. To receive the minutes of the College and Research School LTQE Sub-Committees with respect to academic quality related matters.

11. Such other responsibilities as may be determined by the Academic Board.

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of three per year.

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Academic Board must receive a report of each meeting.

For more information please contact:

Senior Quality Officer, Academic Quality Unit

Academic Standards and Quality Enhancement Sub Committees and Groups:

Collaborative Academic Provision Sub Committee (CAPSC)
Research School Learning, Teaching and Quality Enhancement Sub Committee
College Learning, Teaching and Quality Enhancement Sub Committees
Academic Misconduct Committee

Learning, Teaching and Student Experience Committee (LTSEC)

Purpose:

To advise Academic Board on University strategy and policies to foster and encourage excellence in learning and teaching and the student experience and to raise the external profile of the University in this area of its activity.

Membership (14):

Deputy Vice Chancellor Chair
Pro Vice Chancellor Students Vice Chair
Director of Quality and Educational Development
Director of Learning, Teaching and Quality Enhancement from each College (x3)
School Learning and Teaching Co-ordinator from each College (x3)
Head of Student Services
Research School Manager or nominee
University Librarian or nominee
Head of Digital Learning and Teaching
Head of Teaching Excellence (Secretary)

Student Representatives (2):

Two nominees of the Students' Union who will normally be a sabbatical or other elected officer

In Attendance:

Student Engagement Manager, Student Union
Committee secretary
Academic Registrar (in attendance for relevant items of business)
Director of Access and Inclusion (In attendance for relevant items of business)

Terms of Reference:

1. To oversee the development, implementation and evaluation of the University's Learning and Teaching Strategy and associated strategies, policies (such as the Student Charter) and procedures relating to learning, teaching and the student experience.

2. To promote good practice and innovation in learning, teaching and assessment methods and the management of the student experience.

3. To monitor the implementation of the Committees decisions on matters pertaining to learning, teaching and student experience.

4. To consider all University-wide feedback from Student Surveys Working Group and develop appropriate action plans.

5. To keep under review arrangements for the effectiveness of student representation and involvement in quality management

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6. To receive the minutes of the College and Research School Learning, Teaching and Quality Enhancement Sub Committees with respect to learning and teaching related matters.

7. To approve the establishment of prizes for academic achievement on behalf of Academic Board.

8. To monitor and review the development of strategy, policy and practice in relation to access, retention and student achievement.

9. Such other responsibilities as may be determined by the Academic Board.

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of three per year.

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Academic Board must receive a report of each meeting.

For more information please contact:

LTSEC Committee Secretary, AQU

Learning, Teaching and Student Experience Sub Committees and Groups:

Student Surveys Working Group
Technology Enhanced Learning (TEL) Group
Campus Life Group
Student Performance Monitoring Group
Academic Representations Oversight Group
College Learning, Teaching and Quality Enhancement Sub Committee
Research School Learning, Teaching and Quality Enhancement Sub Committee

Academic Regulations and Governance Committee (ARGC)

Purpose:

To advise Academic Board on matters relating to academic regulations and associated procedures and matters relating to effective academic governance, so as to ensure that the University applies principles of best practice and regulation. The Committee also provides advice and reports to ASQEC.

Membership (6):

Deputy Vice Chancellor (Chair)
Chair or Vice Chair of Academic Standards and Quality Enhancement Committee (ASQEC)
Chairs or Vice Chair of Learning, Teaching and Student Experience Committee (LTSEC)
Chair or Vice Chair of Research Committee (RC)
Academic Registrar (Secretary)

Student Representatives (1):

A representative of the Students' Union who will normally be a sabbatical or other elected officer

In Attendance:

Committee secretary

Terms of Reference:

1. To keep under review academic regulations and associated procedures for the operation of taught and research programmes and to review annually where regulations have been varied or exemptions applied.

2. To approve minor amendments to regulations and procedures on behalf of Academic Board.

3. To advise and recommend to Academic Board material revisions and the development of new academic regulations and associated procedures

4. To monitor the effectiveness of the University's academic committee structure and review and advise on the constitution of Academic Board and its committees

5. To consider recommendations from committees of Academic Board for the establishment of standing groups.

6. To receive and consider annual reports from committees of Academic Board on the effective conduct of their business, and to report to Academic Board as appropriate.

7. To conduct a review every three years of the effectiveness of the University's academic governance arrangements which will include a review of the committee structure and of the policies and procedures which come within the remit of the Academic Board.

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Terms of Reference of Academic Board and its Sub-Committees

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of three times per year.

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Academic Board to receive a report of each meeting.

For more information please contact:

PA to Academic Registrar

Research Committee (RC)

Purpose:

To advise Academic Board on the University's strategy and policies to foster and encourage research and to raise the external profile of the University in this area of its activity

Membership (11):

Deputy Pro Vice Chancellor Research (Chair)
Directors of RKE for each College
One REF UoA Coordinator from each College
A Chair from a College Research Ethics Panel
University Librarian or nominee
Deputy Director of Finance
Research Support Officer (Secretary)

Student Representatives (1):

A postgraduate research student

In Attendance:

Research School Manager (for relevant business items)
Up to two co-options
  - Early Career Researcher
  - Research Group representative
Minuting secretary

Terms of Reference:

1.   To oversee the development, implementation and evaluation of the University's strategy for research and associated policies, procedures and guidelines, particularly those relating to:
    1.1.   Engaging the Public with Research
    1.2.   Ethics and Research Governance
    1.3.   Impact
    1.4.   Intellectual Property
    1.5.   Open Access
    1.6.   Research Data Management
    1.7.   Research Integrity

2.   To monitor and influence the development of the research policy and strategy of key national and international agencies (e.g. HEFCE, the Research Councils, the European

Union) in the interests of the University, responding as necessary on behalf of the University to consultations, calls for evidence, etc. from these agencies.

3. To support the University in its engagement with key external stakeholders relating to research, including the government, funding agencies, business and learned societies.

4. To oversee the University's submissions to the Research Excellence Framework.

5. To identify priority areas for research and to develop, promote and monitor processes and practices to stimulate research in these areas.

6. To advise Vice Chancellor's Advisory Group on the resources necessary for the successful conduct of research.

7. To receive and consider reports on research activity, and initiate actions as appropriate based on this consideration, including:
    7.1. Annual Research reports from Colleges
    7.2. Quarterly reports on funding bids
    7.3. Quarterly reports on "live" projects
    7.4. Minutes of the College RKE sub-Committees, Research Ethics sub-Committees and all relevant working groups and implementation groups

8. To monitor the University's activities in relation to researcher development including oversight of the Concordat to Support the Career Development of Researchers and other related sector guidance published in the future.

9. To monitor research support services and to ensure that these services contribute effectively to meeting objectives within the University's Research Strategy and Strategic Plan.

10. To oversee and monitor the performance of University Research Centres and to make recommendations to Academic Board following 5 year reviews of these Centres.

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of three per year.

VERSION: 2016/17 v4	APPROVAL BODY: Board of Governors	LAST REVIEW DATE: April 2019	NEXT REVIEW: July 2020

Bye-Law 4:
Terms of Reference of Academic Board and its Sub-Committees

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Academic Board must receive a report of each meeting.

For more information please contact:

Charlotte Wasilewski, Secretary for Research Committee, c.wasilewski@worc.ac.uk

Research Committee Sub Committees and Groups:

College RKE sub-Committees (RKE)
Research Ethics sub-Committee
KE Working Group
REF Strategic Management Group
REF Working Group
Research Data Management Policy Implementation Group
Concordat to Support Career Development of Researchers Implementation Group
Concordat to Support Research Integrity Implementation Group

Professorial Titles Committee (PTC)

Purpose:
The Professorial Titles Committee receives nominations for the award of Professorial Titles and makes recommendations to Academic Board in respect of these.

Membership (8):
Vice Chancellor (Chair)
Deputy Vice Chancellor (Vice Chair)
Deputy Pro Vice Chancellor Research
Up to Two external members of Professorial Standing
Director of Human Resources (Secretary)

In Attendance:
Committee secretary

Terms of Reference:

1.   To consider nominations and applications in order to make recommendations to Academic Board in accordance with the policy and procedures on Professorial Titles.

2.   To consider internal applications from staff for the award of Professorial title.

3.   To consider nominations for Honorary Professors submitted through a Head of School.

4.   To consider nominations for the title of Visiting Professor through a Head of School

5.   To consider nominations for the award of Emeritus Professor following a nomination by the Vice Chancellor.

Quorum:
The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:
Minimum of one per year.

Conduct:
Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

VERSION: 2016/17 v4	APPROVAL BODY: Board of Governors	LAST REVIEW DATE: April 2019	NEXT REVIEW: July 2020

Bye-Law 4:
Terms of Reference of Academic Board and its Sub-Committees

Reporting requirements:
Academic Board to receive a report of each meeting

For more information please contact:
Senior Executive Assistant to the Vice Chancellors Office

University of Worcester

Bye-Law 4:
Terms of Reference of Academic Board and its Sub-Committees

Honorary Awards Committee (HAC)

Purpose:

The Honorary Awards Committee receives nominations for Honorary Degrees, Fellowships and the University's Medal of Honour and makes confidential recommendations to Academic Board in respect of honorary degrees.

Membership (6):

Vice Chancellor (Chair)
Deputy Vice Chancellor (Vice Chair)
~~A~~ Pro Vice Chancellor
A member of Academic Board nominated by Academic Board at the start of each academic year.
An independent governor who is normally a member of Academic Board and is appointed for a period of 3 years.
No more than one co-opted member appointed by the Vice Chancellor
Academic Registrar (Secretary)

Student Representatives (1):

President of the Students' Union

In Attendance:

Committee secretary
President of the College of Fellows

Terms of Reference:

1.   To consider nominations for:
    1.1   Honorary Degrees of the University
    1.2   Fellowships of the University

2.   To consider nominations for Honorary Degrees submitted by anyone of the following:

    2.1   Members of staff of the University
    2.2   Registered students of the University
    2.3   Members of the Board of Governors
    2.4   Members of the College of Fellows
    2.5   Members of the Committee may also propose nominations for consideration

3.   Nominations for Honorary Degrees will be invited for submission to the Academic Registrar by a stated date each year. The nominations should be submitted on the nomination form signed by the nominator and stating why an award should be considered.

4.   To consider nominations received and recommend names for Honorary Degrees to Academic Board.

5.   To consider appointments to offices of the College of Fellows (President, Vice President)

6.   To note the recipients of the Vice Chancellors University Medal of Honour.

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of one per year.

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Academic Board

For more information please contact:

Senior Executive Assistant to the Vice Chancellors Office

Collaborative Academic Provision Sub Committee (CAPSC)

Purpose:

To advise Academic Board, through the Academic Standards and Quality Enhancement Committee (ASQEC) on matters relating to the University's academic partnerships and collaborative provision.

Membership (10):

Director of Educational Partnership (Chair)
Head of Collaborative Programmes (Vice Chair)
Deputy Head of School of Allied Health and Community
Deputy Head of School of Education
Deputy Head of Business School
Deputy Head of School of Sport and Exercise Science School
University Librarian or nominee
Director of International
Deputy Head of Academic Quality (Secretary)

Student Representatives (1):

A representative of the Students' Union who will normally be a sabbatical or other elected officer

In Attendance:

Academic Registrar or nominee (in attendance for relevant items of business)
Director of Quality and Educational Development (in attendance for relevant items of business)
Committee secretary

Terms of Reference:

1. To advise on the development and implementation of University policy and strategy on partnerships and collaborative academic provision.

2. To monitor and review academic partnerships and collaborative provision leading to an award or academic credit of the University.

3. To advise on the effectiveness of quality management processes in respect of collaborative academic provision.

4. To receive and consider reports of partnership reviews and to make recommendations to ASQEC regarding the renewal of a partnership arrangement.

5. To report annually to AQSEC on the health of academic partnerships and associated collaborative provision.

VERSION: 2016/17 v4	APPROVAL BODY: Board of Governors	LAST REVIEW DATE: April 2019	NEXT REVIEW: July 2020

Bye-Law 4:
Terms of Reference of Academic Board and its Sub-Committees

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of three per year.

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Academic Standards and Quality Enhancement Committee (ASQEC) to receive a report of each meeting.

For more information please contact:

Academic Quality Officer (Collaborative)

Research School Learning, Teaching and Quality Enhancement Sub Committee

Purpose

1. To implement and monitor implementation of University strategy, policy and procedures relating to learning, teaching and assessment, academic quality and standards in respect of research degree provision across the University.
2. To assure excellence in research degree supervision and researcher development, ensuring all aspects of the student educational experience are of the highest quality, that there are high levels of student engagement and that all students are supported to fulfil their potential.
3. To ensure appropriate cross-University consistency in academic policy and practice, whilst also promoting and supporting innovation in line with University strategic priorities.

Membership

DPVC Research (Chair)
Research School Manager (Secretary)
Course Leader for PG Certificate in Research Methods
One Professional Doctorate Course Leader
One MPhil/PhD Course from each School
One MRes Course Leader
AQU Quality Officer
Two Senior Representatives from the Research Degree Programme
Representative from Library Services

In attendance

Minuting Secretary

Terms of Reference

General

1. Ensure the effective implementation of University policies and procedures determined by Academic Board and its sub-committees, relating to academic quality and standards and the student learning experience for all research degree programmes.
2. Maintain oversight of the currency and academic standards of all research degree programmes including the Researcher Development Programme;
3. Receive the minutes or notes from all established sub-groups and working groups of the Committee;

Research Degree Programmes

4. Oversee the Annual Evaluation process for Research Degree and report to ASQEC on the process and outcomes;

5. Keep under review key performance metrics at programme level;

6. Periodically monitor and review academic regulations for the MPhil, PhD and Professional Doctorate Programmes and make recommendations to the Regulations and Academic Governance Committee on changes to regulations.

7. Periodically monitor, review and update academic procedural matters for the MRes MPhil, PhD and Professional Doctorate Programmes for inclusion in Programme Handbooks.

8. Ensure new and substantive revisions to University regulations and academic policies are implemented and that staff are regularly updated in relation to policy, procedural or other changes that impact on students;

9. Consider and approve proposals for new research degree programmes or changes to existing programmes, in accordance with University procedures and guidance;

10. Consider reports from external examiners for the *viva voce*, Professional, Statutory and/or Regulatory Bodies, and internal reviews, and determine responses as appropriate.

11. Monitor the quality of the student experience as evidenced by student feedback, the National Postgraduate Research Experience Survey, and internal surveys and ensure timely and informative responses to student feedback;

Researcher Development Programme (RDP)

12. Monitor and review the progress of the RDP, and agree minor modifications to its delivery.

13. Approve both new modules and amendments to existing modules in accordance with the University's agreed categories of minor and major change.

14. Ensure there are appropriate and effective arrangements in place for the updating of programme specifications and other information made available to prospective and current students.

15. Oversee and make arrangements for the Recognition of Prior Learning (RPL);

16. Make recommendations to ASQEC on major new course developments.

17. Monitor progress in relation to the Enhancement Plan.

18. Consider exam board minutes and the report from the External Examiner.

19. Agree an annual monitoring report on the progress of the RDP and report to ASQEC on these activities.

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of four per year.

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Academic Standards and Quality Enhancement Committee (ASQEC) to receive a report of each meeting.

For more information please contact:

Research School Manager

College Learning, Teaching and Quality Enhancement Sub Committee

Purpose:

1. For the implementation and monitoring of University strategy, policy and procedures relating to learning, teaching and assessment, academic quality and standards in respect of taught academic provision within Schools and that offered by partners in the UK and overseas which lead to University of Worcester awards or recognition of credit.

2. For the development of excellence in learning and teaching, ensuring all aspects of the student educational experience are of the highest quality, that there are high levels of student engagement and that all students are supported to fulfil their potential.

3. For ensuring appropriate cross-University consistency in academic policy and practice, whilst also promoting and supporting teaching innovation in line with University strategic priorities.

4. That the Committees are accountable to the University Academic Standards and Quality Enhancement Committee for effective management and oversight of academic standards and academic quality processes, and to the Learning, Teaching and Student Experience Committee for the coordination and enhancement of learning, teaching and the academic student experience within the Schools.

Membership (12):

College Director of Learning, Teaching and Quality Enhancement (Chair)
Deputy Heads of Schools (x3)
Quality Co-ordinators from each School (x3)
Learning and Teaching Co-ordinators from each School (x3)

Student Representatives (3):

One student representative from each school (x3)

In Attendance:

AQU Quality Officer (Committee Secretary)

Terms of Reference:

General

1. Oversee implementation of University policy and procedures determined by Academic Board and its sub-committees, related to taught academic provision, including academic standards, learning, teaching and assessment, quality assurance and quality enhancement within Schools.

2. Co-ordinate engagement with University strategic development priorities by Schools in order to monitor progress, promote the sharing of best practice and foster creative innovation.

3. Maintain oversight of the currency and academic standards of courses.

4. Receive the minutes or notes from all established sub-groups and working groups of the Committee.

Learning and Teaching

5. Promote and further develop an embedded culture of reflection, scholarship and excellence in professional practice and developments in learning, teaching and assessment and student academic support in order to enhance the student experience, taking account of:

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a. Research inspired teaching
b. Inclusive practice
c. Development of student digital capabilities
d. Student employability and progression
e. Personal academic tutoring

6. Take steps to promote the external profile of the University through the dissemination of good practice, innovation, scholarship and research.

7. Monitor and evaluate measures to support student retention, inclusion, employability and academic engagement across the student life cycle, so as to maximise the individual potential, engagement and satisfaction of students.

8. Ensure there is a strong culture of student engagement within Schools and that the student representative system works effectively.

9. Oversee implementation of strategies for the continuous professional development of staff, engagement with the UKPSF and recognition of teaching excellence.

10. Review the operation and outcomes of University student surveys and module evaluations, and ensure timely and informative responses to student feedback.

Quality Management

11. Oversee the annual evaluation process, and report to ASQEC on the process and outcomes.

12. Keep under review key performance metrics at course, departmental and School levels.

13. Ensure new and substantive revisions to University regulations and academic policies are implemented and that staff are regularly updated in relation to policy, procedural or other changes that impact on students.

14. Consider and approve proposals for course change and new or substantially revised modules, in accordance with University procedures and guidance, and ensure there are effective processes in place for managing minor amendments to courses/modules and for monitoring cumulative change.

15. Consider the reports of Departmental periodic reviews, reports from PSRBs and other external bodies, and oversee the implementation of conditions and recommendations.

16. Oversee and make arrangements for the Recognition of Prior Learning (RPL).

17. Ensure there are appropriate and effective arrangements in place for the updating of programme specifications and other information made available to prospective and current students.

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of four per year.

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Academic Standards and Quality Enhancement Committee (ASQEC) to receive a report of each meeting.
Learning, Teaching and Student Experience Committee (LTSEC) to receive a report of each meeting
School Academic Committees

For more information please contact:

AQU

Research Ethics Sub Committee

Purpose:

To maintain the highest ethical standards in the conduct of research undertaken either at or under the auspices of the University; to ensure the well-being of those involved in research, whether as researchers or participants; and to safeguard the standards and reputation of the University in matters of academic and professional practice.

Membership (12)

A College Director of RKE (Chair)
Chairs of the College Research Ethics Panels
Vice Chairs of the College Research Ethics Panels
Ethics reviewer from each college
External Lay member
RKE Facilitator (Committee Secretary)

Terms of Reference:

1.   To promulgate good conduct in research across the University.

2.   To keep the University's Research Ethics Policy and procedures for ethical approval under constant review, ensuring that they reflect current legislation and national and international ethical guidelines and frameworks.

3.   To review decisions of College Research Ethics Panels in line with the Ethics Policy.

4.   To develop the University's Guidelines on Good Research Conduct and associated procedures for dealing with Research Misconduct.

5.   To assess and report on the University's compliance with the Concordat to Support Research Integrity on an annual basis.

6.   To coordinate the University's response to national guidelines and frameworks for ethics and research integrity as appropriate.

7.   To oversee the University's support, training and development for staff and students around Ethics and Research Integrity.

8.   To report to each meeting of Research Committee.

9.   To provide an annual report to Research Committee on its activities.

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10.   To act in an advisory capacity to Research Committee and other committees as required.

Quorum:

The Quorum for Academic Board and Committees of Academic Board will be one half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Minimum of four per year

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive").

Reporting requirements:

Research Committee to receive a report of each meeting

For more information please contact:

RKE facilitator, ethics@worc.ac.uk.

Research Ethics sub-Committee sub-Committees and Groups:

College Research Ethics Panels

College Research and Knowledge Exchange Sub Committees

Purpose:

To enable the development of Research & Knowledge Exchange across the College that is aligned with the strengths and priorities of the Schools and institutional Research & Knowledge Exchange objectives.

Membership (10)

College Director of RKE (Chair)
Three REF UoA Coordinators from within the College
Three MPhil/PhD Course Leaders (one from each School)
One Early Career Researcher representative
One Research Staff representative
Chair of the College Research Ethics Panel

Student Representatives (3)

Three postgraduate research student representatives

In Attendance:

Representative of Research Office (for relevant business items)
Up to three co-options
Committee secretary

Terms of Reference:

1. To develop a coordinated strategy for Research & Knowledge Exchange (RKE) across the College which reflects and engages with both the University's strategic RKE priorities and the strengths and priorities of its Schools

2. To embed University policy and procedures for RKE across the College

3. To provide a report of each meeting to the Research Committee

4. To receive reports at each meeting on the following and to act on accordingly:
   - Bids for External Funding from Staff within the College
   - Current Externally Funded Projects within the College
   - Research Student Business for each School in the College
   - Spending on Research Support across the College (e.g. spend on conference attendance, PhD fees, other support schemes)

5. To review and approve an Annual Report on RKE for the College

6.   To identify priority areas for research in the College and to develop strategies, processes and support to stimulate research in these areas with a particular focus on identifying and developing areas of cross- and inter-disciplinary research both within the College and across the University

7.   To monitor progress on the development of REF submissions across the College

8.   To develop approaches to increase funding from RKE that reflect the strengths and priorities of the Schools within the College

9.   To support the development of an active research culture across the College and its Schools through e.g. seminar series, networking events, conferences

10.   To review, develop and enhance programmes and processes for researcher development to ensure they meet the needs of

11.   To monitor and evaluate the infrastructure for research across the College and make recommendations to Research Committee accordingly

Quorum:

One-half plus 1 of the members eligible to attend

Frequency of meetings:

Minimum of four per year

Conduct:

Rules and Procedures for meetings of Academic Board and its Committees are published on the University's intranet web page ("O Drive")

Reporting requirements:

Research Committee must receive a report of each meeting

For more information please contact:

Committee Secretary

Academic Planning and Portfolio Group (APPG)

Purpose:

The Academic Planning and Portfolio Group (APPG) is responsible for academic portfolio planning and development, and for approving on behalf of Vice Chancellor's Executive Board (VCEB) the proposed development of new courses and new partners and the substantial change (significant revisions) to, or the suspension of, or closure of, existing courses and partners.

Membership:

Deputy Vice Chancellor (Chair)

Academic Registrar (Vice Chair)

Director of Quality and Educational Development

College Directors of LTQE x 3

Deputy Director of Finance

Director of Communications and Participation (or nominee)
University Librarian (or nominee)

In Attendance:

Director of International Recruitment (for relevant items of business)

Deputy PVC Educational Partnerships (for relevant items of business)

AQU Officer (Committee Secretary)

Other staff to be co-opted as necessary

If members are unable to attend a particular meeting, they may send a briefed alternate.

It is expected that staff from the relevant School will attend meetings of the APPG to present proposals.

Terms of Reference:

1. To develop strategy related to the University's course portfolio and to inform Vice Chancellor's Executive Board (VCEB);

2. To maintain oversight of the academic portfolio ensuring that courses are market-informed, academically excellent, strategically aligned, and financially viable;

3. To determine the potential suitability of other organisations or institutions as prospective

partners for the delivery of University of Worcester awards, including assessment of strategic fit, academic excellence, financial viability and sustainability and potential risks;

4. To receive annually a report on student numbers recruited to new programmes, against anticipated targets, for the first three years of their operation;

5. To approve on behalf of Vice Chancellor's Executive Board (VCEB):
   a) Proposals for new or significantly revised courses to proceed to academic planning and approval;
   b) Proposals for new collaborative partnerships to proceed to partner approval
   c) Proposals for collaborative programmes with approved partners to proceed to academic planning and approval;
   d) Proposed title changes to courses;
   e) Proposals to change or extend the mode of delivery and/or location of the delivery of a course
   f) Proposals for the closure or suspension of courses and partnerships

6. To approve draft webpages for new or significantly revised courses ensuring the accuracy and currency of information for prospective students

Quorum:

One half of the total membership (rounded down to the nearest whole number when this is a fraction).

Frequency of meetings:

Monthly.

Reporting requirements:

APPG will report decisions made directly to VCEB quarterly
APPG will provide an annual report to Academic Board detailing proposals approved and reported to VCEB.

Bye-Law 4
Terms of Reference for Academic Board and its sub-committees

6.1   The Board may appoint up to two Vice Chairs, for a term of office of up to four years. This term of office may run concurrently or subsequently to the individual's terms of office as in independent governor resulting in a maximum period of office of 12 years. The Board may decide to re-appoint for a second term of office if the appointment would not result in total term of office exceeding 12 years. Where practicable the terms of office of the Chair and the Vice Chair(s) should be staggered.

6.2   The appointment shall be on the recommendation of the Nominations Committee, based on a review of the skills and expertise of individual Board members.

6.3   The Nominations Committee may choose to run an external recruitment campaign to appoint a Vice Chair providing there is a vacancy on the Board to be filled. In these circumstances, the position will be advertised nationally. Candidates will be interviewed and selected with reference to an agreed role description and person specification.

6.4   The role of the Vice Chair is to work with the Chair to:
   * provide strategic leadership to the Board of Governors;
   * promote strong and constructive working relationships with the University's executive led by the Vice Chancellor and Chief Executive, and;
   * deputise for the Chair at University events and in other fora, and to chair meetings in the absence of the Chair.
   * One of the two Vice Chairs will be appointed as Chair of Remunerations Committee.

7.1 Academic Staff Members

7.1.1   Two members of academic staff at the University are nominated by the Academic Board for membership on the Board of Governors.

7.1.2   The Clerk to the Board is responsible for initiating and operating the election. The election will begin with an all-staff email calling for nominations from the membership of the academic staff. The nomination period shall be no longer than 10 working days. A ballot paper shall then be sent via email to each full member of Academic Board. Completed ballot papers shall be received in either hard-copy or electronic format within 15 working days of the date the ballot opened. The candidate or candidates with the highest number of votes shall be elected. In cases where there are two candidates with the same number of votes, the Chair of the Academic Board, shall have the deciding vote.

7.2 Other Staff Members

7.2.1   The Board may appoint up to two co-opted Board members from amongst the non-academic staff of the University. The Board would normally expect to appoint at least one co-opted member from amongst the non-academic staff of the University.

7.2.2   The appointment process shall be managed by the Clerk to the Board, who shall write to all staff via email to call for applications.

7.2.3   The appointment process shall comprise:
- An interview of shortlisted candidates by a small panel of Board members (of which the majority should be independent members), chaired by the Chair of the Board or his/her nominee;
- Formal approval of the preferred candidate(s) at the next scheduled meeting of the Board of Governors.

7.3   The terms of office of all staff members shall be in accordance to those prescribed for other Board members in Article 3.6.

University of Worcester

Bye-Law 9
Senior Executive Posts appointed by the Board

10.1   In accordance with Article 3.1.4 the Board has responsibility for the the appointment, grading, appraisal, suspension, dismissal and determination of the pay and conditions of service of holders of "senior posts". The Senior posts comprise the: Vice Chancellor and Chief Executive, the Clerk to the Governors and the Deputy Vice Chancellor.

10.2   The person specifications and job descriptions for senior post-holders shall be approved formally by the Chair of the Board, in consultation with the Chair of the HR Committee, before a post is advertised.

10.3   The appointment process for senior posts shall include, but shall not be restricted, to:

- A formal interview undertaken by a panel of Board members (of which the majority should be independent members) and should include the Director of HR as a professional advisor. The interview panel shall be chaired by the Chair of the Board, or in his/her absence the Chair of the HR Committee or a Vice Chair.
- Formal approval of the preferred candidate at the next scheduled meeting of the Board of Governors.