

Consolidated Terms of References 2016/17

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BOARD OF DIRECTORS

BOARD OF DIRECTORS

TERMS OF REFERENCE



MEMBERSHIP

2016/17

<i>Chair</i>	GSM London Board Chairman	Professor Sir Robert Burgess
<i>Appointed Members</i>	Non-Executive Director	Dyson Bogg
	Non-Executive Director	Professor Chris Brady
	Non-Executive Director	Melvyn Keen
	GSM London Clipper Board Chair	Michael O'Donnell
	President and Chief Executive Officer	Professor Amanda Blackmore
	Chief Operating Officer	Chris Holmes
<i>In Attendance</i>	Sovereign Capital Partner	Andrew Hayden
	Provost and Chief Academic Officer	Debi Hayes
	Chief Finance Officer (interim)	Steve Macro
	Student Union President	Elliot Cox

RESPONSIBILITIES

The Board of Directors shall be responsible to:

- (a) Approve the mission and strategic vision of the College, long-term academic and business plans and key performance indicators, and ensure that these meet the interests of stakeholders
- (b) Nominate to the College by process of its determination any persons for election or appointment to any ceremonial posts it may determine necessary.
- (c) Appoint the Chair, and Deputy Chair, and members of the Academic Board.
- (d) Appoint the President and CEO, Provost and the Clerk to the Board after consideration of a report of a Joint Committee of the Board of Directors and Academic Board;
- (e) Appoint holders of senior posts, on the recommendation of the Academic Board, where required; and to delegate to appointment panels under procedures agreed by the Board of Directors the power to appoint other members of staff;
- (f) Appoint the Auditor or Auditors for the College;

- (g) Confer the title of Emeritus Professor or Associate Professor, or Honorary Professor, Associate Professor or Lecturer, or such other honorary titles as may jointly be approved by the Academic Board and the Board of Directors;
- (h) For so long as the Company has degree-awarding powers from the Privy Council, recommend to the Privy Council amendments, alterations or additions to this resolution, provided that no such amendment, alteration or addition shall be brought before the Privy Council until the Academic Board have had an opportunity of reporting thereon to the Board of Directors;
- (i) Make, amend, alter or repeal regulations, policies, rules or byelaws provided that no new, amended, altered or repealed regulation affecting academic standards or quality shall be enacted until the Academic Board has had an opportunity of reporting thereon to the Board of Directors;
- (j) Make Regulations and to confirm regulations submitted by the Academic Board for any matters in respect of which the Board of Directors may make Regulations;
- (k) Govern, manage and regulate the finances, accounts, investments, property, business and all affairs whatsoever of the College and for that purpose to appoint bankers and any other officers or agents whom it may deem expedient to appoint and to cause proper books of account to be kept for all sums of money received and expended by the College and for the assets and liabilities of the College so that such books give a true and fair view of the state of the College's affairs and explain its transactions;
- (l) Take over all properties, assets, benefits and liabilities of the College;
- (m) Join or collaborate with any other College, academic body or similar institution, organisation, company, partnership, joint venture or association having in view or promoting any activity the same as, or similar or related to, or which can provide a service for, any activity of the College as provided for by or permitted by law, being consistent with the provisions of the Articles of Association, and in such manner as may be authorised by this resolution of the College, and to delegate or revoke delegation of any of the College's functions to individuals, boards, committees and other entities (comprising its own officers or members or otherwise) with a view to furthering any of the above collaborative purpose or purposes
- (n) Sell, buy, exchange, lease and accept leases of real and personal property on behalf of the College;
- (o) Act as trustees or managers of any property, legacy, endowment, bequest or gift made to the College to further its charitable objects;
- (p) Provide the buildings, premises, furniture and equipment and other means required for carrying on the work of the College;
- (q) Provide for the welfare of persons in the employment of the College or formerly in the employment of the College through the provision of such emoluments, pensions or other schemes as the Board of Directors think fit;
- (r) Enter into, vary, carry out and cancel contracts on behalf of the College;
- (s) Review the academic work of the College and receive reports thereon from the Academic Board, and to take such steps as it thinks proper for the purpose of ensuring the efficiency and effectiveness of the College in the provision of teaching,

the pursuit of learning and the prosecution of research;

- (t) Review, amend, refer back, control or disallow any act of the Academic Board required under this resolution to be reported to the Board of Directors and to give directions thereon to the Academic Board provided that any act of the Academic Board which is amended by the Board of Directors shall be referred again to the Academic Board for consideration and report before being carried into effect;
- (u) Approve or disapprove the names of persons proposed by the Academic Board as recipients of honorary degrees provided that no person shall be admitted by the College to an honorary degree whose name has not been approved for that purpose both by the Board of Directors and by the Academic Board;
- (v) Consider, adjudicate upon and if thought fit redress any grievance of any member or employee of the College save where the Board of Directors has approved, through Policies or Regulations, alternative arrangements for such matters;
- (w) Provide for the welfare of the students of the College;
- (x) Select a Seal, Arms and a Mace for the College and to have the sole custody and use of the Seal;
- (y) Exercise all such powers as are or may be conferred on the Board of Directors by the Articles of Association, this Resolution and Regulations and to carry the like into effect.

AUDIT AND RISK COMMITTEE

TERMS OF REFERENCE



OBJECTIVE

The Audit and Risk Committee is appointed to form an opinion on the effectiveness and efficiency of the College's internal control framework, and to report to the Board of Directors on the Adequacy and effectiveness of specific arrangements for risk management; control and governance; financial reporting; economy, efficiency and effectiveness (value for money) and data quality.

MEMBERSHIP

2016/17

<i>Chair</i>	Non-Executive Director	Melvyn Keen
<i>Appointed Members</i>	Non-Executive Director	Dyson Bogg
<i>In Attendance</i>	President and Chief Executive Officer	Professor Amanda Blackmore
<i>(On request only)</i>	Provost and Chief Academic Officer	Debi Hayes

COMPOSITION

Audit and Risk Committee comprises a minimum of three (3) directors none of whom shall serve as a member of the People and Remuneration Committee. At least one member of the Committee should have recent and relevant financial experience.

The Chief Executive Officer, Provost and Finance Director and representatives of the Internal and External Audit Services are invited to attend the meetings.

RESPONSIBILITIES

1. Consider and approve the appointment of the College's internal and external audit services, including co-ordination between the two functions. This includes any related fees, plan for the forthcoming year, approval of the provision of any non-audit services, and the arrangements for monitoring the performance and effectiveness of the services.
2. To keep under review the College's systems of internal control and its processes for risk management, governance, securing value for money and data quality, in order,

to assure Board of Directors of their adequacy and effectiveness and to promote best practice

3. To advise Board of Directors on the risk appetite appropriate to the College, and review the risk register to assure the Board of Directors that the Executive's assessment of risk is accurate; their risk appetite is in line with the College's needs; and controls and plans to mitigate risk are appropriate.
4. Receive periodic and annual reports from the Internal Auditor on, inter alia, any major internal control weaknesses; progress in the completion of planned audits and responses; and whether satisfactory arrangements are in place to promote economy, efficiency and effectiveness in College.
5. Consider the External Auditor's Management Letter on the draft Annual Financial Statements, prior to their submission to Board of Directors, and College management's response to any significant accounting, auditing or internal control issues included within it
6. Receive and consider regular reports on College's progress in implementing the "schedule of audit recommendations", as provided by the External Auditors in their Management Letter.
7. Receive any relevant reports from the National Audit Office, HEFCE, or any other source, as appropriate.

AUTHORITY

<i>Secretary</i>	Executive Assistant to the President and Chief Executive Officer and the Chairman of the Board of Directors
<i>Quorum</i>	Three members
<i>Type</i>	Standing Committee
<i>Frequency</i>	Two (2) meetings per year. Internal or External Auditors may request an extraordinary meeting.
<i>Powers to Form</i>	The Committee has the power to form ad hoc working groups. The Committee (and working groups) may invite other persons or advisors to attend from time to time to contribute to the issues under consideration. The committee shall determine the tenure and voting rights of such co-opted members.
<i>Powers to Obtain Advice</i>	The Committee has the power to obtain independent legal or professional advice. Any prospective expenditure should have prior approval of the Chair of the Board of Directors to the effect that the expenditure is both reasonable and acceptable.
<i>Decision Making</i>	The Committee shall normally undertake a review of its effectiveness on an annual basis and at least every five (5) years the review should be conducted by an independent external.

Reporting

The Committee shall report to the Board of Directors.

The Committee shall submit a copy of its minutes to the Board of Directors.

The Committee shall submit an Annual Report (incl. effectiveness report) to the Board of Directors in the Autumn Semester following the completion of the Annual accounts.

PEOPLE AND REMUNERATION COMMITTEE



TERMS OF REFERENCE

OBJECTIVE

The People and Remuneration Committee is appointed to consider, agree and recommend to the Board an overall people strategy and philosophy for the College that is aligned with its long term strategy, its objectives, its risk appetite, values and the long term interests of the institution and recognises the interests of relevant stakeholders. The remuneration policy and philosophy will cover the whole College but will pay particular attention to those colleagues defined as senior management

MEMBERSHIP

2016/17

<i>Chair</i>	Non-Executive Director	Michael O'Donnell
<i>Appointed Members</i>	Non-Executive Director	Dyson Bogg
	Non-Executive Director	Professor Sir Bob Burgess

COMPOSITION

The Committee comprises a minimum of 3 directors, at least one of whom will be a Sovereign director.

RESPONSIBILITIES

1. Advise and make recommendations on all strategy, policy and regulations regarding people and employment at the College including employee reward, recognition, promotion and relations.
2. Advise and make recommendations on the Equality and Inclusion Strategy, and monitor its implementation and progress within the College.
3. Review and set the remuneration policy for all senior managers referred to it, including pension rights and any compensation payments. The board itself shall determine the remuneration of the non-executive directors within the limits set in the Articles of Association.
4. Determine, in consultation with the chairman and/or chief executive, as appropriate, the total individual remuneration package of each executive director and other designated senior executives including bonuses, incentive payments and share options or other share awards.
5. Recommend and monitor the level and structure of remuneration for senior management, taking into account all factors which it deems necessary including relevant legal and regulatory requirements.

6. Review the on-going appropriateness and relevance of the remuneration policy (including performance-related pay), including comparison with reliable, up-to-date information about remuneration in other institutions and companies of comparable scale and complexity.
7. Consider and propose the appointment to any senior executive referred to it, or reserved to the Board of Directors by the Articles of Association.

AUTHORITY

<i>Clerk</i>	Executive Assistant to the President and Chief Executive Officer and the Chairman of the Board of Directors
<i>Quorum</i>	Two members
<i>Type</i>	Standing Committee
<i>Frequency</i>	Two (2) meetings per year
<i>Special Meetings</i>	The Committee should meet with the Academic Board at least once each year to discuss remuneration and conditions matters raised by the Board.
<i>Powers to Form</i>	<p>The Committee has the power to form ad hoc working groups.</p> <p>The Committee (and working groups) may invite other persons or advisors to attend from time to time to contribute to the issues under consideration. The committee shall determine the tenure and voting rights of such co-opted members.</p>
<i>Powers to Investigate</i>	The Committee is authorised by the Board of Directors to seek any information that it requires from any employee or member of the academic community.
<i>Powers to Obtain Advice</i>	<p>The Committee is has the power to obtain independent legal or professional advice.</p> <p>Any prospective expenditure should have the prior approval of the Chair of the Board of Directors to the effect that the expenditure is both reasonable and acceptable.</p>
<i>Decision Making</i>	<p>The Committee shall normally decide by consensus and after due debate.</p> <p>Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.</p> <p>No members may be present for any discussions regarding their own remuneration.</p>

Effectiveness Review The committee shall normally undertake a review its effectiveness on an annual basis and at least every five (5) the review should be conducted by an independent external.

Reporting The Committee shall report to the Board of Directors.

The Committee shall submit a copy of its minutes to the Board of Directors.

The Committee shall submit an Annual Report (inc. effectiveness report) to Board of Directors in the Autumn Semester following the completion of the Annual Accounts.

COLLEGE EXECUTIVE GROUP

COLLEGE EXECUTIVE GROUP

TERMS OF REFERENCE



OBJECTIVE

The College Executive Group is appointed to execute the executive authority the Chief Executive Officer on the strategic direction, performance and management of the College. It is the senior executive decision-making body of the College and deals with all matters of policy delegated to the Chief Executive Officer.

MEMBERSHIP

2016/17

<i>Chair</i>	President and Chief Executive Officer	Professor Amanda Blackmore
<i>Deputy Chair</i>	Provost and Chief Academic Officer	Debi Hayes
<i>Ex Officio Members</i>	Chief Finance Officer (interim)	Steve Macro
	Chief Operating Officer	Chris Holmes
	Executive Dean/ Pro-Provost (Academic Delivery)	Christy Traore
	Pro-Provost (Student Experience and External Engagement)	Bob Athwal
	College Secretary and Academic Registrar	Annette Devine
	Director of IT	Mark Duff
	Director of Marketing and Recruitment	Angie Milan
	Director of Human Resources	Yvonne Beauchamp

COMPOSITION

The College Executive Group comprises a maximum of fifteen (15) members. At least one member of the Committee should have recent and relevant project management experience, and at least one member should have recent and relevant finance experience.

The members of the Senior Management Group or broader staff of the College are invited to attend the meetings, as appropriate.

RESPONSIBILITIES

Subject to any further direction by the Board of Directors, the College Executive Group will:

1. Make proposals about the educational character and mission of the College, and for implementing the decisions of the Board of Directors;
2. Undertake all activities required for the organisation, direction and management of the College and leadership of its staff;
3. Appointment, assignment, grading, appraisal, suspension, dismissal, and determination - within the framework set by the Board of Directors - of the pay and conditions of service of staff other than the holders of senior posts; and the assignment and appraisal of the holders of senior posts other than the Provost and the Clerk to the Board of Directors, if the holder of that office is not a member of the College's staff;
4. the determination, after consultation with the Academic Board, of the College's academic activities, and for the determination of its other activities;
5. Prepare and approve annual estimates of income and expenditure and for the management of budget and resources, within the estimates approved by the Board of Directors; and
6. Maintenance of student discipline and, within the rules and procedures provided within the Articles, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons.

AUTHORITY

<i>Clerk</i>	Governance Officer
<i>Quorum</i>	Half the total number of members rounded down to the nearest whole number, and must include a member of the Board of Directors.
<i>Type</i>	Standing Committee
<i>Frequency</i>	Bi-monthly
<i>Special Meetings</i>	The group should meet once a year in a special meeting to approve the Annual Budget and College Enhancement Plan.
<i>Powers to Form</i>	The Committee has the power to form ad hoc working groups. The Committee (and working groups) may invite other persons or advisors to attend from time to time as appropriate to contribute to the issues under consideration. The committee shall determine the tenure and voting rights

of such co-opted members.

Powers to Investigate

The Committee is authorised by the Board of Directors to seek any information that it requires from any employee or member of the academic community.

Powers to Obtain Advice

The Committee is has the power to obtain external legal or independent professional advice on the approval of the Chair.

The Committee shall normally decide by consensus and after due debate.

Decision Making

Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.

Effectiveness Review

The Chair will ensure the committee undertakes a review of its effectiveness on an annual basis and report that review to the Board of Directors. At least every five (5) years the committee's review should be conducted by an independent member of the College Executive

The Committee shall report to the Board of Directors.

Reporting

The Committee shall submit an Annual Report of Directors in the June Semester following approval of the Annual Budget and College Enhancement plan.

CONTINUOUS IMPROVEMENT GROUP

CONTINUOUS IMPROVEMENT GROUP

TERMS OF REFERENCE



OBJECTIVE

The Continuous Improvement Group (hereafter referred to as 'the Committee') is responsible for overseeing the Continuous Improvement framework within GSM, managing the agreed budget and making decisions and recommendations regarding investment opportunities.

MEMBERSHIP

2016/17

<i>Chair</i>	President and Chief Executive Officer	Professor Amanda Blackmore
<i>Deputy Chair</i>	Chief Operating Officer	Chris Holmes
<i>Ex-Officio</i>	Chief Finance Officer (interim)	Steve Macro
	Provost and Chief Academic Officer	Debi Hayes
	College Secretary and Academic Registrar	Annette Devine
	Executive Dean/ Pro-Provost (Academic Delivery)	Christy Traore
	Pro-Provost (Student Experience and External Engagement)	Bob Athwal
	Director of IT	Mark Duff
	Director of Marketing and Recruitment	Angie Milan
<i>Appointed</i>	Director of Human Resources	Yvonne Beauchamp
	SRS Project Manager	Joy Tung
	Deputy Dean (Student Engagement and External)	Robert Clarke
	Deputy Dean (Teaching and Learning)	Liz Larnar
	Two student representatives	To be confirmed

COMPOSITION

The Chair and members of Continuous Improvement Committee are appointed by the College Executive Group; the Committee shall comprise no more than fifteen (15) members.

RESPONSIBILITIES OF THE COMMITTEE

Subject to any further direction by the College Executive Group, the Continuous Improvement Group will:

1. To govern GSM London's continuous improvement portfolio through the evaluation and agreement of capital investment allocation.
2. To oversee and manage the capital expenditure budget by recommending capital projects to the College Executive Group or Board of Directors as appropriate.
3. To manage the agreed budget.
4. To validate, design and approve solutions based on their alignment to the strategic imperatives and principle.
5. To undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.

AUTHORITY

<i>Clerk</i>	Governance Officer
<i>Quorum</i>	Half the total number of members (rounded down to the nearest whole number if necessary)
<i>Type</i>	Standing Committee of the College Executive Group
<i>Frequency</i>	Normally twelve (12) per year
<i>Special meetings</i>	
<i>Powers to form</i>	The Group may form ad hoc working groups as it deems necessary
<i>Powers to investigate</i>	The Group may seek any information as necessary from any member of the academic community, under the authority of the College Executive.
<i>Powers to obtain advice</i>	The Committee has the power to obtain external legal or independent external advice under the authority of the College Executive.
<i>Decision Making</i>	The Continuous Improvement Group will act mainly in an advisory role, making recommendations to the College Executive Group and, in matters concerning major capital expenditure, the Board of Directors. The recommendations will be reached by general consensus, taking into consideration advice from the Chief Executive Officer, Chief Finance Officer, and Chief Operating Officer.

<i>Reporting</i>	The Committee shall report to the College Executive a copy of its minutes following each meeting, and receive copies of the minutes of relevant sub-committees and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Committee will undertake a review of its own effectiveness every academic year,

CHANGE ADVISORY BOARD

TERMS OF REFERENCE



OBJECTIVE

To assess the impacts of change requests from all areas of the business, make recommendations on the approach to implementation of services and technology change assess, assure, and approve planned technology changes, and support change management.

MEMBERSHIP

2016/17

<i>Chair</i>	Head of IT Service Management	Charles Bermudez
<i>Deputy Chair</i>	Solutions Architect, IT Services	Dane Cutts
<i>Appointed Members</i>	Senior Network & Infrastructure Engineer, IT Services	Muneer Panju
	Programme Director, Programme Delivery Office	Joy Tung
	Director of Library and Learning Resources	Bijoya Sen Gupta
	Test Manager, Programme Delivery Office	Sashi Padhi

COMPOSITION

The Board comprises of no more than ten (10) members, none of whom shall serve as a member the Continuous Improvement Group. The Board must invite individuals outside of the Core Membership, such as Change Owners, as it deems necessary.

RESPONSIBILITIES

Subject to any further direction by the Continuous Improvement Group, the Change Advisory Board will:

1. Support the Continuous Improvement Group by assessing requests and how they are implemented within the College, with a view to ensuring that any recommend change in line with long term strategy and priorities and deriving best value.
2. Maintain the IT and CI change Roadmap and Calendar through its decisions and actions,
3. Agree direction on next steps for all requests for change.
4. Assess, assure, and approve planned technology changes.
5. Report as necessary to the Continuous Improvement Group.
6. Undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.

AUTHORITY

<i>Clerk</i>	Head of IT Service Management
<i>Quorum</i>	Half the total number of members (rounded down to the nearest whole number if necessary) to include at least one member from IT Services and one member from the Programme Delivery Office
<i>Type</i>	Standing committee of the Continuous Improvement Group.
<i>Frequency</i>	Weekly
<i>Special meetings</i>	
<i>Powers to Form</i>	The Board may convene an Emergency Change Advisory Board (ECAB) as it deems necessary, under the authority of the College Executive Group.
<i>Powers to Investigate</i>	The Board may seek information as necessary from any member of the College community, under the authority of the College Executive Group.
<i>Powers to Obtain Advice</i>	The Forum has the power to obtain external legal or independent external advice under the authority of the College Executive Group.

<i>Decision Making</i>	The Committee shall normally reach decisions by consensus and with prior accompanying documentation for consideration in the form of a Request for Change form. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Committee shall report to the Continuous Improvement Group a copy of its minutes following each meeting, and receive copies of the minutes of relevant sub-committees and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Board will undertake a review of its own effectiveness every three (3) academic years.

ACADEMIC BOARD

ACADEMIC BOARD

TERMS OF REFERENCE



OBJECTIVE

The Academic Board (hereafter referred to as 'the Board') will operate as the primary decision-making body of the College in relation to the overall educational character of the institution.

MEMBERSHIP

2016/17

<i>Chair</i>	Provost and Chief Academic Office	Debi Hayes
<i>Deputy Chair</i>	Executive Dean/ Pro-Provost (Academic Delivery)	Christy Traore
<i>Ex Officio Members</i>	Pro-Provost (Student Experience and External Engagement)	Bob Athwal
	Programme Leader – PhD Programme	Dr Terfot Ngwana
	Deputy Dean (Student Engagement and External)	Robert Clarke
	Deputy Dean (Teaching and Learning)	Liz Larner
	Head of Quality and Governance	Greg Allen
	President of the Students' Union	Elliot Cox
<i>Appointed Members</i>	One Independent Director of the GSM London Board of Directors *	Prof. Chris Brady
	One Senior Academic Member of one of the College's validating bodies *	Carole Sutton
	All Heads of Academic Departments (at least two must have 10 years' experience in UK Higher Education)	Dr Ann Marsden (Head of Economics, Accounting and Finance)
		Marcia Hazard (Head of HR & Management)
		Tara McBride (Head of Digital Innovation & Creative Enterprise)

		Philip Pryce (Head of Marketing, Events, Travel & Tourism)
		Babawande Sheba (Head of Energy & Procurement)
		Rosie Watson (Head of Law)
<i>Elected Members</i>	One elected undergraduate Student Representative (one year term)	Tbc
	One elected postgraduate Student Representative (one year term)	Tbc
	Two elected members of teaching staff (who do not hold the position of Head of Department) (one on three year terms, one on one year terms)	David Falvey (EAP Senior Lecturer)
	Two elected members of professional services staff (who do not hold the position of Head of Department) (one on three year terms, one on one year term)	Tbc
<i>In-Attendance</i>	College Secretary and Academic Registrar	Annette Devine
	President and Chief Executive Officer	Professor Amanda Blackmore
	Director of Marketing and Recruitment	Angie Milan
	Director of Careers and Employability	Andrew Falconer

COMPOSITION

The Board comprises no more than twenty five (25) members. Elected student members are elected for a maximum two (2)-year term, by election from among the College's student representatives. The Board may appoint members as it considers necessary.

The Board may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Board shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

Subject to any further direction from the Board of Directors, and to the responsibilities of the President and CEO, the Academic Board will

1. Direct and regulate the teaching and instruction within the College and the examinations held by the College subject to the Powers of the Board of Directors.
2. Promote research and scholarship within the College and to require reports from time to time upon such research and scholarship.
3. Award degrees (other than honorary degrees), diplomas, certificates and other Distinctions, including degrees, diplomas, certificates and other Distinctions offered and awarded by the College in conjunction with another institution.
4. Make all regulations for giving effect to the articles of association relating to academic standards, quality, awards, qualifications, programmes of study and examinations
5. Regulate the admission of persons to programmes of study in the College and their continuance at such programmes.
6. Regulate all College assessment and examinations, and to appoint External Examiners;
7. Suspend or remove an Examiner for negligence or misconduct or any other good cause during their or her term of office and in the case of a casual vacancy to appoint a substitute who shall have authority to act during the assessment or examination then in progress or next ensuing;
8. Formulate, modify or revise schemes for the organisation of the Faculties, Colleges, Schools, Institutes, Boards, Departments or Centres of the College and to assign to them their respective subjects and also to report to the Board of Directors as to the expediency of the establishment at any time of other Colleges, Schools, Institutes, Boards, Departments or Centres
9. Review, amend, refer back, control or disallow any act of any Faculty, College, School or Institute, or of any Board, or Department and to give directions to any such body;
10. Report to the Board of Directors on all regulations and policies of the College or proposed changes thereof;
11. Report to the Board of Directors on such changes to the Articles of Association as the Board of Directors may propose;

12. Consider any matter concerning teaching, learning and research, and to report to the Board of Directors as appropriate;
13. Discuss any matter relating to the College including any matters referred or delegated to the Academic Board by the Board of Directors and to report its views on such matters to the Board of Directors;
14. Propose to the Board of Directors the names of recipients of honorary degrees;
15. Regulate matters of discipline relating to applicants, students of the College and former students, in accordance with the Articles of Association of the College. This shall include the powers to deny admission to any applicant, exclude or expel any current student, and deprive of any award any current or former student;
16. Exercise all such powers as are or may be conferred on the Academic Board by the Articles of Association and further rules and byelaws and to do such other acts and things as the Board of Directors shall authorise;
17. Advise and make recommendations to the Board of Directors on matters affecting the appointment, duties and conditions of service of all members of the Academic Staff;
18. Approve examinations and periods of study at other Universities, Colleges and places of learning as equivalent to such examinations and periods of study in the College as the Academic Board may determine;
19. Make recommendations to the Board of Directors for depriving, with good cause, any person of any degree, diploma, certificate or other distinction granted to or conferred on them by the College; and
20. Regulate the use of academic dress in the College

AUTHORITY

<i>Clerk</i>	Governance Officer
<i>Quorum</i>	Half the total number of members (rounded down to the nearest whole number if necessary) to include either the President and Chief Executive Officer or Provost, and representation from at least two (2) academic departments and two (2) professional service departments.
<i>Type</i>	Standing Committee of the Board of Directors
<i>Frequency</i>	Termly, three (3) meetings per year
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Board may form ad hoc working groups as it deems necessary.
<i>Powers to Investigate</i>	The Board may seek information as necessary from any member of the College community.

<i>Powers to Obtain Advice</i>	The Board has the power to obtain external legal or independent external advice for itself or any of its standing committees or associated working groups.
<i>Decision Making</i>	The Board shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Board shall report to the College Board of Directors a copy of its minutes following each meeting, and receive copies of the minutes of its standing committees.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Committee will undertake a review of its own effectiveness every three (3) academic years.

ACADEMIC REGULATIONS AND AWARDS COMMITTEE



TERMS OF REFERENCE

OBJECTIVE

To develop, maintain and review the College’s regulatory and policy framework, to ensure that it is aligned with mission and strategy and assures the College’s academic standards, and to report to the Academic Board in context of the above

MEMBERSHIP

2016/17

<i>Chair</i>	College Secretary and Academic Registrar	Annette Devine
<i>Deputy Chair</i>	Head of Quality and Governance	Greg Allen
<i>Ex Officio Members</i>	Head of Economics, Accounting and Finance	Ann Marsden
	Head of Registry (Student Records & Data)	Kenneth Enongene
	Head of Student Support and Engagement	Tiffany Howard
	Head of Law	Rosie Watson
	Head of Registry (Operations) / Complaints and Appeals Manager	Maryanne Pearce
<i>Elected Members</i>	One Undergraduate Student Representative	TBC
	One Postgraduate Student Representative	TBC
	Two Module Leaders (one from each Campus)	
<i>Appointed Members</i>	Two (2) Programme Leaders	Vacant
		Syed Muhammad (Undergraduate Lead)
<i>In Attendance</i>	Executive Dean/ Pro-Provost (Academic Delivery)	Christy Traore
	Pro-Provost (Enterprise and External	Bob Athwal

Engagement)

RESPONSIBILITIES

Subject to any specific direction by the Academic Board, the Academic Regulations and Awards Committee is responsible for:

1. Keeping the College's regulatory and policy framework under review, ensuring that they remain in line with internal and external expectations.
2. Considering amendments to, and exemptions from, regulation and policy, and the creation of new regulations and policy where necessary, and make recommendations as appropriate to the Academic Board.
3. To monitor the effectiveness and consistent application of the College's regulatory and policy framework.
4. To undertake any other actions in relation to matters concerning the College's regulatory and policy framework, brought to the Committee's attention or as appropriate.
5. Considering and make recommendations to the Academic Board and the Board of Directors regarding proposals for amendments to, exemptions from and creation of new academic and student-related clauses of Articles of Association or Resolution of Government.
6. Approving, on behalf of the Academic Board, the College's regulatory and policy framework on an annual basis for implementation for the following academic year.

COMPOSITION

The Academic Regulations and Awards Committee comprise no more than fifteen (15) members. None of whom shall serve as a member of the Board of Directors. At least one member should have specialist expertise in Higher Education regulation, and where applicable, law.

Elected members are elected for a two (2) year term, by election from amongst the student representatives. Members may be appointed by the Academic Board. The Pro-Provost (Education and Quality), Pro-Provost (Enterprise and External Engagements), Executive Dean and Deputy Deans are invited to attend the meetings.

AUTHORITY

<i>Clerk</i>	Assistant Governance Officer
<i>Quorum</i>	Half the total number of members plus one; of who no fewer than three (3) shall be Ex Officio members.
<i>Type</i>	Standing Committee
<i>Frequency</i>	Termly, three (3) times per year The Chair or members may request an extraordinary meeting, if they consider it necessary.
<i>Special Meetings</i>	The committee may meet with the legal advisors to the College at least once a year in the Spring semester.
<i>Powers to Form</i>	The Committee has the power to form ad hoc working groups. The Committee (and working groups) may invite other persons or advisors to attend from time to time as appropriate to contribute to the issues under consideration. The committee shall determine the tenure and voting rights of such co-opted members.
<i>Powers to Investigate</i>	The Committee does not usually undertake any investigations, and any prospective investigation should have prior approval of the Academic Board. All employees and members of the academic community are expected to co-operate with any request made by the Committee.
<i>Powers to Obtain Advice</i>	The Committee is has the power to obtain external legal or independent professional advice. Any prospective expenditure should have the prior approval of the Chair of the Academic Board to the effect that the expenditure is both reasonable and acceptable.
<i>Decision Making</i>	The Committee shall normally decide by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Committee shall report to the Academic Board a copy of its minutes following each meeting. Additionally, the Committee shall submit an Annual Report on its effectiveness in the June Semester. All resolutions resulting in changes to the College's academic regulations and policies shall be submitted to the Quality Office for recording in the Official Copy.

STRATEGIC PARTNERSHIP MANAGEMENT BOARD

TERMS OF REFERENCE



OBJECTIVE

The Strategic Partnership Management Board will have oversight of the Plymouth University GSM London partnership provision.

MEMBERSHIP

		2016/17
<i>Chair</i>	Deputy Vice Chancellor, International and Planning (Plymouth University)	Professor Simon Payne
<i>Plymouth University Members</i>	Director of Academic Partnerships Head of UK Partnerships	Professor Paul Brunt Mark Stone
<i>GSM London Members</i>	Chair of GSM London's Board of Directors President and Chief Executive Officer Provost and Chief Academic Officer	Professor Sir Robert Burgess Professor Amanda Blackmore Debi Hayes
<i>Ex-Officio Members</i>	Vice Chancellor (Plymouth University)	Professor Judith Petts

RESPONSIBILITIES

Subject to any further direction from GSM London's Academic Board and Plymouth University's Senate, the Board will oversee the management of the relationship between GSM London and Plymouth University by:

1. Providing a forum for dialogue and a vehicle for advancing the partnership through strategic planning initiatives and the development of synergistic relationships.
2. Providing a forum for review of performance under the agreement and at appropriate times of the academic cooperation agreement.
3. Develop plans for strategic initiatives between the University and GSM London and monitor their implementation.
4. Ensuring the interaction between the GSM London and Plymouth University's academic and partnership management processes is effective.
5. Identifying and ensuring the appropriate management of the risks associated with the agreement.
6. Receiving regular reports from the Planning and Review meetings and annual Joint Board of Studies.
7. Addressing other operational issues that cannot be resolved elsewhere.
8. Providing an annual report to Plymouth University's Senate and GSM London's Academic Board.

AUTHORITY

<i>Clerk</i>	GSM London's Governance Officer
<i>Quorum</i>	
<i>Type</i>	Reporting body of GSM London's Academic Board and Plymouth University's Senate.
<i>Frequency</i>	Three (3) meetings in 2017; two (2) meetings in subsequent years
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Board may form ad hoc working groups as it deems necessary.
<i>Powers to Investigate</i>	The Board may seek information as necessary from any member of the College community.
<i>Reporting</i>	The Board shall report to GSM London's Academic Board and Plymouth University's Senate a copy of its minutes following each meeting, and also receive copies of the minutes of GSM London's Academic Board and Plymouth University's Senate.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year.

PLANNING AND REVIEW GROUP

TERMS OF REFERENCE



OBJECTIVE

The Planning and Review Group will join up consideration of quality assurance and enhancement of Higher Education awards with the strategic, financial and operational planning of all aspects of collaboration between the University and Partners.

MEMBERSHIP

2016/17

<i>Chair</i>	Head of UK Partnership/ Plymouth Global AD Chair / Relationship Development Manager (RDM)	Mark Stone
<i>Deputy Chair</i>	TBC	
<i>Academic Partnership Ex-Officio Members</i>	Faculty Partnership Manager	Dr Pam Whisker / Dr Ross Pomeroy
	QA Partnership Coordinator	
<i>GSM London Ex-Officio Members</i>	President and Chief Executive Officer	Professor Amanda Blackmore
	Partner Senior Manager responsible for HE	
	HE Coordinator	
	HE Admin (Departmental Administration Manager)	Grace Allen
	Partner Finance Manager (Chief Finance Officer (interim))	Steve Macro
<i>In-Attendance (as required)</i>	GSM London Programme Managers*	
	Dean of Academic Partnership	
	AP Quality Operations Manager	
	AP Finance Business Partner	
	AP External Relations Business Partner	
	AP Research & Innovations Business Partner	

RESPONSIBILITIES

Subject to any further direction from the Academic Board and Plymouth University's Senate, the Planning & Review Group will

1. Facilitate a shared understanding of institutional strategies and development plans, especially as they relate to HE and collaborative working and support for local business development and innovation.
2. Facilitate planning at an institutional level including student number planning, WP, programme portfolio review and collaborative research development initiatives.
3. Facilitate a collaborative response to and planning for externally driven policy developments
4. Facilitate planning at an operational level including the development of new awards, updating and quality assurance of existing awards, support for students and staff and the development or updating of new administrative procedures
5. Review the financial arrangement [budget forecasts, revisions and adjustments] that underpin current collaborative provision between the University and partner and to forecast the impact of planned activity.
6. Facilitate collaboration between the University and partners across shared areas of practice including record keeping, marketing and PR, library, ICT and corporate information.

AUTHORITY

<i>Clerk (GSM London)</i>	Departmental Administration Manager
<i>Minutes distribution AP</i>	Partnership Administration Manager Partnership Development Coordinator
<i>Quorum</i>	Half the total number of members (rounded down to the nearest whole number if necessary) to include either the Head of UK HE/ Plymouth Global AD (Chair) or RDM and Partner President/CEO.
<i>Type</i>	Reporting body of the Academic Board and Plymouth University's Senate.
<i>Frequency</i>	Twice a year
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Group may form ad hoc working groups as it deems necessary.
<i>Powers to Investigate</i>	The Group may seek information as necessary from any member of the College community.
<i>Powers to Obtain Advice</i>	The Group has the power to obtain external legal or independent external advice for itself or any of its standing committees or associated working groups.
<i>Decision Making</i>	The Group shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Group shall report to the Academic Board a copy of its minutes following each meeting.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Group will undertake a review of its own effectiveness every three (3) academic years.

JOINT BOARD OF STUDIES

TERMS OF REFERENCE



MEMBERSHIP

2016/17

<i>Chair</i>	Head of UK Academic Partnerships (Plymouth University)	Mark Stone
<i>Academic Partnership Ex-Officio Members</i>	Relations Development Manager (Plymouth University)	Claire Sutton
	Faculty Partnership Manager (Plymouth University)	Dr Pam Whisker / Dr Ross Pomeroy
	QA Partnership Coordinator	
	Student Union Partnership Link and Executive Officer	
<i>GSM London Ex-Officio Members</i>	Partner Senior Manager responsible for HE	
	HE Coordinator	
	One undergraduate and one postgraduate Student Representative	
	Programme Managers*	
<i>In-Attendance (as required)</i>	GSM London Deputy Deans	Liz Larner
		Robert Clarke

COMPOSITION

The Board may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Board shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

Subject to any further direction from the Academic Board and Plymouth University's Senate, the Board will

1. Provide a forum for the consideration of issues raised by partner students
2. Facilitate the monitoring of existing collaborative HE provision

3. Consider and plan for the development of the student experience
4. Consider and plan for the development of staff delivering HE awards or supporting HE students
5. Receive and consider plans for the development or review of collaboratively delivered HE awards
6. Facilitate consideration of University, partner or sector developments and how they will affect collaborative provisions of HE awards.
7. Facilitate the mutual consideration of partner and Plymouth University Academic Partnerships Action Plans¹

AUTHORITY

<i>Clerk (GSM London)</i>	Governance Officer
<i>Minutes distribution AP</i>	Partnership Administration Manager Partnership Development Coordinator
<i>Quorum</i>	Half the total number of members (rounded down to the nearest whole number if necessary) to include either the Head of UK HE or RDM and Partner Senior Manager
<i>Type</i>	Reporting body of the College's Academic Board and Plymouth University's Senate.
<i>Frequency</i>	Once a year
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Board may form ad hoc working groups as it deems necessary.
<i>Powers to Investigate</i>	The Board may seek information as necessary from any member of the College community.
<i>Powers to Obtain Advice</i>	The Board has the power to obtain external legal or independent external advice for itself or any of its standing committees or associated working groups.
<i>Decision Making</i>	The Board shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.

¹ AP to provide Dashboard data and AP Action Plan

<i>Reporting</i>	The Board shall report to the Academic Board a copy of its minutes following each meeting.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Board will undertake a review of its own effectiveness every three (3) academic years.

EDUCATION COMMITTEE

EDUCATION COMMITTEE

TERMS OF REFERENCE



OBJECTIVE

The Education Committee (hereafter referred to as 'the Committee') will oversee the learning and teaching activities of the College and the quality and enhancement of student learning opportunities.

MEMBERSHIP

2016/17

<i>Chair</i>	Executive Dean/ Pro-Provost (Academic Delivery)	Christy Traore
<i>Deputy Chair</i>	Deputy Dean (Teaching and Learning)	Liz Larner
<i>Ex Officio</i>	Head of Library Content and Liaison	Karen Crouch
	Deputy Head of Quality and Governance	Dr Andrew Redford
	Head of Student Support and Engagement	Tiffany Howard
	Head of Educational Development	Cheryl Osborn
	Programme Leader – PhD Programme	Dr Terfot Ngwana
	Programme Leader – PGCHEP Programme/ Educational Consultant	Michael Hill
	Two (2) programme leaders	Patrice Seuou (Business Management and Information Services)
<i>Appointed</i>	Two (2) academic leads with direct responsibility for learning and teaching	Dr Naushaba Singh (Postgraduate) Syed Muhammad (Undergraduate)
	One (1) elected undergraduate Student Representative (one year term)	Tbc
	One (1) elected postgraduate Student Representative (one year term)	Tbc
<i>Elected</i>	Two (2) elected members of teaching staff (who do not hold a position on the	Vacant

	Academic Board and who represent a broad diversity of provision from within the College) (two on one year terms, two on two year terms)	Charlotte Luckhurst (LLB)
	Two (2) elected members of professional services staff (who do not hold a position on the Academic Board and who represent a broad diversity of provision from within the College) (two on one year terms, two on two year terms)	Tbc
<i>In Attendance</i>	Departmental Administration Manager	Grace Allen
	International Student Advisory and Compliance Manager	Klair Collins
	Head of Planning and Insight	Pritesh Barchha
	Learning Support and Wellbeing Manager	Timothy Maugherman
	Head of Technology Enhanced Learning	Melissa Philips
	Deputy Head of Careers and Employability	Vacant

COMPOSITION

The Committee comprises no more than twenty four (24) members. Elected student members are elected for a maximum two (2)-year term, by election from among the College's student representatives. The Committee may appoint members as it considers necessary.

The Committee may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Committee shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

Subject to any specific direction by the Academic Board, the Education Committee will:

1. Oversee the academic affairs of the College, with particular reference to the quality and enhancement of student learning opportunities, and to develop policy and advise on all aspects of teaching and learning activities in the College.
2. Oversee the development and improvement of teaching and learning across the School, so as to ensure it enhances the student experience and student learning opportunities.
3. Monitor and implement the College's Education Strategy and related strategies.

4. Provide educational leadership in relation to undergraduate and postgraduate learning, teaching and assessment and the strategic issues and operational matters arising from the business of the Committee's sub-groups.
5. Lead the development and expansion of staff professional qualifications and expertise in teaching and learning, and to advise on the allocation of funds for scholarships and grants for teaching initiatives (to support teaching and learning excellence and innovation) and to monitor the outcome of this expenditure
6. Ensure that the quality and standards of awards are maintained, in keeping with the requirements of the awarding bodies
7. Oversee the responses of academic programme areas to student feedback, and to use this to develop institutional approaches to teaching and learning
8. Oversee the development of the Learning Resources Centre and e-learning strategy and widen the strategies for teaching and learning information technologies
9. Consider retention, progression and achievement data across the School, and to develop enhancement initiatives based on this management information
10. Receive recommendations for new programme proposals from the Programme Development Committee, and to consider whether these should be put forward to the Academic Board for approval
11. Oversee the approval, monitoring and review processes within the College, to ensure they meet the requirements of awarding bodies
12. Undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.

AUTHORITY

<i>Clerk</i>	Assistant Governance Officer
<i>Quorum</i>	Half the total number of members (rounded up to the nearest whole number if necessary) to include either the Provost or Deputy Provost, and representation from at least two (2) academic departments and two (2) professional service departments.
<i>Type</i>	Standing Committee of the Academic Board
<i>Frequency</i>	Termly, three (3) times per year
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Committee may form ad hoc working groups as it deems necessary.
<i>Powers to Investigate</i>	The Committee may seek information as necessary from any member of the College community, under the authority of the Academic Board.
<i>Powers to Obtain Advice</i>	The Committee has the power to obtain external legal or independent external advice for itself under the authority of the Academic Board.

<i>Decision Making</i>	The Committee shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Committee shall report to the Academic Board a copy of its minutes following each meeting, and receive copies of the minutes of its relevant sub-committees and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Committee will undertake a review of its own effectiveness every three (3) academic years.

PROGRAMME DEVELOPMENT COMMITTEE

TERMS OF REFERENCE



OBJECTIVE

To oversee development of the College's academic portfolio through consideration of proposals for new programmes and substantive modifications to the existing ones, in context of enhancing the College's provision and maintaining appropriate currency in light of developments in the relevant sector/discipline.

MEMBERSHIP

2016/17

<i>Chair</i>	Deputy Dean (Student Engagement and External)	Robert Clarke
<i>Deputy Chair</i>		
<i>Ex Officio Members</i>		
<i>Appointed Members</i>	Two (2) Heads of Academic Departments	
	Head of Quality & Governance	Greg Allen
	Head of Marketing & Recruitment	Adel Haholt
	Head of Finance	Moira Reid
	Director of Careers & Employability	Andrew Falconer
	Head of Professional Programmes	Andrew Gould
<i>Elected Members</i>	Two (2) Student Representatives	

COMPOSITION

The Committee comprises no more than ten (10) members, none of whom shall serve as a member [restrictions]. The Panel may appoint members as it considers necessary.

The Committee may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Committee shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

1. To review the academic content of new programme proposals, and consider its relevance in context of the College portfolio, including all relevant factors such as current and projected developments in the related sectors and professional disciplines.
2. To discuss and to make recommendations on resource issues associated with proposed new programmes.
3. To consider potential market demand and planned student recruitment for new programme proposals.
4. To make recommendations to the Education Committee and the Academic Board on proposed new programmes and their viability, and substantive revisions to existing programmes.
5. To consider proposals for the suspension or closure of existing programmes within the College's provision.
6. To undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.
7. To review its own effectiveness on a periodic basis.

AUTHORITY

<i>Clerk</i>	Senior Departmental Administrator
<i>Quorum</i>	Half the total number of members (rounded up to the nearest whole number if necessary)
<i>Type</i>	Standing Committee of the Education Committee
<i>Frequency</i>	Termly, three (3) meetings per year
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Committee may form ad hoc working groups as it deems necessary with the approval of the Education Committee and such action being reported to that Committee.
<i>Powers to Investigate</i>	The Committee may seek information as necessary from any member of the College community, under the authority of the Academic Board.
<i>Powers to Obtain Advice</i>	The Committee has the power to obtain external legal or independent external advice for itself under the authority of the Academic Board.

<i>Decision Making</i>	The Committee shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Committee shall report to the Education Committee a copy of its minutes following each meeting, and receive copies of the minutes of its relevant sub-committees and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Committee will undertake a review of its own effectiveness every three (3) academic years.

FACULTY BOARD

FACULTY BOARD

TERMS OF REFERENCE



OBJECTIVE

The Faculty Board (hereafter referred to as 'the Board') will oversee the Faculty's operation, resource allocation and overall strategy, and consider issues relating to the Faculty and the student experience.

MEMBERSHIP

2016/17

<i>Chair</i>	Executive Dean (Pro-Provost – Academic Delivery)	Christy Traore
<i>Deputy Chair</i>	Deputy Dean (Student Engagement and External)	Robert Clarke
<i>Ex Officio Members</i>	Pro-Provost (Student Experience & External)	Bob Athwal
	College Secretary and Academic Registrar	Annette Devine
	Head of IT Service Management	Charles Bermudez
	Head of Estates and Facilities	Sean McGarrigle
	Head of Student Support and Engagement	Tiffany Howard
	Head of Registry - Operations / Complaints and Appeals Manager	Maryanne Pearce
	Head of Library Services and Engagement	Michael Gainsford
<i>Appointed Members</i>	Four Programme Leaders representing a broad diversity of provision from within the College	Vacant
		Vacant
		Vacant
		Vacant
<i>Elected Members</i>	Two academic leads with direct responsibility for student experience or engagement	Kasia Brys (Level 3 Student Engagement Lead)
		Victoria Hart (Skills Lead)
<i>Elected Members</i>	One elected undergraduate Student Representative (one year term)	TBC

	One elected postgraduate taught Student Representative (one year term)	
	Four elected members of teaching staff (who do not hold a position on the Academic Board and who represent a broad diversity of provision from within the College (two on one year terms, two on two year terms)	Neslihan Kahyalar (Lecturer, Economics) Jabir Hassan (Teaching Fellow, Centre of Work Based Learning and Professional Programmes) Vacant Vacant
	Two elected members of professional services staff (who do not hold a position on the Academic Board and who represent a broad diversity of provision from within the College (one on one year terms, one on two year terms)	Clark McPhee (Head of Marketing)
<i>In-Attendance</i>	Departmental Administration Manager	Grace Allen
	International Student Support and Compliance Manager	Klair Collins
	Head of Planning & Insight	Pritesh Barchha
	Learning Support & Wellbeing Manager	Timothy Maugherman
	Head of Technology Enhanced Learning	Melissa Philips
	Director of Careers and Employability	Andrew Falconer
	Educational Consultant	Michael Hill
	Deputy Head of Quality and Governance	Andrew Redford

COMPOSITION

The Committee comprises no more than thirty two (32) members, none of whom shall serve as a member [any restrictions on cross-memberships]. Elected student members are elected for a maximum two (2)-year term, by election from among the College's student representatives. The Committee may appoint members as it considers necessary.

The Committee may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Committee shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

1. To ensure effective delivery of the Faculty's academic programmes and student experience.
2. To consider, approve and monitor the Faculty's strategic and academic plans.
3. To disseminate relevant information, encourage discussion of Faculty and College issues, and where necessary consider proposed/draft-stage College policies.
4. To discuss staffing issues, and consider appointments prior to recruitment procedure and monitor progress.
5. To discuss and recommend resource allocation.
6. To consider Faculty staff development activities and cases for staff awards and prizes, and progress these as necessary.
7. To consider student learning experience within the Faculty in context of the UK Quality Code and the College Mission and Ethos, and take action or make recommendations on related issues as necessary.
8. To monitor student satisfaction via internal and external surveys and any other relevant means, and take action or make recommendations on related issues as necessary.
9. To develop and promote opportunities within the Faculty for students to achieve their academic, personal and career goals.
10. To monitor student complaints within the Faculty, identify issues arising from these and follow up as necessary.
11. To receive reports from the relevant sub-groups, panels and sub-committees, and to report its own minutes to the Academic Board

AUTHORITY

<i>Clerk</i>	Assistant Governance Officer
<i>Quorum</i>	Half the total number of members (rounded up to the nearest whole number if necessary) to include either the Executive Dean or Deputy Dean, and representation from at least one (1) Head of Department, one (1) Programme Leader, one (1) student representative and at least one (1) representative of a professional service department.
<i>Type</i>	Standing Committee of the Academic Board
<i>Frequency</i>	Termly (3) times per year
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Committee may form ad hoc working groups as it deems necessary
<i>Powers to Investigate</i>	The Committee may seek any information as necessary from any member of the academic community, under the authority of the Academic Board
<i>Powers to Obtain Advice</i>	The Committee has the power to obtain external legal or independent external advice for itself under the authority of the Academic Board.
<i>Decision Making</i>	The Committee shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Committee shall report to the Academic Board a copy of its minutes following each meeting, and receive copies of the minutes of relevant sub-committees and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Panel will undertake a review of its own effectiveness every three (3) academic years.

PROGRAMME COMMITTEE

TERMS OF REFERENCE



OBJECTIVE

To oversee the academic shape, direction, development and effectiveness of the programme in consultation with student representatives.

MEMBERSHIP

2016/17

<i>Chair</i>	Programme Leader
<i>Deputy Chair</i>	
<i>Ex Officio Members</i>	Head of Academic Department
<i>Appointed Members</i>	At least two (2) Module Leaders
	At least two (2) other members of teaching staff
	One (1) external stakeholder
<i>Elected Members</i>	Student Representatives, to include one from each academic level for undergraduate programmes.

COMPOSITION

The Committee comprises no more than twelve (12) members, none of whom shall serve as a member [restrictions on cross-memberships]. The Panel may appoint members as it considers necessary.

The Committee may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Committee shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

1. To ensure the programme is maintained to the highest levels of academic standards and quality of learning opportunities.

2. To discuss the comments of external examiners, sharing these fully with student representatives on the programme, and ensuring that responses to external examiners are timely and relevant to the issues raised, and ensure that external examiner reports and the responses to them form a standing item at the appropriate meeting.
3. To consider student feedback, including that obtained through the relevant Student Consultative Committee, and how it can be used to improve the student experience of the programme.
4. To consider views and feedback from external stakeholders including those from within the relevant discipline or sector and ensure this feedback is used to support programme development.
5. To consider retention, progression and achievement data within the programme, and to develop enhancement initiatives based on this management information.
6. To ensure that all policies, procedures and regulations agreed by the Academic Board are implemented at programme level.
7. To undertake the above responsibilities in context of the College's Mission, ethos and Strategy.

AUTHORITY

<i>Clerk</i>	Departmental Administrator
<i>Quorum</i>	Half the total number of members (rounded up to the nearest whole number if necessary) to include the Programme Leader, one (1) student representative, and one member of academic staff
<i>Type</i>	Committee reporting to the Faculty Board
<i>Frequency</i>	Termly (3) per year
<i>Special meetings</i>	
<i>Powers to Form</i>	The Committee may form ad hoc working groups as it deems necessary with the approval of the Faculty Board and such action being reported to that Board.
<i>Powers to Investigate</i>	The Committee may seek any information as necessary from any member of the academic community, under the authority of the Academic Board
<i>Powers to Obtain Advice</i>	The Committee has the power to obtain external legal or independent external advice for itself under the authority of the Academic Board.

<i>Decision Making</i>	The Committee shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Committee shall report to the Faculty Board a copy of its minutes following each meeting, and receive copies of the minutes of any relevant sub-committees and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Committee will undertake a review of its own effectiveness every three (3) academic years.

STUDENT BEHAVIOUR AND CONDUCT PANEL

TERMS OF REFERENCE



OBJECTIVE

To act as an impartial body to determine in individual cases whether a student has committed academic misconduct or a behavioural disciplinary offence according to the College regulations and policies and to make appropriate recommendations based on findings.

MEMBERSHIP

2016/17

<i>Chair</i>	College Secretary and Academic Registrar	Annette Devine
<i>Deputy Chair</i>		
<i>Ex Officio Members</i>	Pro-Provost (Student Experience and External Engagement)	Bob Athwal
<i>Appointed Members</i>	Two (2) members of academic staff at Head of Department and/or Programme Leader	
	Head of Quality and Governance	Greg Allen
	Student Union Officer	TBC
<i>In Attendance</i>	Head of Registry (Operations)/ Complaints and Appeals Manager or nominee, student supporter	Maryanne Pearce

COMPOSITION

The Panel comprises no more than six (6) members, none of whom shall serve as a member on a panel as part of another disciplinary process, or an appeal process, or a Fitness to Study/Practise process, concerning the same student, including further related hearings of a particular case. The Panel may appoint members as it considers necessary.

The Panel may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Panel shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

1. To support the misconduct/disciplinary process so as to assure the safety and wellbeing of all students and staff of the College, and third parties.

2. To ensure the relevant misconduct/disciplinary procedures, policies and regulations are followed with all due consideration of the principles of natural justice, which must include due consideration of any potential mitigating factors.
3. To receive and consider all the evidence for a referral to the Panel.
4. To ensure that any student against whom an allegation has been is afforded the opportunity to attend a Panel hearing or formally respond to the referral, and to consider such responses as part of the Panel's deliberations.
5. Based solely on the evidence presented by all parties, to draw conclusions and make recommendations regarding the alleged misconduct or disciplinary offence and any action to be taken.
6. To undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.
7. To review its own effectiveness on a periodic basis.

AUTHORITY

<i>Clerk</i>	Complaints and Appeals Manager or Nominee
<i>Quorum</i>	Three (3) members to include a Senior Manager
<i>Type</i>	Ad-hoc Panel
<i>Frequency</i>	Number of hearings dependant on case load
<i>Special meetings</i>	
<i>Powers to Form</i>	The Panel may form ad hoc working groups as it deems necessary with the approval of the Faculty Board and such action being reported to that Board.
<i>Powers to Investigate</i>	The Panel may seek any information as necessary from any member of the academic community, under the authority of the Academic Board
<i>Powers to Obtain Advice</i>	The Panel has the power to obtain external legal or independent external advice for itself under the authority of the Academic Board.
<i>Decision Making</i>	The Panel shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.

<i>Reporting</i>	The Panel shall report to the relevant Programme Committee a copy of its minutes following each meeting, and receive copies of the minutes of any relevant sub-Panels and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Panel will undertake a review of its own effectiveness every three (3) academic years.

FITNESS TO STUDY PANEL

TERMS OF REFERENCE



OBJECTIVE

To determine in individual cases whether a student is able to meet the reasonable academic requirements expected of a student on the relevant programmes, in the context of any indications of significantly serious medical, psychological or emotional problems, and to consider and make recommendations to (Academic Board?) regarding potential interruptions to study including for reasons of pregnancy and parenthood.

MEMBERSHIP

2016/17

<i>Chair</i>	College Secretary and Academic Registrar	Annette Devine
<i>Deputy Chair</i>	Pro-Provost (Education and Quality)	Simon Macklin
<i>Ex Officio Members</i>	Head of Registry and Administration	Eddie Lazell
	Head of Operations (Registry) / Complaints and Appeals Manager	Maryanne Pearce
<i>Appointed Members</i>	One (1) External Advisor	
	Two(2) Members of academic staff at Head or Department and/or Programme leader level	
<i>In Attendance</i>	Witnesses, student supporters, specialist advisors (as necessary)	

COMPOSITION

The Panel comprises no more than eight (8) members, none of whom shall serve as a member [any restrictions on cross-memberships]. The Panel may appoint members as it considers necessary.

The Panel may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Panel shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

1. To ensure the Fitness to Study procedures, policies and regulations are followed.
2. To develop and approve institutional policy to support the academic activities of the College.
3. To receive and consider the evidence for a referral to the Panel provided by any Investigating Officer or specialist/support service, internal or external, as appropriate.
4. To ensure that any student whose fitness to study is under consideration according to the process and regulations if afforded the opportunity to attend a Panel gearing or formally respond to the referral if they are able to do so, and to consider such responses as part of the Panel's deliberations.
5. Based solely on the evidence presented by all parties, to draw conclusions and make recommendations regarding the student's fitness to study and, should the finding be that the student is not currently fit to study make informed recommendations regarding the likely point at which this ceases to be the case, and also to ensure that (including cases where the student is fit to continue their studies) that any appropriate support and advice is available to ensure that the best possible solution for the student and any other parties involved.
6. To ensure that current regulations and legislation are taken into account and also maintain awareness of developments in these, and to ensure that this includes legal requirements in relation to disability and the principles of natural justice.
7. To undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.
8. To undertake a review of the Committee's effectiveness every three (3) academic years.

AUTHORITY

<i>Clerk</i>	Head of Admissions
<i>Quorum</i>	All members to be present for hearings; for all other meetings, half the total number of member (rounded up to the nearest whole number if necessary) to include the Academic Registrar and Complaints and Appeals Manager.
<i>Type</i>	Advisory Panel reporting to Faculty Board
<i>Frequency</i>	As required
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Panel may form ad hoc working groups as it deems necessary with

the approval of the Academic Board and such action being reported to that Board.

<i>Powers to Investigate</i>	The Panel may seek any information as necessary from any member of the academic community, under the authority of the Academic Board
<i>Powers to Obtain Advice</i>	The Panel has the power to obtain external legal or independent external advice for itself under the authority of the Academic Board.
<i>Decision Making</i>	The Panel shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Panel shall report to the relevant Programme Committee a copy of its minutes following each meeting, and receive copies of the minutes of any relevant sub-Panels and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Panel will undertake a review of its own effectiveness every three (3) academic years.

RESEARCH COMMITTEE

RESEARCH COMMITTEE

TERMS OF REFERENCE



OBJECTIVE

The Research Committee will oversee, review and develop the College's research strategy, policies and infrastructure, in conjunction with the validating authorities, and support the development of the College's research culture.

MEMBERSHIP

2016/17

<i>Chair</i>	Provost and Chief Academic Officer	Debi Hayes
<i>Deputy Chair</i>	Director of Research	TBC
<i>Ex Officio</i>	PhD Programme Leader	Terfot Ngwana
	Head of Library Content & Liaison	Vacant
	Research Degree Node Representative – Plymouth University	James Behnin
	Educational and Academic Developer (responsible for Research Skills)	Steve May
<i>Appointed Members</i>	One academic lead with direct responsibility for research support development	Aster Mekonnen
<i>Elected Members</i>	One postgraduate taught Student Representative	
	One postgraduate research Student Representative	
	Two members of academic staff (who do not hold a position on the Academic Board and who represent a broad diversity of research from within the College)	Bayram Sari (Academic Collections Assistant) Joseph Ndedde (Sessional Lecturer)
<i>In-attendance</i>	One member of staff of the College holding Professorial title	Professor Chris Gale

COMPOSITION

The Committee comprises no more than sixteen (16) members, none of whom shall serve as a member [any restrictions on cross-memberships]. Elected student members are elected for a maximum two (2)-year term, by election from among the College's student representatives. The Committee may appoint members as it considers necessary.

The Committee may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Committee shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES OF THE COMMITTEE

1. To support the development of a culture of research and scholarly activity among academic staff, and promote excellence in this activity.
2. To advise senior management of the College as necessary in matters relating to the College's research activity.
3. To assure and enhance the quality of research students' experience, in context of appropriate external reference points.
4. To support the College's engagement with key external stakeholders such as business, industry, government and funding agencies, in the context of research and scholarly activity.
5. To monitor the research activity of the College, including receipt of periodic reports from academic departments in relation to their research activity.
6. To ensure that all the above are conducted in accordance with the validation authority's regulatory framework.
7. To undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.
8. To undertake a review of the Committee's effectiveness every three (3) academic years.

AUTHORITY

<i>Clerk</i>	Senior Departmental Administrator
<i>Quorum</i>	Half the total number of member (rounded up to the nearest whole number if necessary) to include the Director of Research, Dean or Executive Dean , and representation from at least one (1) academic department and one (1) professional service department.
<i>Type</i>	Standing Committee of the Academic Board
<i>Frequency</i>	Termly (3) per year
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Committee may form ad hoc working groups as it deems necessary

<i>Powers to Investigate</i>	The Committee may seek any information as necessary from any member of the academic community, under the authority of the Academic Board
<i>Powers to Obtain Advice</i>	The Committee has the power to obtain external legal or independent external advice for itself under the authority of the Academic Board.
<i>Decision Making</i>	The Committee shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Committee shall report to the Academic Board a copy of its minutes following each meeting, and receive copies of the minutes of any relevant sub-committees and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Committee will undertake a review of its own effectiveness every three (3) academic years.

RESEARCH DEGREES COMMITTEE

TERMS OF REFERENCE



OBJECTIVE

The Research degrees Committee will oversee the operational process of monitoring postgraduate research degree programmes, addressing any issues in relation to them, in collaboration with the validating authority (University of Plymouth).

MEMBERSHIP

2016/17

Chair	Provost and Chief Academic Officer	Debi Hayes
Deputy Chair	Director of Research	Vacant
Ex Officio Members	Head of Economics, Accounting and Finance	Dr Ann Marsden
Appointed Members	PhD Programme Leader	Dr Terfot Ngwana
	University of Wales Moderator	Dr Graham Worsdale
	University of Wales Head of Research, Enterprise and Innovation	Dr Neil Strevett
Elected Members	PhD Programme House Tutor	Dr Michael Reynolds
	Head of Quality & Governance	Greg Allen
	College Secretary and Academic Registrar	Annette Devine
	Educational Consultant / Visiting Professor	Professor Chris Gale
	Academic Lead for Research Informed Teaching	Aster Mekonnen
	Supervisor Representative	Gordon Bowen
	Supervisor Representative	Adele Carter
Student Representative	Nurat Ajibade	

COMPOSITION

The Committee comprises no more than twelve (12) members, none of whom shall serve as a member [restrictions on cross-memberships]. The Panel may appoint members as it considers necessary.

The Committee may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Committee shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

1. To monitor the conduct of all Doctoral programmes and to ensure that the University of Plymouth regulations for research degrees are properly applied.
2. To act as a programme committee for the degree of PhD.
3. To ensure that research student feedback is incorporated into decision making at the School and to provide students with an opportunity to offer feedback on a range of matters relating to their programme and experience at the School.
4. To comment upon the physical resources within the School e.g. computer/library facilities etc. and to make recommendations for improvement.
5. To consider completion, retention, progression and achievement data within the doctoral programme, and to develop enhancement initiatives based on this management information.
6. To oversee the research activities of students, staff and associates.
7. To confirm the entitlement to progress of students who have successfully completed their taught modules, to the research phase of their degree.
8. To recommend the appointment of thesis supervisors for all research students and any changes in supervision arrangements.
9. To recommend the entitlement of any student to receive a research award.
10. To apply a decision that a student's performance has been affected by mitigating circumstances.
11. To undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.

AUTHORITY

Clerk Departmental Administrator; *Jennie San*

Quorum Half the total number of member (rounded up to the nearest whole number if necessary) to include the Director of Research, Dean or Executive Dean, either the PhD House Tutor or Head of Doctoral Studies.

<i>Type</i>	Committee reporting to the Research Committee
<i>Frequency</i>	Three (3) times per year
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Committee may form ad hoc working groups as it deems necessary with the approval of the Faculty Board and such action being reported to that Board.
<i>Powers to Investigate</i>	The Committee may seek any information as necessary from any member of the academic community, under the authority of the Academic Board
<i>Powers to Obtain Advice</i>	The Committee has the power to obtain external legal or independent external advice for itself under the authority of the Academic Board.
<i>Decision Making</i>	The Committee shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
<i>Reporting</i>	The Committee shall report to the Academic Board a copy of its minutes following each meeting, and receive copies of the minutes of any relevant sub-committees and working groups.
<i>Review of Terms</i>	These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.
<i>Effectiveness Review</i>	The Committee will undertake a review of its own effectiveness every three (3) academic years.

ETHICS COMMITTEE

TERMS OF REFERENCE



OBJECTIVE

To oversee the development and implementation of policy and procedures relating to research ethics, and to consider issues and developments relating to research and make recommendations and take decisions as appropriate in context of maintaining and enhancing the College's research culture and practices; also to consider all proposed staff/student research activities and involving human participants and all data collected about them. Teaching practices may also form part of the Committee's consideration.

MEMBERSHIP

		2016/17
Chair	Head of Economics, Accounting and Finance	Dr Ann Marsden
Deputy Chair	PhD Programme Leader	Dr Terfot Ngwana
Ex Officio Members	Provost and Chief Academic Officer	Debi Hayes
Appointed Members	Academic Lead for Research Informed Teaching	Aster Mekonnen
	PhD Programme House Tutor	Dr Michael Reynolds
	Head of Work Based Learning and Professional Programmes	Andrew Gould
	Lecturer	Jacek Witkowski
Elected Members	Two (2) Student representatives	Nurat Ajibade (PhD)

COMPOSITION

The Committee comprises no more than eight (8) members, none of whom shall serve as a member [any restrictions on cross-memberships]. Elected student members are elected for a maximum two (2)-year term, by election from among the College's student representatives. The Committee may appoint members as it considers necessary.

The Committee may invite persons or advisors to attend as appropriate to contribute to the issues under consideration. The Committee shall determine the tenure and voting rights of such co-opted members.

RESPONSIBILITIES

1. To develop and implement the College Ethics Policy
2. To plan, monitor and audit implementation of the College research ethics policy and in doing so, protect the interests of potential research participants and consider relevant risks.
3. To monitor the standard and application of research ethics around the College
4. To oversee the provision of training and advice on research ethics to members of College staff and students.
5. To make recommendations to Academic Board on developments relating to research ethics policy, developments arising from the monitoring, auditing and implementation of the College Ethics Policy.
6. To consider and approve research proposals according to the requirements of the College Ethics Policy. (This responsibility may be delegated to a sub-group of Members).
7. To undertake the above responsibilities in context of the College's Mission, Ethos and Strategy.

AUTHORITY

<i>Clerk</i>	Senior Departmental Administrator
<i>Quorum</i>	Half the total number of member (rounded up to the nearest whole number if necessary)
<i>Type</i>	Standing Committee of the Research Committee
<i>Frequency</i>	Normally four (4) per year, approvals sub-group to convene on an ad-hoc basis as necessary
<i>Special meetings</i>	As required
<i>Powers to Form</i>	The Committee may form ad hoc working groups as it deems necessary with the approval of the Faculty Board and such action being reported to that Board.
<i>Powers to Investigate</i>	The Committee may seek any information as necessary from any member of the academic community, under the authority of the Academic Board
<i>Powers to Obtain Advice</i>	The Committee has the power to obtain external legal or independent external advice for itself or any of its sub-committees or associated working groups under the authority of the Academic Board.

- Decision Making* The Committee shall normally reach decisions by consensus and after due debate. Where the Chair, or one-third or more of committee members attending call for a vote, decisions shall be made on the basis of a simple majority of those attending (excluding the Chair) with one vote per member. Where an equality of votes prevents a decision the Chair shall exercise a casting vote.
- Reporting* The Committee shall report to the Academic Board a copy of its minutes following each meeting, and receive copies of the minutes of any relevant sub-committees and working groups.
- Review of Terms* These Terms of References will be considered for review and approval once per year, normally at the final meeting of the academic year for implementation the following year.

