



Academic Governance Structure for Regent's University London

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Part A

Academic Structure

1 Background

University Strapline

‘Developing tomorrow’s global leaders’

What we are

A leading, independent not-for-profit Higher Education Provider.

What we do

Provide a high-quality teaching environment to develop internationally-aware, innovative and employable graduates.

University values

The University values drive our behaviour, both internally and to external stakeholders; they need to be part of the University’s fabric:

- i. Caring
- ii. Collaboration
- iii. Integrity
- iv. Excellence
- v. Internationalism

2 Introduction

Regent’s University London is a leading, independent, not-for-profit, Higher Education Institution, structured around two faculties (the Faculty of Business and Management, the Faculty of Humanities, Arts and Social Sciences) and an institute (the Regent’s Institute of Languages and Culture.)

The University made its application for Taught Degree Awarding Powers (TDAP) in August 2010 and was granted TDAP by the Privy Council in July 2012. This was renewed in August 2018 for a six-year term. Success in this application demonstrated to the UK Higher Education sector that Regent’s has robust and equitable policies and processes that are in the best interests of all stakeholders including students and staff and are compliant with statutory requirements. The University continues to improve these policies and processes through the further enhancement of the academic governance structure.

An effectiveness review was carried out in 2016, to establish whether the structure remained fit for purpose, to identify any areas for improvement and to ensure its alignment with the University’s 2021 vision and institutional strategy. The review indicated that there were major benefits to be gained by some further reorganisation of the membership, structure and terms of reference of Senate and its committees which was approved by the Board of Trustees and Senate in July 2016 and is reflected in this document.

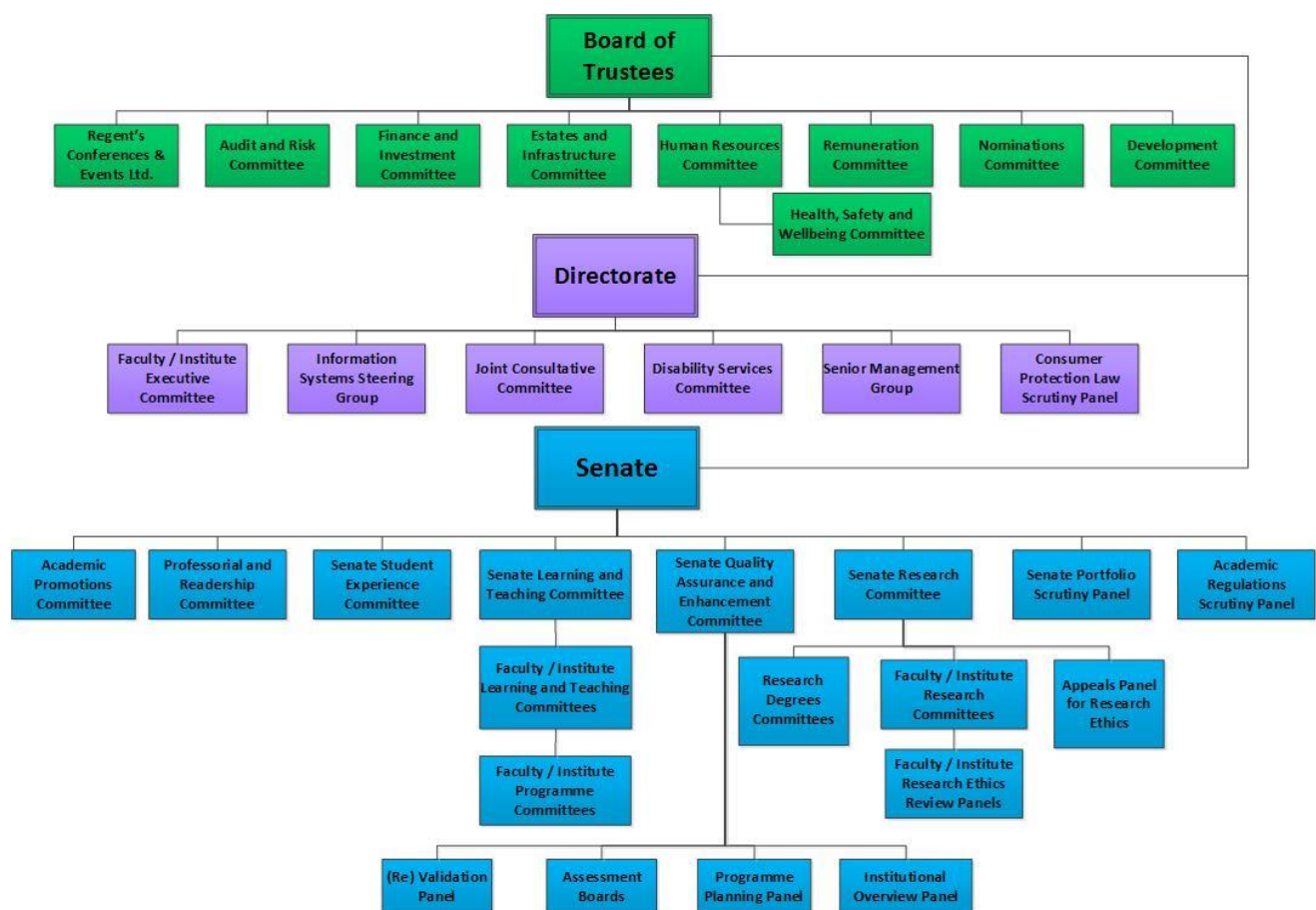
The following three key working principles have informed the development of the structure, membership and terms of reference for Senate and its committees:

1. The need to create an effective overall system of academic governance that is aligned with University policies, processes and regulations; requirements for accreditation by the University’s partners and the Quality Assurance Agency (QAA); and also with the fiduciary and statutory obligations of charity and other applicable law; so as to maintain and enhance a unitary academic framework.

2. The need to maintain and enhance commonality of academic practice across the University in order to ensure that there are coherent and rational University-wide standards within a well-defined academic framework and to facilitate meaningful cross-body comparisons (required not only for purposes of quality assurance audit, but also University management needs).
3. The need to ensure that optimum information flow and communication with all stakeholders is achieved.

3 Organisational Model

Diagram A – University Organisational Model



Directorate

In 2007, the University put in place an executive management structure with a Directorate responsible for the operationalisation of all University activities. The structure was further developed in 2012. The Directorate is responsible to the Board of Trustees through the Vice-Chancellor. The University is organised into two faculties: 'Business and Management' and 'Humanities Arts and Social Sciences', and each faculty is managed by a Pro Vice-Chancellor (PVC) / Faculty Dean who is a member of the

Directorate. Sitting outside of the two faculties is the Regent's Institute of Languages and Culture, which is managed by a Director who reports to the Deputy Vice-Chancellor who is a member of Directorate.

The full Directorate includes:

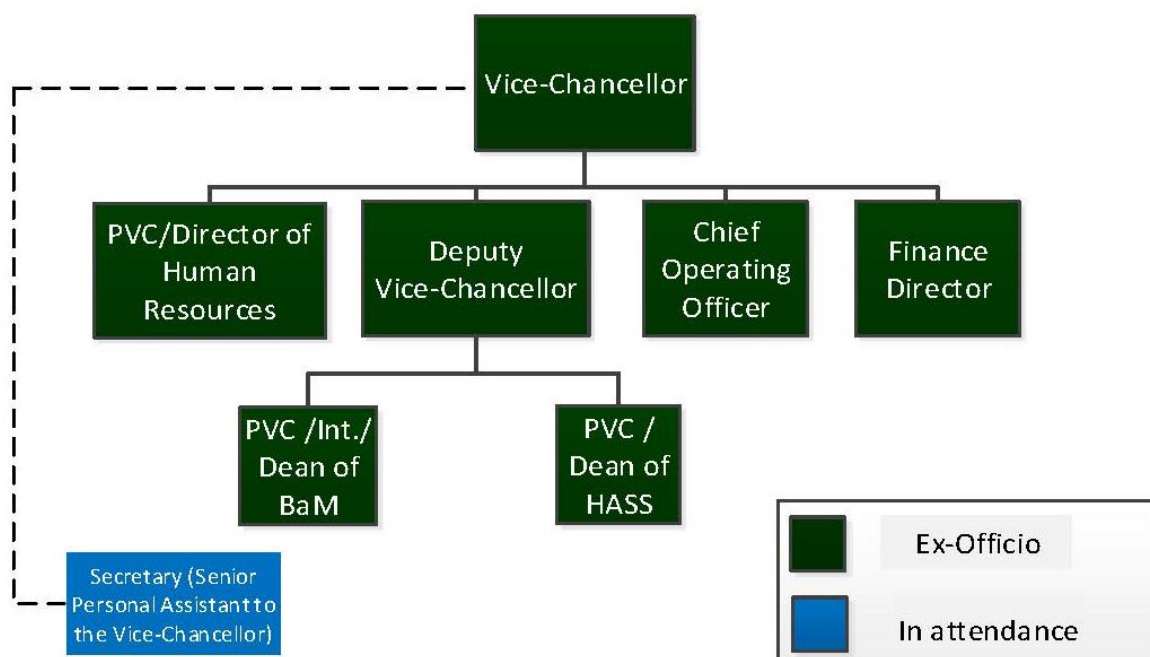
1. Vice-Chancellor (Chair)
2. Chief Operating Officer
3. Deputy Vice-Chancellor
4. Finance Director
5. PVC / Director of Human Resources
6. PVC International and Dean, Faculty of Business and Management (BaM)
7. PVC Student Experience and Dean, of the Faculty of Humanities, Arts and Social Sciences (HASS)

In attendance:

8. Head of Governance and Company Secretary
9. Secretary (Senior Personal Assistant to the Vice-Chancellor)

The Vice-Chancellor, who is also Chair of Senate, reports and is accountable to the Board of Trustees and to its committees (Finance and Investment, Estates and Infrastructure, Human Resources, Audit and Risk, Remuneration, Nominations, Development Committee, Regent's Conferences and Events Limited) which have ultimate responsibility for the strategic, financial, legal and academic well-being of the University.

Diagram B - Regent's University London Directorate Structure

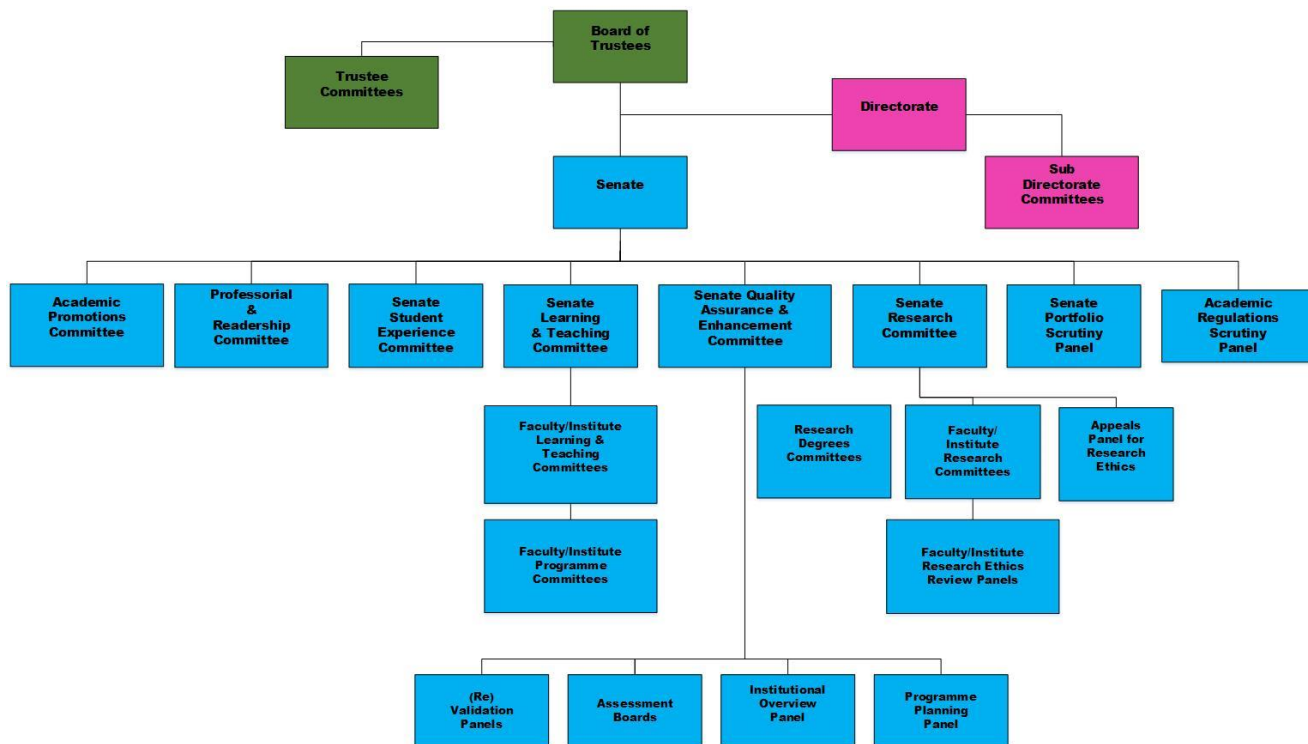


Academic Structure

The Senate of Regent's University London is the academic authority of the University which, subject to the powers of the Trustees and their responsibilities under the Companies Act 2006 and the Charities Act 2006 and 2011, is responsible for developing, promoting, regulating and directing the academic work of the University including teaching and research. It oversees the University's academic management and all aspects of quality and standards associated with the University as an institution offering validated awards under the powers granted by TDAP. It has the power to make regulations, including those which (subject to the approval of the Board of Trustees) delegate its powers.

Diagram C – Regent's University London Academic Structure

Academic Governance Structure



Committee Structure

As Diagram C illustrates, the focal point of the University academic infrastructure is Senate. In order to conduct business effectively, Senate delegates designated areas of activity to its sub-committees, namely: the Senate Quality Assurance and Enhancement Committee (SQAEC), the Senate Learning and Teaching Committee (SLTC), the Senate Portfolio Scrutiny Panel (SPSP), the Senate Research Committee (SRC), the Senate Student Experience Committee (SSEC), the Academic Promotions Committee (APC), the Professorial and Readership Committee (PRC) and the Academic Regulations Scrutiny Panel (ARSP).

Each of these Senate committees has an appropriate membership together with appropriate co-opted members, and accordingly regulates and promotes all academic activities of the University both on and off the different campuses within the remit of the committee's activities. The committees seek in particular to ensure equity of treatment for all Regent's schools, institutes and faculties.

This structure to manage academic affairs ensures:

1. Robust and consistent academic management and quality assurance and enhancement for all programmes in the faculties and institute.
2. Transparency and consistency of academic operations across the University.
3. Legitimacy of academic decision-making processes.
4. Enhanced efficiency of the management of academic quality.
5. Effective dialogue, communication and understanding between all academic schools.
6. Enhanced dialogue, communication and understanding between the Student body and the University.
7. Clear lines of communication and appropriate delegated authority.

Senate receives the minutes of all Senate committees and acts as the ultimate academic forum for the discussion and resolution of all University academic and student affairs, as delegated by the Board of Trustees. Senate is accountable to the Board of Trustees, and all minutes of Senate are submitted on a timely basis to the Board for information. Ultimate authority for the governance of all activities resides with the Board of Trustees.

Overall, the academic governance structure establishes a comprehensive system of checks and balances across the University. It provides a University-wide academic infrastructure that serves as an effective platform, not only to enhance the University's academic portfolio, but also to deliver the strategic objectives of a thriving higher education institution.

From time to time the University may enlist the assistance of advisory committees or external advisors to provide additional perspectives on key issues, to provide effective channels of communication to professional bodies and employers or to supply additional resources. Where such advice has implications for academic matters, it shall be bound by the same regulations and ethical considerations as all other academic matters and shall be considered by the relevant committee within the structure or by Senate itself.

4 Governance

The members of the Board of Trustees, as charity trustees, have ultimate responsibility for the University. Whilst the Board may delegate operational decisions, it remains responsible for the approval of all strategic and governance decisions affecting the University, including academic strategy.

It is important to establish a clear differentiation of roles between Senate and the Board of Trustees. The role of Senate is to act as the guardian of academic standards and of the quality of academic provision throughout the University. The Chair of Senate is the Vice-Chancellor, who is also the chief academic officer of the University. In this capacity he / she ensures that the Board is informed as appropriate of matters discussed at Senate, which should be brought to their attention.

The combined operations of Senate, Directorate and the Board of Trustees bring together, in a complex set of checks and balances, the overall educational activities of Regent's University London. The Board sets the strategic agenda for the University and fulfils an audit, monitoring and quality assurance function in relation to all the University's work, assuming at the same time ultimate responsibility for the University's affairs.

Directorate operationalises the strategic aims and objectives set by the Board. In so doing, the Directorate must be mindful of the responsibility and authority of Senate in formulating, developing and auditing the University's academic policies. Senate is responsible for proposing the overall academic strategy and remains subject to the financial, budgetary and legal constraints imposed by both the Board of Trustees and Directorate in their oversight of the University's operations. It is this interaction between the three primary sites of authority within the University (Senate, Directorate, and the Board of Trustees) that maps out the terrain in which the activities of the University are conducted.

5 Academic Governance

The academic governance of the University is regulated by the activities of Senate and the Senate committees:

Senate overall responsibilities

The purpose of Senate is to act as the guardian of the academic affairs of the University. Membership of Senate is fully representative of the University as a whole. All stakeholders are represented including appropriate elected student officers and elected staff representatives. There is, in particular, full representation of both faculties, and the Regent's Institute of Languages and Culture on Senate (see appendix A for membership of Senate).

Senate is the forum where the strategic academic development of the University is debated, critically reviewed and proposed to the Board of Trustees for approval. All matters relating to the monitoring and enhancement of the portfolio, the social and learning experience of students and the professional development of academic staff may be debated at Senate. Subject to the overall responsibility of the Board, Senate and its various committees will:

- Propose the overall academic strategy of the University to the Board of Trustees and ensure that the University retains Taught Degree Awarding Powers.

- Review all quality assurance and enhancement procedures with the aim of setting and maintaining appropriate academic standards throughout the University in line with the standards and benchmarks of the Quality Assurance Agency and the Office for Students.
- Monitor and evaluate all accreditation and validation processes and issues, maintaining close control and scrutiny of the scheduling of accreditation and validation events across the University and ensuring that sufficient support is available to meet the demands of all approved and relevant external accreditation authorities.
- Approve new programme proposals and discontinue programmes where appropriate.
- Assure and enhance the Regent's University London student experience.
- Set and maintain high ethical standards in all aspects of the University's work.
- Review the overall academic development of the University, with specific reference to new academic programme initiatives (both faculty and institute based and cross faculty / institute projects), and its fit with the University mission and relevance to the needs of local, national businesses, professional and international collaborative partnerships, with a view to determining and sustaining overall University policy in this area.
- Monitor, review and enhance the processes through which academic staff are appointed.
- Approve the appointment of external examiners for University programmes and those that are subject to the requirement of external validating bodies.
- Review the quality of learning and teaching throughout the University with a view to developing and making proposals for enhancement and implementing these as agreed.
- Monitor the University's contribution to public benefit and assist in helping financially disadvantaged students who are academically eligible to participate in the University's programmes.
- Ensure, enhance and approve academic regulations and academic policies.
- Review the quality and extent of learning resource provision within the University and make recommendations where necessary.
- Review the development of research and consultancy within the University to ensure appropriate levels of activity across the University to sustain the development of academic excellence.
- Make appropriate recommendations and communicate regularly with Directorate and the Board of Trustees, via the Chair of Senate, to ensure that the level of support for the learning and personal development of students is appropriate, with specific emphasis on learning resources, recreational and sports facilities, learning disability needs, student accommodation, student bursaries, scholarships and sponsorships and general student welfare.

In summary, the remit of the authority delegated to Senate by the Board of Trustees is broad and encompasses all facets of academic development, enhancement, audit and assurance. (See appendix A for the terms of reference of Senate).

Bodies directly reporting to Senate

In order to carry out the work in a timely and effective manner, Senate delegates designated areas of activity to the following committees:

1. Senate Quality Assurance and Enhancement Committee (SQAEC)
2. Senate Learning and Teaching Committee (SLTC)
3. Senate Student Experience Committee (SSEC)
4. Senate Research Committee (SRC)
5. Senate Portfolio Scrutiny Panel (SPSP)
6. Academic Promotions Committee (APC)
7. Professorial and Readership Committee (PRC)
8. Academic Regulations Scrutiny Panel (ARSP)

Sub-Committees

The Senate committees in turn delegate designated areas of activity to the following sub-committees:

9. Institutional Overview Panel (IOP)
10. Business and Management Faculty Learning and Teaching Committee (BaM FLTC)
11. Humanities Arts and Social Sciences Faculty Learning and Teaching Committee (HASS FLTC)
12. Regent's Institute of Languages and Culture Learning and Teaching Committee (RILC LTC)
13. Business and Management Faculty Research Committee (BaM FRC)
14. Humanities, Arts and Social Sciences Faculty Research Committee (HASS FRC)
15. Regent's Institute of Languages and Culture Research Committee (RILC RC)
16. Faculty / Institute Research Ethics Review Panels (RERP)
17. Appeals Panels for Research Ethics (APRE)
18. Programme Committees
19. Programme Planning Panel (PPP)
20. Assessment Boards:
 - a. Subject Boards
 - b. Progression and Finalist Boards
 - c. Reconvened Boards
21. (Re)Validation Panels

Membership of Committees

Ex officio members of Senate are appointed by virtue of their expertise in the areas of their office. In addition, academic and professional services staff are elected by their peers to Senate to provide further views and debate. Co-optees are appointed by the relevant committee as deemed appropriate for the work of the committee. Chairs of Senate committees are ex officio. All of the committees of Senate operate from an ethical perspective to ensure that the highest standards are maintained.

1. Senate Quality Assurance and Enhancement Committee (SQAEC) *(See Appendix B)*

The purpose of the Senate Quality Assurance and Enhancement Committee is to assure and support the enhancement of the quality of academic provision throughout the University.

The committee plays a significant role in the future of Regent's University London, in the retention of Taught Degree Awarding Powers (TDAP).

It monitors and evaluates all accreditation and validation issues, maintaining close control and scrutiny of the scheduling of accreditation and (re)validation events across the University. It receives (re)validation reports and approves (re)validation panel decisions. Through the Institutional Overview Panel, it receives and reviews all the relevant external examiners' reports and associated responses and action points, and all annual monitoring reports for validated programmes at the University, including student feedback. It receives and reviews the minutes and Institutional Overview Reports from the Institutional Overview Panel. The committee liaises with the Senate Learning and Teaching Committee to ensure high standards of pedagogical practice in the classroom. It monitors the compliance of Assessment Boards with regulations relating to student awards and receives management reports following the Progression and Finalist Assessment Board. The SQAEC reviews the overall progress against Quality Assurance Agency (QAA) benchmarks as outlined in the QAA's Quality Code.

2. Senate Learning and Teaching Committee (SLTC) *(See Appendix C)*

The purpose of the Senate Learning and Teaching Committee is to review all aspects of academic issues which relate to learning and teaching for all programmes offered by the University; and to ensure that the students of Regent's University London receive high quality support to enhance their learning experience. Its remit is to support the pursuit of excellence in learning and teaching in all Regent's University London programmes. It also has oversight of the Retention and Progression Strategy and receives biannual reports from the Retention and Progression Working Group (RPWG).

The committee reviews learning, teaching and assessment strategy, pedagogy, learning resource provision (book-based, web-based and media services centered) and placement learning provision across the University with a view to improve and enhance these areas. It has final oversight of the development of the use of the virtual learning environment and the integration of all learning resources both physical and digital to provide the best possible student experience. It reviews the proposed learning resource requirements put forward for all proposed new courses and maintains a review of the existing portfolio. It monitors provision for students with learning difficulties (e.g. dyslexia) and makes appropriate recommendations for action. It has responsibility for the University's Learning, Teaching and Assessment Strategy, and the Learning Resources provision. It receives the minutes of the Faculty and Institute Learning and Teaching Committees (LTCs).

3. *Senate Student Experience Committee (SSEC)*
(See Appendix D)

The purpose of the Senate Student Experience Committee (SSEC) is to draft, consider and review policies and procedures for the assurance and enhancement of the Regent's University London student experience for the whole student journey, from application to alumni including but not limited to student engagement, support data and resources. The SSEC monitors student complaints and reviews student feedback mechanisms and feedback results. It is also responsible for monitoring the Equality, Diversity and Inclusion Policy for Staff and Students, in those areas relating to student experience. The SSEC does not directly consider issues relating to learning and teaching which are the remit of the Senate Learning and Teaching Committee.

4. *Senate Research Committee (SRC)*
(See Appendix E)

The purpose of the Senate Research Committee is to promote a research culture at Regent's University London, providing a robust underpinning to teaching programmes particularly at postgraduate level, and engendering a spirit of global perspective, professionalism and entrepreneurship consistent with the values and mission of the University.

It maintains and develops the Research, Enterprise and Scholarship Strategy, and publicises this across the University. It reviews the level of staff support for research and consultancy across the University. It approves the establishment of research centres and monitors performance against agreed measurable objectives. It monitors and evaluates the University's research outputs (research publications: books, edited books, journal articles, review articles, reviews, conference papers [notably keynote addresses], research grants, professional distinctions and other esteem factors). It monitors and quality assures student postgraduate research registrations (PhD). It reviews through the Faculty / Institute Research Committee and the Faculty / Institute Research Ethics Review Panels, all the University's research from an ethical perspective to ensure that the highest standards are maintained. It selects and approves a pool of academic staff who form the membership of the Faculty / Institute Research Review Panels, and is responsible for monitoring the Research Ethics Policy, the Ethical Guidelines and the procedures in place for the approval of research ethics. It encourages the sharing of best practice in research across the University. It receives minutes of the Faculty and Institute Research Committees, the Appeals Panel for Research Ethics and Faculty / Institute Research Ethics Review Panels.

The committee will play a key role in ensuring that the University is in a strong position to apply for Research Degree Awarding Powers (RDAP) and in the subsequent retention of these powers.

5. *Senate Portfolio Scrutiny Panel (SPSP)*
(See Appendix F)

The Senate Portfolio Scrutiny Panel (SPSP) is responsible to Senate for the detailed scrutiny of full proposals for new, validated and short course programmes and their review for continued viability thereafter. The panel also scrutinises proposals for new collaborative arrangements (being articulation, dual / double and joint degrees in line with the University's Internationalisation Strategy) and study period abroad arrangements and their subsequent review thereafter.

6. *Academic Promotions Committee*

(See Appendix G)

Academic promotions will support and be aligned to the University's strategic plans, in particular the Learning, Teaching and Assessment Strategy. As a teaching orientated but research informed University, Regent's University aims to provide excellence in learning and teaching and this will be the underlying principle in academic promotions.

7. Professorial and Readership Committee (PRC)
(See Appendix H)

The Professorial and Readership Committee will consider applications for the title of Professor or Reader against defined criteria.

8. Academic Regulations Scrutiny Panel (ARSP)
(See Appendix I)

The Academic Regulations Scrutiny Panel scrutinises proposals for change to academic regulations. The group receives completed pro-formas with prior approval sought from the relevant Faculty PVC / Dean or Director of RILC for academic staff or the Registrar for professional support staff. A clear and strong rationale for change is presented with supplementary evidence to support the proposal, e.g. best sector practice and / or modelled data on the effect on Regent's University London. The group will keep a record of both rejected and approved proposals and inform the Quality Office, who will prepare the draft academic regulations including change for approval at the final Senate of the academic year.

9. Institutional Overview Panel (IOP)
(See Appendix K)

The Institutional Overview Panel has delegated responsibility from the Senate Quality Assurance and Enhancement Committee to receive and review all faculty and institutional overview reports that draw together the key themes and issues raised by the annual monitoring process, and outline overall Faculty plans to address any related issues. The panel will contribute to and review the Institutional Overview Report which will provide a summary of the year's performance, prior to its submission to SQAEC, and finally to Senate.

10. Business and Management Faculty Learning and Teaching Committee (BaM FLTC)
(See Appendix L)

The Business and Management Faculty Learning and Teaching Committee (BaM FLTC) reports to the SLTC. It actions the University learning, teaching and assessment strategy at faculty level and monitors and evaluates the quality of the teaching delivery in the faculty. It promotes excellence and innovation in teaching practice and the learning experience of students. It monitors the implementation of the peer observation of teaching scheme and considers any issues arising. It also promotes innovation in learning, teaching and assessment. The committee reviews learning resource provision and raises any issues at the Senate Learning and Teaching Committee. It reviews student feedback questionnaire results and any issues identified by external examiners or arising from the minutes of Programme Committees. It monitors and reviews the provision of placement learning to students and makes recommendations to the Senate Learning and Teaching Committee as appropriate.

11. Humanities, Arts and Social Sciences Faculty Learning and Teaching Committee (HASS FLTC)
(See Appendix M)

The Humanities, Arts and Social Sciences Faculty Learning and Teaching Committee (HASS FLTC) reports to the SLTC. It actions the University learning, teaching and assessment strategy at faculty level and monitors and evaluates the quality of the teaching delivery in the faculty. It promotes excellence and innovation in teaching practice and the learning experience of students. It monitors the implementation of the peer observation of teaching scheme and considers any issues arising. It also promotes innovation in learning, teaching and assessment. The committee reviews learning resource provision and raises any issues at the Senate Learning and Teaching Committee. It reviews student feedback questionnaire results and any issues identified by external examiners or arising from the minutes of Programme Committees. It monitors and reviews the provision of placement learning to students and makes recommendations to the Senate Learning and Teaching Committee as appropriate.

12. Regent's Institute of Languages and Culture Learning and Teaching Committee (RILC LTC)
(See Appendix N)

The Regent's Institute of Languages and Culture Learning and Teaching Committee (RILC LTC) reports to the SLTC. It actions the University learning, teaching and assessment strategy at the institute level and monitors and evaluates the quality of the teaching delivery in the institute. It promotes excellence and innovation in teaching practice and the learning experience of students. It monitors the implementation of the peer observation of teaching scheme and considers any issues arising. It also promotes innovation in learning, teaching and assessment. The committee reviews learning resource provision and raises any issues at the Senate Learning and Teaching Committee. It maintains liaison with the Faculty Learning and Teaching Committees, which monitor the quality of teaching on programmes to which RILC contributes substantially. It reviews student feedback questionnaire results and any issues identified by external examiners or arising from the minutes of Programme Committees.

13. Business and Management Faculty Research Committee (BaM FRC)
(See Appendix O)

The Business and Management Faculty Research Committee (BaM FRC) develops the research strategy of the faculty, in line with the University Research, Enterprise and Scholarship Strategy, monitors the activity of the faculty's research groups, and proposes the resources required to achieve the faculty strategy. It is also responsible for managing the ethical issues arising from research plans and activities of faculty staff and students, through the Faculty Research Ethics Review Panel, and reporting on this area to the Senate Research Committee.

14. Humanities, Arts and Social Sciences Faculty Research Committee (HASS FRC)
(See Appendix P)

The Humanities, Arts and Social Sciences Faculty Research Committee (HASS FRC) develops the research strategy of the faculty, in line with the University Research, Enterprise and Scholarship Strategy, monitors the activity of the faculty's research groups, and proposes the resources required to achieve the faculty strategy. It is also responsible for managing the ethical issues arising from research plans and activities of faculty staff and students, through the Faculty Research Ethics Review Panel, and reporting on this area to the Senate Research Committee.

15. Regent's Institute of Languages and Culture Research Committee (RILC RC)

(See Appendix Q)

The Regent's Institute of Languages and Culture Research Committee (RILC RC) develops the research strategy of the institute, in line with the University Research, Enterprise and Scholarship Strategy, monitors the activity of the institute's research groups, and allocates resources for research. It is also responsible for managing the ethical issues arising from research plans and activities of institute staff and students, through the Institute Research Ethics Review Panel, and reporting on this area to the Senate Research Committee. Given the small size of the RILC, it maintains liaison with the Faculty Research Committees and Research Leaders with which RILC research-active staff have close links.

16. Faculty / Institute Research Ethics Review Panels

(See Appendix R)

The Faculty / Institute Research Ethics Review Panels (RERP) receive notice of all submitted applications for ethical approval for all research conducted by staff or students at Regent's University London, within and outside the Faculty / Institute in question. This includes, but is not limited to, all teaching assignments involving human or other living participants, and covers all experiments, investigations and procedures involving human or other living participants, or data relating to such living entities. It scrutinises research proposals and will either confirm approval, request further information or withhold approval of a proposal where the panel has serious ethical concerns. It reserves the right to revoke approval that has previously been granted if not satisfied that the conduct of the research is consistent with good ethical practice as set out in the Research Ethics Policy and Ethical Guidelines. It provides advice, guidance and support to staff on policies and procedures related to research. It establishes and conducts periodic reviews of the ethical approval processes and procedures in place at the University and as operated in practice, and recommends any changes necessary to the Senate Research Committee.

17. Appeals Panels for Research Ethics (APRE)

(See Appendix S)

The Appeals Panel for Research Ethics (APRE) receives and adjudicates on written appeals from staff and students, relating to research ethical applications, received within ten days of the communication of the application outcome from the RERP. The panel may either uphold or reject appeals.

19. Programme Committees

(See Appendix T)

Programme Committees report to the Faculty / Institute Learning and Teaching Committee. The Programme Committees ensure that all aspects of the student experience are regularly reviewed by monitoring academic standards for a particular programme, reviewing academic enhancement measurements and promoting the enhancement of student learning. The Programme Committee obtains feedback from student representatives from all levels and reports this directly to the relevant Faculty / Institute Learning and Teaching Committee.

20. Programme Planning Panel (PPP)

(See Appendix U)

The Programme Planning Panel (PPP) considers all programme and module change proposals submitted and either approves, rejects, or sets conditions for the proposed changes. It monitors the impact of cumulative changes to programmes and modules, and where appropriate, makes recommendations for (re)validation to the SQAEC.

21. Assessment Boards

(See Appendix V)

a. Subject Boards (See Appendix V.i)

The Subject Board verifies the results for each subject and recommends passes and failures in modules, as well as penalties for academic misconduct, recommended by the Academic Misconduct Board. The Subject Board confirms marks from Study Periods Abroad (SPA) and Placement Learning Projects (PLP), as well as confirming the hours for any work or clinical placements. The Subject Board also makes recommendations to Programme Committees and Heads of Programmes on any matters concerned with the teaching and assessment methods of any modules or SPA / PLP, based on matters arising from the results and external examiner(s) comments. The Subject Board reviews module statistical data discusses amendments to marks recommended by external examiners, and reconsiders decisions made after referral from the Appeals or Review Board, whilst ensuring that the academic regulations of Regent's University London are adhered to.

b. Progression and Finalist Boards (See Appendix V.ii)

The Progression and Finalist Board confirms the progression of each student, refers non-progressing students to the Student Support Office and awards condoned passes. It also verifies and recommends the classification / conferment of award for students on a borderline between classifications and recommends the conferment of exit awards to excluded or withdrawn students. The Progression and Finalist Board makes recommendations to the Programme Committee and Heads of Programmes on any matters concerned with the teaching and assessment methods of any modules or procedures required at programme level, based on matters arising from the results. The Progression and Finalist Board also reconsiders earlier decisions made after referral from the Appeals or Review Board. It ensures that the academic regulations of Regent's University London are adhered to.

c. Reconvened Boards (See Appendix V.iii)

The Reconvened Board verifies the results of each subject. It confirms passes and fails in modules, the penalty in relation to any cases of academic misconduct recommended by the Academic Misconduct Board, the deferral of assessment(s) which has had an extenuating circumstances claim accepted by the Extenuating Circumstances Board, the hours for any work / clinical placement, students' credits from the Study Period(s) Abroad and / or Placement Learning Projects and the progression of each student. It also discusses any amendments made to marks for a cohort of students recommended by external examiners and refers non-progressing students to the Student Support Office. The Reconvened Board also recommends the classification / conferment of award for students who have been granted a condoned pass at a previous Progression and Finalist Board and for students on a borderline between classifications, the conferment of an exit award available to excluded / withdrawn students and can reconsider an earlier decision made after referral from the Appeals Board or the Review Board. The Board also makes recommendations to the Programme Committee and / or Heads of Programmes on any matters concerned with the teaching and assessment methods of any modules or procedures required at programme level, based on matters arising from the results and external examiner(s) comments and reviews statistical data on modules.

22. (Re)Validation Panels (See Appendix W)

The (Re) Validation Panel receives and adjudicates on the rigour of new or existing programme proposals and the ability of the institution to support them and deliver a good experience to students. At the (Re) Validation Event the Panel recommends either approval for a maximum of five years, approval for a shorter period or non-approval. The Panel also sets conditions of approval where there are requirements which must be fulfilled in order to ensure the programme meets the University's regulations and the standard required for a Regent's University London validated award and sets recommendations, where there are changes which are desirable in order to enhance the quality of the programme of study, but which do not affect the threshold standard.

Overall, the preceding pages illustrate the manner in which Senate and its committees manage, regulate and audit all the academic operations of the faculties and institute at Regent's University London. In the event of any conflict between the terms of reference of Senate and its committees, those of the former will prevail.

6 Staff Representation

Membership of Senate is drawn solely from University staff and students. Staff representation on Senate is divided between those individuals who have an ex officio right to membership through the role that they occupy and those who are elected to Senate by their peers.

Care has been taken to ensure that there is always representation from the faculties and institute on the appropriate committees. It is a principle of Regent's University London that all academic staff have the same rights and for this reason all academic staff (full time, fractional or hourly paid) have equal opportunity to be appointed or elected to Senate and its committees and have equal voting rights. Professional services staff in relevant roles have ex officio membership of Senate and its committees. There are also two elected positions on Senate for professional services staff. Other staff can be appointed or co-opted by Senate or its committees to relevant positions as appropriate.

Staff are elected to Senate through an election process which is run by the Governance & Executive Office.

7 Student Representation

In order to achieve effective governance of the University, it is vital that the views of students are fully represented on the appropriate committees. The membership and terms of reference of faculty and institute based, and University-wide committees listed in the appendices, set out the precise manner in which student views are captured and communicated within the overall University academic governance framework (see appendices: A –W.)

Within individual faculties and institutes, all Programme Committees have full student representation. The Programme Committee is the primary forum within a faculty or institute in which student issues are raised and debated. Student membership of and participation in Programme Committees ensures that all aspects of the student experience, both academic and social, are regularly reviewed within a given programme. The Programme Committee acts as a key forum for the receipt of student feedback questionnaires and for the discussion of actions taken in light of the issues raised. Students will legitimately require the faculty or institute to respond positively to genuine points of concern that may be raised in their feedback. At the same time, the Programme Committee minutes, including a full

analysis of feedback responses and actions taken, are reported to the Faculty / Institute Learning and Teaching Committees; the minutes of which are subsequently presented to the Senate Learning and Teaching Committee and key information to Senate.

Given that there is a formal University-wide structure for the election of students to positions of responsibility within the University, it is appropriate to include elected student officers within a University academic governance framework. Accordingly, the President and two Vice Presidents of the Student Union sit as ex officio members on Senate. Appropriately appointed student representatives are also present on Senate level committees. In addition to the President and two Vice Presidents of the Student Union, student representatives currently include the Business and Management (BaM) Undergraduate Council President, the BaM Postgraduate Council President, the Liberal Arts Council President, the Film, Media and Performance Council President, the Fashion & Design Council President and the Psychotherapy & Psychology Council President.

In addition to student representation on Senate, there is representation on all Senate committees though these representatives need not be members of Senate itself but may be appointed by the Student Union. It is recognised that there may on occasion need to be items of reserved business for which students are asked to withdraw.

8 Conclusion

The academic structure and governance framework for Regent's University London defined above provides the organisational blueprint that will enable the University to proceed effectively towards the achievement of its declared vision, mission and values.

The academic structure facilitates the processes of communication, dialogue, sharing of best practice and University-wide mutual support that constitute the academic processes of the University and will maintain its functioning as a fully unified higher education institution.

In conclusion, the University has reached a key stage in its strategic development. The Vision, Mission and Values established in 2006 have been strengthened by the Trustees and Directorate and appear in the strategic plan. They are the guiding principles for future development. In particular, additional priority has been given to student experience and academic development.

It is now incumbent upon the leaders of the University to maintain the progress that has been made thus far and to continue to ensure that the structure is consistently applied and supported effectively. This academic governance framework will continue to facilitate and enhance the speed of academic development and will undoubtedly continue to generate new initiatives, ideas and thinking across the University.

Elections to Senate are managed by the Governance & Executive Office. The constituency for these elections is the University academic and professional services body, as applicable according to the position available. Nominations and seconding must be made by members of the relevant body and reciprocal nominations will not be accepted. Ballots take place anonymously and simple majority determines elections.

The academic structure will be formally reviewed every six years with an interim mid-point effectiveness review three years after the previous full review. The last full review was in 2013/14 with an effectiveness review in 2015/16 brought forward to complement the new University structures introduced in 2015/16. The next review is scheduled for 2019/20.

Part B

Appendices

Appendix A: Membership and Terms of Reference of Senate

MEMBERSHIP

22 members of staff and students

Ex officio:

Vice-Chancellor (Chair) *
Deputy Vice-Chancellor *
PVC / Faculty Deans (all) (currently 2) *
Institute Directors (all) (currently 1) *
Head of Academic & Educational Developments *
Registrar **
Chief Operating Officer **
PVC / Director of Human Resources **
Finance Director **
Chief Information Officer & Director of Information Services **
Director of Marketing, Recruitment & Admissions **
President of Student Union ***
Student Union Vice President of Student Experience ***
Student Union Vice President of Academic Affairs ***

Elected:

5 members of academic staff: 2 from the faculty of BaM, 2 from the faculty of HASS and 1 from the Regent's Institute of Languages and Culture, elected by academic staff from the same faculty / institute (5) *
2 members of Professional Services staff elected by Professional Services staff (2) **

* Academic (11)
** Professional Services (8)
*** Students (3)
Total (22)

In attendance:

Secretary
Accreditation Agency Partnership Managers / Academic Reviewers (Open University Centre for Inclusion and Collaborative Partnerships, University of Wales) (2) (observers)
Co-optees (as required by Senate)

(Total attendance = 25 plus co-optees)

TERMS OF REFERENCE

Subject to the overall responsibility of the Board of Trustees (hereafter referred to as the Board), Senate has delegated responsibility to:

1. Propose to the Board the academic strategy of the University, with particular reference to the requirements for the retention of Taught Degree Awarding Powers, Quality Assurance Agency standards and benchmarks and the Office for Students in line with the overall strategic development of the University.
2. Approve the planning, coordination, development and oversight of the academic work of Regent's University London, its fit with the University mission and relevance to the needs of the local, national and international educational, professional and business communities that the University serves.
3. Establish and delegate Senate functions with authority to the Senate Quality Assurance and Enhancement Committee, Senate Learning and Teaching Committee, Senate Portfolio Scrutiny Panel, Senate Student Experience Committee, Senate Research Committee, the Academic Promotions Committee, the Professorial and Readership Committee and the Academic Regulations Scrutiny Panel.
4. Receive the minutes and associated proposals / recommendations from all standing bodies that report directly to Senate.
5. Receive a quarterly report from the Faculty and Institute Executive Committees at each regular meeting of Senate.
6. Set and maintain high ethical standards in all aspects of the University's work.
7. Monitor, review and enhance the processes through which academic staff are appointed, complete probation, progress in their careers, are appraised, developed and promoted throughout Regent's University London through the Academic Promotions Committee and the Professorial and Readership Committee.
8. Consult with and report in timely fashion to the Board, through the Vice-Chancellor, on the activities of Senate and propose any changes required to the membership, terms of reference and standing orders of Senate and the Senate standing bodies.
9. Confer Regent's University London awards. Senate delegates authority to the Registrar in this regard, who approves award lists recommended by the Progression and Finalist Boards after ensuring that due process has occurred.
10. Approve and enhance the Academic Regulations and academic policies.
11. Monitor regularly the Student Complaints Policy to ensure that all information remains current, clear and accessible to both staff students on how a student complaint is resolved.
12. Review annually the Student Disciplinary Policy to ensure that the policies and processes for dealing with allegations of non-academic misconduct are fair, clear and current.
13. Review annually the Student Representative Policy to ensure that it continues to promote the ethos of the University's Mission Statement in providing 'Excellence', and providing an

environment where students feel encouraged to contribute to the development and enhancement of their learning experience.

14. Review regularly the European Credit Transfer System (ECTS) to ensure that the appropriate ECTS points are awarded to the modules contained within degree programmes on offer at Regent's University London, whilst working within the ECTS Users' Guide (issued by the Directorate-General for Education and Culture, Brussels, 2015).
15. Review annually the Under 18s Safeguarding Policy to ensure that the principles and procedures reflect Regent's duty of care to the safety of those students who are under the age of 18.
16. Review the University Risk Register to identify and evaluate any academic risks or risks associated with the student experience, and to consider how these can be mitigated.

STANDING ORDERS

1. The Vice-Chancellor, as chief academic officer of Regent's University London, shall be the ex officio Chair of Senate. Alternatively, the Vice-Chancellor may delegate the role of Chair to his / her academic nominee. The nominee must be selected from the committee membership.
2. The normal period of appointment for elected staff members of Senate shall be three years with a possibility of re-election for one further three year period.
3. Members' appointment to Senate shall only be in one position.
4. The Governance & Executive Office will monitor and run the staff election process for Senate and appoint members to Senate in accordance with the outlined process. Members will therefore be able to take up their position at the next meeting of Senate.
5. Should an elected staff member leave Senate, a new member will be appointed by the Governance & Executive Office following the election process and shall serve for three years from the date of appointment.
6. Where necessary, subject to challenge by the committee, members of Senate may appoint suitable alternates to attend meetings at which they are unable to be present.
7. Co-opted members will participate in the deliberations of the committee as required by the committee.
8. Observers are only allowed at the permission of the Chair and should not participate in Committee business unless authorised by the Chair.
9. Co-opted members and observers shall not be entitled to vote on motions proposed at Senate.
10. The Secretary of Senate shall be appointed from the Governance & Executive Office
11. Senate shall not be considered quorate unless at least half its members are present and at least half of those present are academic representatives.
12. If Senate becomes inquorate during proceedings, it shall be allowed to continue its business.

13. Senate shall normally meet at least four times per academic year, at least once per term.
14. The Chair may from time to time declare extraordinary meetings of Senate provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
15. The Chair of Senate and the Secretary of Senate reserve the right to attend any committee within the Academic Governance structure.
16. Accreditation Agency Partnership Managers and Academic Reviewers have observer status only.
17. The structure and terms of reference of Senate shall be approved or varied only with the approval of the Board of Trustees.
18. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of Senate. These will be presented to the Board of Trustees.
19. An annual summary report of the key work of the Senate will be prepared on receipt of the sub-committee annual summary reports, following which, it will be presented to the Board of Trustees.
20. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
21. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.
22. Senate retains the right to veto any decisions made by any of the standing bodies within the academic governance structure reporting into it.
23. Where an elected representative does not attend a sufficient number of meetings as determined by the Secretary of Senate, the Secretary of Senate will write to the elected representative and try to rectify the situation. Continued unsatisfactory attendance will be taken as a de facto resignation and the Secretary of Senate will write to the elected representative notifying them of this decision. The Secretary of Senate will then initiate a new election for a replacement.
24. Any member of Senate present at a meeting may call for a vote on a motion. The vote will be decided by a simple majority ruling of hands raised by those members that are present at the meeting. The Chair of Senate as presiding officer will vote, if he / she chooses, only after the result of the initial vote is known. A tied vote will not carry a motion. Members' votes will be made public within the minutes.

Appendix B: Membership and Terms of Reference of the Senate Quality Assurance and Enhancement Committee (SQAEC)

The SQAEC assures and supports the enhancement of the quality of academic provision throughout the University. This includes monitoring and evaluating all accreditation and validation issues and events, external examiner reports and the Institutional Overview Report. It reviews overall progress against the Quality Assurance Agency benchmarks as outlined in the QAA's Quality Code.

MEMBERSHIP

11 members of staff and students

Ex officio:

Registrar (Chair) **

Assistant Registrar - Academic Quality, Assessment and Awards and Chair of the Institutional Overview Panel**

Appointed:

Two senior members of academic staff appointed by each Faculty Dean to represent their faculty (Head of Programme or above) (4) *

Two senior members of academic staff appointed by the Institute Director to represent the institute (2) *

Two student representatives appointed by the Student Union (one undergraduate, one postgraduate) (2) ***

* Academic (6)

** Professional services (2)

*** Students (2)

Total (10)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 11 plus co-optees)

TERMS OF REFERENCE

The Senate Quality Assurance and Enhancement Committee (SQAEC) has delegated responsibility from Senate in the following areas to:

1. Apply and enhance the University academic framework, which reflects the Quality Assurance Agency (QAA) regulatory framework, to all academic programmes within Regent's University London.
2. Disseminate QAA updates across all Schools through discussion at Senate.
3. Oversee the mapping of institutional practice against the chapters of the QAA's Quality Code and to receive and assess the resulting review documents.

4. Monitor and evaluate all accreditation and validation processes and issues, maintaining close control and scrutiny of the scheduling of accreditation and validation events across the University and ensuring that sufficient support is available to meet the demands of all approved and relevant external accreditation authorities.
5. Receive and ratify (Re) Validation Panel decisions.
6. Assess the robustness of annual monitoring reports including the monitoring of placement learning.
7. Receive minutes from the Programme Planning Panel (PPP) as well as all approved changes to programmes and modules.
8. Receive, consider and approve recommendations for programme revalidations from the PPP.
9. Receive management reports on degree classifications on all programmes following the Progression and Finalist Assessment Board and monitor the compliance of Assessment Boards with regulations relating to student awards; and to analyse the spread of degree classifications to ensure that the level of the award is appropriate to the scope of the achievement in a University, regional, national or international context.
10. Receive an annual summary report from the Senate Portfolio Scrutiny Panel (SPSP) on the review of the overall arrangements for the quality assurance of taught collaborative provision. This will be presented to SQAEC at its first meeting of each academic year.
11. Receive the minutes, and proposals from the Institutional Overview Panel (IOP). Also, to receive the Institutional Overview Reports.
12. Receive and review, through the annual monitoring reports, all the relevant external examiner reports and associated responses and action points.
13. Approve the appointment of external examiners subject to the requirement of validating bodies and receive an update report from the Quality Office on the current state of external examiner appointments. This report should clearly indicate any new appointments and progress reports on replacement nominations for those examiners nearing the end of their tenure. Dates of appointment should be clearly indicated.
14. Identify and approve changes in external examiner processes.
15. Monitor the Admissions, Appeals and Complaints Policy and the number of complaints, appeals and outcomes in each academic year with the primary aim to improve customer service.
16. Review annually any updates made to the Satisfactory Academic Progress Policy to ensure it remains compliant with the U.S Department of Education Code of Federal Regulations and Regent's Academic Regulations.
17. Review annually any updates made by the Registry to the Return of Title IV Funds Policy to ensure that the policy remains compliant with the University's Academic Regulations.
18. Monitor regularly the policy on rescinding awards and academic credit to ensure it remains current and compliant with Regent's Academic Regulations.

STANDING ORDERS

1. The Registrar shall be the ex officio Chair of the Senate Quality Assurance and Enhancement Committee. Alternatively, the Registrar may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. Appointed Senior Academic members will be appointed in September each year and will serve on relevant committees for one complete academic year.
3. Where necessary, subject to challenge by the committee, members of the SQAEC may appoint suitable alternates to attend meetings at which they are unable to be present.
4. Co-opted members will participate in the deliberations of the committee as required by the committee.
5. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
6. Co-opted members and observers shall not be entitled to vote on motions proposed at the SQAEC.
7. The Secretary of the SQAEC shall be appointed from the Governance & Executive Office.
8. The SQAEC shall not be considered quorate unless at least half its members are present and at least half of those present are academic representatives.
9. If the SQAEC becomes inquorate during proceedings, it shall not continue its business. The meeting shall be reconvened within 14 days.
10. The SQAEC shall normally meet at least four times per academic year, at least once per term.
11. The Chair may from time to time declare extraordinary meetings provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
12. The structure and terms of reference of the SQAEC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at Senate.
13. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the SQAEC.
14. Formal minutes and an annual summary report on the key work of the committee will be presented to Senate. The annual summary report will be presented to the first Senate meeting of each academic year.
15. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
16. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix C: Membership and Terms of Reference of the Senate Learning and Teaching Committee (SLTC)

The SLTC drafts, considers and reviews policies, procedures and strategies for the enhancement of the University's learning and teaching. It monitors, reviews and supports the development of learning, teaching and assessment throughout the University.

MEMBERSHIP

15 members of staff and students

Ex officio:

Deputy Vice-Chancellor (Chair) *

Head of Academic & Educational Developments *

Registrar **

Head of Student Services **

Chair of the Faculty / Institute Learning & Teaching Committees (all) (Currently 3) *

Student Disability and Mental Health Coordinator **

Appointed:

Two senior members of academic staff appointed by each Faculty Dean to represent their faculty (Head of Programme or above) (4) *

One senior member of academic staff appointed by the Institute Director to represent their institute (Head of Programme or above) (1) *

Two student representatives appointed by the Student Union (one undergraduate, one postgraduate) (2) ***

* Academic (10)

** Professional services (3)

*** Students (2)

Total: (15)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 16 plus co-optees)

TERMS OF REFERENCE

The Senate Learning and Teaching Committee (SLTC) has delegated responsibility from Senate in the following areas to:

1. Monitor, review and support the development and enhancement of learning, teaching and assessment within the University including work placements.
2. Identify, report and make decisions on key issues relating to the delivery of academic programmes through learning and teaching at the University.
3. Establish and delegate Senate Learning and Teaching Committee functions to the Faculty and Institute Learning and Teaching Committees.

4. Provide a cross-University forum for the regular discussion of issues for the delivery of academic services relating to learning and teaching.
5. Ensure that the students of Regent's University London receive high quality services and high-quality support to underpin and enhance their learning experience.
6. Receive, review and take appropriate action regarding reports on student services related to learning and teaching, student success and progression trends and student feedback results provided from across the University, notably by the Head of Student Services and Registrar.
7. Monitor provision for students with disabilities and / or specific learning difficulties (e.g. dyslexia) and make appropriate recommendations for action.
8. Contribute to the development of the University strategic plan and formulate policy in the areas of learning and teaching.
9. Monitor the University Retention and Progression Strategy and the relating Key Performance Indicators, through a biannual report from the Retention and Progression Working Group.
10. Act as a communications channel to all areas of the University on proposed academic developments which may have an impact on staff in the areas of learning and teaching.
11. Co-ordinate the development and implementation of the University Learning Teaching and Assessment (LTAS) strategy.
12. Receive and consider the minutes and associated proposals / recommendations from the Faculty and RILC Learning and Teaching Committees.
13. Monitor through the Head of Academic & Educational Developments the provision of learning resources to ensure that these continue to meet requirements in line with University Learning and Teaching Strategy.
14. Review the Collection Development and Management Policy for the acquisition of physical and electronic knowledge products.
15. Review the Fitness to Practice Policy through receipt of an annual report produced and presented by the Head of Student Services.
16. Monitor the Proof-Reading Policy Statement to ensure it remains current and assists students in the final presentation of their written work as intended.
17. Monitor the skills and knowledge programmes required to bring all staff to the requisite standards.
18. Receive an annual performance review of learning resources from the Head of Academic & Educational Developments.

STANDING ORDERS

1. The Deputy Vice-Chancellor shall be the ex officio Chair of the Senate Learning and Teaching Committee. Alternatively, the Deputy Vice-Chancellor may delegate the role of chair to his / her nominee. The nominee must be selected from the committee membership.

2. Appointed Senior Academic Members will be appointed in September each year and will serve on relevant committees for one complete academic year.
3. Where necessary, subject to challenge by the committee, members of the SLTC may appoint suitable alternates to attend meetings at which they are unable to be present.
4. Co-opted members will participate in the deliberations of the committee as required by the committee.
5. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
6. Co-opted members and observers shall not be entitled to vote on motions proposed at the SLTC.
7. The Secretary of the SLTC shall be appointed from the Governance & Executive Office
8. The SLTC shall not be considered quorate unless at least half its members are present and at least half of those present are academic representatives.
9. If the SLTC becomes inquorate during the proceedings, it shall not continue its business. The meeting shall be reconvened within 14 days.
10. The SLTC shall normally meet at least four times per academic year, at least once per term.
11. The Chair may from time to time declare extraordinary meetings provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
12. The structure and terms of reference of the SLTC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at Senate.
13. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the SLTC.
14. Formal minutes from each meeting and an annual summary report on the key work of the committee will be presented to Senate. The annual summary report will be presented to the first Senate meeting of each academic year.
15. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
16. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix D: Membership and Terms of Reference of the Senate Student Experience Committee (SSEC)

The SSEC considers and reviews policies and procedures for the assurance and enhancement of the Regent's University London student experience for the whole student journey, from application to alumni including but not limited to, student engagement, support, data and resources, e.g. DLHE, NSS etc. The SSEC monitors student complaints and reviews student feedback mechanisms and feedback results. The SSEC does not directly consider issues relating to learning and teaching which are the remit of the Senate Learning and Teaching Committee.

MEMBERSHIP

24 members of staff and students

Ex officio:

PVC of Student Experience * (Chair)
Chief Operating Officer **
BaM Faculty Lead on Student Experience *
HASS Faculty Lead on Student Experience *
Regent's Institute for Languages and Culture Director *
Chief Information Officer & Director of Information Services **
Director of Marketing, Recruitment & Admissions **
Director of Developments and Alumni Relations **
University Librarian **
Employability & Student Enterprise Manager **
Director of Estates & Facilities **
Head of International Partnerships Office **
Registrar **
Head of Student Services **
Head of Admissions **
Head of Catering & Events **
Student Union President ***
Student Union Vice-President of Student Experience ***
Student Union Vice-President of Academic Affairs ***
School and Institute Student Council Presidents (currently 6) ***

* Academic (4)
** Professional services (12)
*** Students (9)
Total (25)

In attendance:

Secretary
Co-optees (as required by the committee)

(Total attendance = 26 plus co-optees)

TERMS OF REFERENCE

The Senate Student Experience Committee (SSEC) has delegated responsibility from Senate in the following areas to:

1. Keep under review the Regent's Student Experience Strategy 2017-21, recommend updates to Senate and monitor performance against the Key Performance Indicators within the Strategy.
2. In collaboration with the Human Resources Committee, monitor the University's Equality, Diversity and Inclusion Policy to ensure that it remains current and promotes an environment that celebrates diversity and protects against harassment or discrimination due to factors including but not limited to: gender, ethnic background, disability, age or sexual orientation.
3. Enhance and promote student engagement and relations between the student body and Regent's, for example by monitoring and reviewing the mechanisms in place for recruiting student representatives to committees and for the training of representatives in this role.
4. Consider matters of policy and practice relating to student welfare and finance and take appropriate action.
5. Receive and consider an annual report on Student Services from the Head of Student Services. To receive details of any student complaints and agree upon action for improvement where necessary. To highlight any complaints relating to matters of equality, diversity and inclusion. To receive statistical analysis on the composition of the student body at University and Faculty level with regard to factors including but not limited to: gender, ethnic background, disability, age or sexual orientation based on data from the HESA return.
6. Receive and consider recommendations and interim quarterly update reports from the Student Union, and an annual overview report; and take action where necessary.
7. Consider and advise on student feedback mechanisms for potential students, current students, and alumni to ensure that effective feedback is gathered from all points of the student journey. Receive and review the results of the feedback collated and define and monitor the progress of actions resulting from the feedback. Monitor how student feedback responses and associated actions are communicated to students.
8. Receive all external and internal University student survey results for analysis and to compare these against national benchmarks such as the National Student Survey and identify and monitor actions for improvement.
9. Receive annual action plans from the Faculties with regard to measures to improve the student experience following the release of the National Student Survey (NSS) results.
10. Keep under review the retention rates across the academic portfolio
11. Receive annual reports from the areas of Registry, admissions, IPO, alumni, careers, catering, estates (including student accommodation) and IT and identify areas for improvement.
12. Ensure that placement learning is aligned with the principles of the LTAS.
13. Oversee the review of the Student Charter, led by the Student Union and make recommendations to Senate for amendment as appropriate.
14. Monitor the Fitness to Study Policy ensuring it remains current and provides a consistent, non-judgemental and sensitive response to the management of situations relating to cause for

concern about any student's fitness to study.

15. Monitor the Code of Conduct for Students to ensure that it remains current and promotes positive behavioural standards among students.

STANDING ORDERS

1. The PVC of Student Experience shall be the ex officio Chair of the Senate Student Experience Committee. Alternatively, the PVC of Student Experience may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. Where necessary, subject to challenge by the committee, members of the SSEC may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in the deliberations of the committee as required by the committee.
4. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the SSEC.
6. The Secretary of the SSEC shall be appointed from the Governance & Executive Office.
7. The SSEC shall not be considered quorate unless at least half its members are present.
8. If the SSEC becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
9. The SSEC shall normally meet at least four times per academic year, at least once per term.
10. The Chair may from time to time declare extraordinary meetings provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
11. The structure and terms of reference of the SSEC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at Senate.
12. Formal minutes, prepared in the prevailing and agreed University format are a requirement of the operation of the SSEC.
13. Formal minutes from each meeting and an annual summary report on the key work of the committee identifying best practice and lessons learned will be presented to Senate. The annual summary report will be presented to the first Senate meeting of each academic year.
14. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
15. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix E: Membership and Terms of Reference of the Senate Research Committee (SRC)

The SRC drafts, considers and reviews research policies, procedures and strategies, as well as promoting a research culture at Regent's University London. It monitors Regent's research outputs and student postgraduate research registrations (PhD).

MEMBERSHIP

13 members of staff students

Ex officio:

Deputy Vice Chancellor (Chair) *

Head of Academic & Educational Developments *

Heads of University Research Centres (all) (currently 3) *

Chairs of the Faculty Research Committees (all) (currently 2) *

Chair of the Institute Research Committee (all) (currently 1) *

Elected / Appointed:

Research Professor elected by the professoriate* (1)

One student representative appointed by the Student Union (postgraduate research) (1) ***

One member of academic staff appointed by each PVC / Faculty Dean to represent their faculty (currently 2) *

One member of academic staff appointed by each Institute Director to represent their institute (currently 1) *

* Academic (12)

** Students (1)

Total (13)

In attendance:

Research Administrator

Secretary

Co-optees (as required by the committee)

(Total attendance = 15 plus co-optees)

TERMS OF REFERENCE

The Senate Research Committee (SRC) has delegated responsibility from Senate in the following areas to:

1. Foster and promote a University wide research culture.
2. Maintain, further develop and monitor an operational and consistent research strategy that is applied across the University and ensure it is in alignment with the requirements for Taught and Research Degree Awarding Powers.
3. To ensure the University's compliance with the Concordat to Support Research Integrity, and to review and monitor the Code of Practice on Research Integrity.

4. Monitor, support, promote and publicise research outputs, e.g. research publications, books, edited books, journal articles, review articles, reviews, conference papers [notably keynote addresses], research grants, professional distinctions and other esteem factors.
5. Review and promote through the Research Degrees Committees all postgraduate research including but not limited to: MPhil, taught doctorate and PhD work.
6. Promote best practice in any and all aspects of research to enhance the personal and academic development of students and staff.
7. Monitor, review and support the development and enhancement of research and consultancy within the University; specifically, to ensure that all research and consulting projects are entirely consistent with the University's mission, values and ethical policies.
8. Review all projects which have a specific research element, in particular those that may have student involvement, to ensure consistency with the University's vision, mission and values and provide ethical approval, through the Faculty / Institute Research Ethics Review Panels, prior to such proposals being scrutinised from a budgetary and financial perspective by the University's Finance Department.
9. The SRC is responsible for the selection and approval of a pool of academic staff, who can be used to form the membership of the Faculty / Institute Research Ethics Review Panels, according to their knowledge and expertise. The SRC will nominate the Chairs of the Faculty / Institute Research Ethics Review Panels from the approved pool of academic staff.
10. Set criteria for the establishment of research centres and approve them. Monitor the performance of approved centres against agreed measurable objectives and ensure that their contribution is consistent with the University's mission, vision and values and research objectives.
11. Promote and monitor the acquisition of external research funds.
12. Review the level of staff support for research across the campus (e.g. sabbatical policy).
13. Receive recommendations from the Faculty / Institute Research Ethics Review Panels regarding any changes to the Research Ethics Policy, Ethical Guidelines and the procedures in place for research ethical approval, and to review and monitor these procedures.
14. Assist in promoting and strengthening the research culture in faculties and institutes through research centres.
15. To receive the minutes and associated proposals / recommendations, and an annual summary report from the Faculty and Institute Research Committees. The annual summary reports will be received at the first Senate Research Committee meeting of each academic year.
16. To receive an annual summary report from the Faculty / Institute Research Ethics Review Panels and the Appeals Panel for Research Ethics (APRE). The annual summary reports will be received at the first Senate Research Committee meeting of each academic year.
17. To monitor the Research Ethics Policy to ensure it provides an appropriate framework within which the ethical review process will operate across the University.

STANDING ORDERS

1. The Deputy Vice Chancellor shall be the ex officio chair of the Senate Research Committee. Alternatively, the Deputy Vice Chancellor may delegate the role of chair to his / her nominee. The nominee must be selected from the committee membership.
2. Where necessary, subject to challenge by the committee, members of the SRC may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in the deliberations of the committee as required by the committee.
4. The normal period of appointment for elected member of professoriate of the Senate Research Committee shall be three years with a possibility of re-election for one further three-year period.
5. The Governance & Executive Office will monitor and run the professoriate election process for the Senate Research Committee and appoint members to the Senate Research Committee in accordance with the outlined process. Members will therefore be able to take up their position at the next meeting of Senate Research Committee.
6. Should an elected professoriate member leave the Senate Research Committee, a new member will be appointed by the Governance & Executive Office following the election process and shall serve for three years from the date of appointment.
7. Where an elected representative does not attend a sufficient number of meetings as determined by the Secretary of the Senate Research Committee, the Secretary of the Senate Research Committee will write to the elected representative and try to rectify the situation. Continued unsatisfactory attendance will be taken as a de facto resignation and the Secretary of the Senate Research Committee will write to the elected representative notifying them of this decision. The Secretary of the Senate Research Committee will then initiate a new election for a replacement.
8. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
9. Co-opted members and observers shall not be entitled to vote on motions proposed at SRC.
10. The Secretary of the committee shall be appointed from the Governance & Executive Office.
11. The SRC shall not be considered quorate unless at least half of its members are present and at least half of those present are academic representatives.
12. If the SRC becomes inquorate during the proceedings, it shall not continue its business. The meeting shall be reconvened within 14 days.
13. The SRC will normally meet at least four times per academic year, at least once per term.
14. The Chair may from time to time declare extraordinary meetings of the SRC provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
15. The structure and terms of reference of the SRC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at Senate.

16. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the SRC.
17. Formal minutes from each meeting and an annual summary report on the key work of the committee will be presented to Senate. The annual summary report will be presented to the first Senate meeting of each academic year.
18. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
19. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix F: Membership and Terms of Reference of the Senate Portfolio Scrutiny Panel (SPSP)

The SPSP is responsible to Senate for the detailed scrutiny of full proposals for new validated and short course programmes and their review for continued viability thereafter. The panel also scrutinises proposals for new collaborative arrangements (being articulation, dual / double and joint degrees in line with the University's Internationalisation Strategy) and study period abroad arrangements and their subsequent review thereafter.

MEMBERSHIP

10 members of staff and students

Ex officio:

Chief Operating Officer (Chair) **

Deputy Vice-Chancellor *

PVC / Dean of BaM *

PVC / Dean of HASS *

Institute Director *

Registrar **

Finance Director**

Director of Marketing, Recruitment & Admissions **

Appointed:

Two student representatives appointed by the Student Union (one undergraduate and one postgraduate) (2) ***

* Academic (4)

** Professional services (4)

*** Students (2)

Total (10)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 11 plus co-optees)

TERMS OF REFERENCE

The Senate Portfolio Scrutiny Panel has delegated responsibility from Senate in the following areas to:

1. Approve the development of a portfolio of programmes which will ensure the attainment of the University's strategic objectives and vision and which will reflect the University's mission and values.
2. Identify, report and make recommendations on key issues relating to the overall development of academic programmes at the University which may have a cross-University impact.

3. Monitor and offer support and guidance for new academic programme developments both within Schools and across / between Schools (joint programme initiatives), as well as offering final adjudication on all issues of internal academic competition at Regent's University London.
4. Offer advice and make decisions on all internal academic programme competition issues at Regent's University London.
5. Consider and decide upon changes to the titles of programmes.
6. Implement periodic review and follow-up of the University's validated provision and short courses to determine continued relevance, performance and viability. Review teams should be appointed to discharge these duties. The review should take into account national and University developments. Newly validated programmes are to be reviewed every year for the first 3 years and all programmes are to be reviewed every 3 years thereafter, or as required. The panel should make any resulting recommendations to Senate on programme discontinuation with a clear rationale provided.
7. Consider in detail all proposals for new validated provision, collaborative provision and short courses submitted to the panel and to either:
 - a) Approve the proposal;
 - b) Approve the proposal, subject to conditions which will need to be met within a set timeframe;
 - c) Request further clarification of amendment of the proposal within a set timeframe;
 - d) Reject the proposal, providing feedback.
8. Monitor, review and develop information on and developments with all local, national and international academic collaborative arrangements with the University and review and maintain a clear University policy and strategy in this area.
9. Receive reports on the review of Study Period Abroad agreements and staff teaching exchanges from the International Partnerships Office which makes recommendations on the establishment of new partnerships, the continuation of agreements with existing partners and the termination of existing agreements and approve or reject the recommendations.
10. Implement a periodic review of the University's collaborative arrangements as per a defined 'schedule of review for collaborative partnerships.' Review teams should be appointed to discharge these duties. The schedule and review should take into account national and University developments in this area and should be informed by the Quality Assurance Agency (QAA) UK Quality Code for Higher Education Chapter B10: Managing higher education provision with others.
11. Consult with relevant staff throughout the University on matters relating to the legal, financial and strategic standing of partnerships, as appropriate.
12. Oversee the University's Register of Collaborative Provision, which should be informed by the Quality Assurance Agency (QAA) UK Quality Code for Higher Education Chapter B10: Managing higher education provision with others, and act in an advisory capacity on all collaborative provision arrangements.
13. Monitor the Collaborative Provision Policy to ensure it remains current and reflects the aim that all Regent's University London students should have a high-quality student experience irrespective of where they are studying, and that academic standards are appropriately safeguarded.

14. Submit an annual summary report to the Senate Quality Assurance and Enhancement Committee on the review of the overall arrangements for the quality assurance of taught collaborative provision. The annual summary report will be submitted to the first SQAEC meeting of each academic year.
15. Receive a summary report of portfolio development and notification from the PVC / Deans or Institute Director, as applicable, of suspension of recruitment to programmes.
16. Consider whether programmes and partnerships should be terminated and make recommendations to Senate.

STANDING ORDERS

1. The-Chief Operating Officer shall be the ex officio Chair of the Senate Portfolio Scrutiny Panel. Alternatively, the Chief Operating Officer may delegate the role of Chair to his / her nominee. The nominee must be selected from the panel membership.
2. Where necessary, subject to challenge by the panel, members of the SPSP may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in deliberations as required by the panel.
4. Observers are only allowed at the permission of the Chair and should not participate in panel business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the SPSP.
6. The Secretary of the SPSP shall be appointed from the Governance & Executive Office.
7. The SPSP shall not be considered quorate unless at least half its members are present.
8. If the SPSP becomes inquorate during proceedings, it shall not continue its business. The meeting shall be reconvened within 14 days.
9. The SPSP shall meet as and when required but at least four times per academic year, at least once per term.
10. The structure and terms of reference of the SPSP shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at Senate.
11. Formal minutes, prepared in the prevailing and agreed University format are a requirement of the operation of the SPSP.
12. Formal minutes from each meeting and an annual summary report on the key work of the panel will be presented to Senate. The annual summary report will be presented to the first Senate meeting of each academic year.

13. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
14. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix G: Membership and Terms of Reference of the Academic Promotions Committee (APC)

Academic promotions will support and be aligned to the University's strategic plans, in particular the Learning, Teaching and Assessment Strategy. As a teaching orientated, but research informed, University we aim to provide excellence in learning and teaching and this will be the underlying principle in academic promotions.

MEMBERSHIP

9 members of staff and students

Ex officio:

Deputy Vice Chancellor (Chair) *
Pro Vice Chancellor Human Resources **
PVC / Dean of BaM *
PVC / Dean of HASS *
Director of RILC *

Nominated:

1 Academic Nominee from HASS*
1 Academic Nominee from BaM*
1 Academic Nominee from RILC*
1 Academic Representative from JCC * (subject to availability)

* Academic (8)

** Professional services (1)

Total (9)

In attendance:

Secretary
Head of Academic Practice

(Total attendance = 11)

TERMS OF REFERENCE

The Academic Promotions Committee has delegated responsibility from Senate in the following areas to:

1. Receive, discuss and consider application forms for promotion to Senior Lecturer posts, and vote to determine whether the application is:
 - a. approved
 - b. rejected
2. Receive, discuss and consider application forms for promotion to Principal Lecturer posts, interview the applicant, and vote to determine whether the application is:
 - a. approved
 - b. rejected
3. Ensure that academic promotions support and are aligned to the University's strategic plans, in particular the Learning, Teaching and Assessment Strategy.

4. Ensure that academic promotions are consistent with the principle of striving for excellence in teaching and / or research.
5. Give feedback to both successful and unsuccessful applicants via the PVC / Faculty Dean or the Director of RILC and academic line manager.

STANDING ORDERS

1. The Deputy Vice-Chancellor shall be the ex officio Chair of the Academic Promotions Committee. Alternatively, the Deputy Vice-Chancellor may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. The academic nominees will be determined by Human Resources and drawn from a pool of trained Principal Lecturers and Professors.
3. Members of the committee do not represent particular departments or faculties (or individual applicants) for the purposes of decision making.
4. The names of committee members will not be publicised. However, the full panel membership may be requested. Staff applying for promotion will be advised of the role of the committee members and that personal representation or enhancement of their case for promotion either before or after the committee is not appropriate in any circumstances.
5. Co-opted members will participate in the deliberations of the committee as required by the committee.
6. Observers are only allowed at the permission of the Chair and should not participate in Committee business unless authorised by the Chair.
7. Co-opted members and observers shall not be entitled to vote on motions proposed at the Academic Promotions Committee.
8. The Secretary of the Academic Promotions Committee shall be appointed by the PVC / Director of HR in consultation with the Head of Governance.
9. The Academic Promotions Committee shall not be considered quorate unless at least half its members are present.
10. If the Academic Promotions Committee becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
11. The Academic Promotions Committee shall normally meet at least once per academic year.
12. The structure and terms of reference of the Academic Promotions Committee shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at Senate.

13. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the Academic Promotions Committee. These should be suitably redacted before any public dissemination.
14. An annual report containing a list of successful applicants and statistics on the number of successful and unsuccessful applications will be presented to Senate and the JCC for noting.
15. All decisions on academic promotions will be reported to Directorate and to the HR Committee.
16. There is no direct appeals process against academic promotions decisions. The Grievance procedure is available for staff who feel they have been unfairly treated.

Appendix H: Membership and Terms of Reference of the Professorial and Readership Committee (PRC)

The Professorial and Readership Committee will consider applications for the title of Professor or Reader against defined criteria.

MEMBERSHIP

3 members of staff and 2 external academic advisers

Ex-officio:

Chair of Senate (Chair) *

Deputy Vice-Chancellor *

PVC / Director of Human Resources**

Appointed:

Two external academic advisers of PVC level from a UK University (2) *

* Academic (4)

** Professional Services (1)

Total (5)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 6 plus co-optees)

TERMS OF REFERENCE

The Professorial and Readership Committee has delegated responsibility from Senate in the following areas to:

1. Consider applications for the conferment of the title of Professor or Reader against defined criteria and vote to:
 - a) award the title subject to review through the PDR system every 3 years
 - b) reject the application
2. Consider all material presented and in areas where academic specialisation is of importance, give particular consideration to the references of the expert external referees. Applicants who proceed to a stage where academic references are sought will be interviewed.
4. Provide a written response to all applicants, and in the case of failed applications provide clear guidance on the actions that the applicant should undertake to gain the relevant title at a future date.
5. Review PDR outcomes for those who have been granted Professor or Reader title on a cyclical three-year basis from the date of the award, in order to determine whether the title should be confirmed for a further three years or not.

STANDING ORDERS

1. The Chair of Senate shall be the Chair of the Professorial and Readership Committee.
Alternatively the Chair may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. The period of appointment of external academic advisers shall be for three years with a possibility of re-appointment for one further three-year period.
3. Co-opted members will participate in the deliberations of the committee as required by the committee.
4. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the Professorial and Readership Committee.
6. The Secretary of the Professorial and Readership Committee shall be appointed from the office of the Vice-Chancellor, by the Vice-Chancellor.
7. The Professorial and Readership Committee shall not be considered quorate unless at least half its members are present, including at least one external appointee.
8. If the Professorial and Readership Committee becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
9. Decision on award of title shall be by simple majority after consideration of performance against criteria. In the case of a drawn vote, the Chair shall have a casting vote.
10. The Committee will meet once per year.
11. The structure and terms of reference of the Professorial and Readership Committee shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at Senate.
12. Formal minutes prepared in the prevailing and agreed University format are a requirement the operation of the Professorial and Readership Committee. These should be suitably redacted before any public dissemination.
13. An annual report containing confirmation of successful awards will be presented to Senate.

Appendix I: Membership and Terms of Reference of the Academic Regulations Scrutiny Panel (ARSP)

The ARSP scrutinises proposals for change to academic regulations. The group receives completed pro-formas with prior approval sought from the relevant PVC / Dean or Director of RILC for academic staff or the Registrar for professional support staff. A clear and strong rationale for change is presented with supplementary evidence to support the proposal, e.g. best sector practice and / or modelled data on the effect on Regent's University London. The group will keep a record of both rejected and approved proposals and inform the Quality Office, who will prepare the draft academic regulations including change for approval at the final Senate of the academic year.

MEMBERSHIP

6 members of staff and students

Ex officio:

Deputy Vice Chancellor (Chair) *

Registrar **

Faculty Deans or nominee (all) (currently 2) *

Institute Director or nominee*

Student representative appointed by the Student Union (1) ***

*	Academic (4)
**	Professional services (1)
***	Students (1)
	Total (6)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 7 plus co-optees)

TERMS OF REFERENCE

The Academic Regulations Scrutiny Panel has delegated responsibility from Senate in the following areas to:

1. Receive all proposals for change to Regent's Academic Regulations. This will include proposals for change to regulations and style of language to ensure that it is fit for purpose in terms of accessibility, adherence to the QAA's Quality Code for HE and other national frameworks and aligned with good practice within the UK HE sector and the specific policies of Regent's University London.
2. Scrutinise the proposals received, and where agreed by the panel, make recommendations for a change to the academic regulations to Senate.
3. Ensure that the Academic Regulations are up to date.
4. Advise Senate of regulations and policies that may result in unintended student behaviours and suggest changes for discussion at the appropriate committee of Senate.

STANDING ORDERS

1. The ARSP will be chaired by the Deputy Vice Chancellor. Alternatively, the Deputy Vice-Chancellor may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. Where necessary, subject to challenge by the panel, members of the ARSP may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in deliberations as required by the panel.
4. Observers are only allowed at the permission of the Chair and should not participate in panel business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the ARSP.
6. The Secretary of the ARSP shall be appointed from the Governance & Executive Office.
7. The ARSP shall not be considered quorate unless at least half its members are present.
8. If the ARSP becomes inquorate during proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
9. The ARSP shall meet as and when required.
10. The structure and terms of reference of the ARSP shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at Senate.
11. Formal minutes, prepared in the prevailing and agreed University format are a requirement of the operation of the ARSP.
12. Formal minutes from each meeting and an annual summary report on the key work of the panel will be presented to Senate. The annual summary report will be presented to the first Senate meeting of each academic year.
13. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
14. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix K: Membership and Terms of Reference of the Institutional Overview Panel (IOP)

MEMBERSHIP

7 members of staff

Ex officio:

Assistant Registrar – Academic Quality and Assessment ** (Chair)

Deputy Vice Chancellor *

Registrar **

Head of Academic and Educational Development *

Appointed:

One senior member of academic staff appointed by each Faculty Dean to represent their faculty (Head of Programme or above) (2) *

One senior member of academic staff appointed by the Institute Director to represent their institute (Head of Programme or above) (1) *

* Academic (5)

** Professional services (2)

*** Students (0)

Total (7)

In attendance:

Secretary (Senior Quality Officer)

Co-optees (as required by the committee)

(Total attendance = 8 plus co-optees)

TERMS OF REFERENCE

The Institutional Overview Panel (IOP) has delegated responsibility from the Senate Quality Assurance and Enhancement Committee (SQAEC) in the following areas to:

1. Receive and review Faculty Overview Reports and overall Faculty Plans from the Faculty Associate Deans and make recommendations as appropriate.
2. Receive and review the draft Pro-Forma response report from the Senior Quality Officers.
3. Finalise the Pro-Forma response report for dissemination to the faculties and institute(s); this will include actions required at programme and institutional level for faculties and institute(s) and / or the University to meet.
4. Contribute to and review the Institutional Overview Report, drafted by the Quality Office, which will provide a summary of the year's performance and highlight the areas where attention will be focused to enhance the quality of provisions for the future, for approval by the SQAEC.
5. Monitor the responses to the Pro-Forma Response report from the faculties, institute(s) and University.

6. Review and update the annual monitoring process as required, under direction from the SQAEC; changes are to be approved by the SQAEC.

STANDING ORDERS

1. The Assistant Registrar – Academic Quality and Assessments and Awards will be the ex officio Chair of the Institutional Overview Panel (IOP). Alternatively, the Chair may delegate the role of chair to his / her nominee. The nominee must be selected from the committee membership.
2. Where necessary, subject to challenge by the committee, members of the IOP may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in the deliberations of the committee as required by the committee.
4. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
5. Student representatives may attend the meetings of the committee as observers.
6. Co-opted members and observers shall not be entitled to vote on motions proposed at the IOP.
7. The Secretary of the IOP shall be appointed from the Quality Office.
8. The IOP shall not be considered quorate unless all members are present.
9. If the IOP becomes inquorate during the proceedings, it shall not continue its business. The meeting shall be reconvened within 14 days.
10. The IOP shall normally meet twice per academic year.
11. The Chair may from time to time declare extraordinary meetings of the IOP provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
12. The structure and terms of reference of the IOP shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SQAEC.
13. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the IOP.
14. Formal minutes and an annual summary of the key work of the committee will be presented to the SQAEC. The annual summary report will be presented to the first SQAEC meeting of the academic year.
15. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.

Appendix L: Membership and Terms of Reference of the BaM Faculty Learning and Teaching Committee (FLTC)

MEMBERSHIP

16 members of staff and students

Ex officio:

Faculty Dean * (Chair)

Assistant Deans (currently 2) *

Faculty Lead on Student Experience *

Head of Academic & Educational Developments *

Head of Programmes * (8)

Appointed:

Two student representatives appointed by the Student Union (one undergraduate and one postgraduate)
(2) ***

* Academic (13)

** Professional services (1)

*** Students (2)

Total (16)

Co-opted:

Student Statistical Officer **

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 18 plus additional co-optees)

TERMS OF REFERENCE

The Faculty Learning and Teaching Committee (FLTC) has delegated responsibility from the Senate Learning and Teaching Committee (SLTC) in the following areas to:

1. Action the University learning, teaching and assessment strategy at faculty level.
2. Monitor and evaluate the quality of the teaching delivery in the faculty.
3. Monitor the implementation of the peer observation of teaching scheme and consider issues arising.
4. Promote excellence and innovation in learning, teaching and assessment.
5. Review student feedback from all relevant channels, including formal questionnaires.

6. Review learning resource provision and raise any issues to the Head of Academic & Educational Developments.
7. Monitor and review the provision of placement learning to students and make recommendations to the Senate Learning and Teaching Committee (SLTC) as appropriate.
8. Review issues arising from the minutes of the Programme Committees and learning, and teaching issues identified by external examiners and report relevant issues to the SLTC as appropriate.

STANDING ORDERS

1. The Dean of BaM shall be the ex officio Chair of the BaM Faculty Learning and Teaching Committee.
2. Where necessary, subject to challenge by the committee, members of the FLTC may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in the deliberations of the committee as required by the committee.
4. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the FLTC.
6. The Secretary of the FLTC shall be the PA to the Dean of BaM.
7. The FLTC shall not be considered quorate unless at least half of its members are present.
8. If the FLTC becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
9. The FLTC shall normally meet at least four times per academic year, at least once per term, and should schedule its meetings in line with the dates of the SLTC.
10. The Chair may from time to time declare extraordinary meetings of the FLTC provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
11. The structure and terms of reference of the FLTC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SLTC.
12. Formal minutes, prepared in the prevailing and agreed University format are a requirement of the operation of the FLTC.
13. Formal minutes from each meeting and an annual summary report on the key work of the panel minutes will be presented to the SLTC. The annual summary report will be presented to the first SLTC meeting of each academic year.

14. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
15. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix M: Membership and Terms of Reference of the HASS Faculty Learning and Teaching Committee (FLTC)

MEMBERSHIP

13 members of staff and students

Ex officio:

Faculty Dean (Chair) *

Assistant Deans (2) *

Head of Academic & Educational Developments *

**

Heads of Programmes (6) *

Appointed:

Two student representatives appointed by the Student Union (one undergraduate and one postgraduate)
(2) ***

* Academic (10)

** Professional services (1)

*** Students (2)

Total (13)

Co-opted:

Student Statistical Officer **

In attendance:

Secretary

Accreditation Body Representatives (UK Council for Psychotherapy) (currently 1) (observer)

Co-optees (as required by the committee)

(Total Attendance = 16 plus co-optees)

TERMS OF REFERENCE

The Faculty Learning and Teaching Committee (FLTC) has delegated responsibility from the Senate Learning and Teaching Committee (SLTC) in the following areas to:

1. Action the University learning, teaching and assessment strategy at faculty level.
2. Monitor and evaluate the quality of the teaching delivery in the faculty.
3. Monitor the implementation of the peer observation of teaching scheme and consider issues arising.
4. Promote excellence and innovation in learning, teaching and assessment.
5. Review student feedback from all relevant channels, including formal questionnaires.

6. Review learning resource provision and raise any issues to the Head of Academic & Educational Developments.
7. Monitor and review the provision of placement learning to students and make recommendations to the Senate Learning and Teaching Committee as appropriate.
8. Review issues arising from the minutes of Programme Committees and learning, and teaching issues identified by external examiners and report relevant issues to the Senate Learning and Teaching Committee as appropriate.

STANDING ORDERS

1. The Dean of HASS shall be the ex officio Chair of the HASS Faculty Learning and Teaching Committee.
2. Where necessary, subject to challenge by the committee, members of the committee may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in the deliberations of the committee as required by the committee.
4. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at committee.
6. The Secretary of the FLTC shall be the PA to the Dean of HASS.
7. The FLTC shall not be considered quorate unless at least half its members are present.
8. If the FLTC becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
9. The FLTC shall normally meet at least four times per academic year and should schedule its meetings in line with the Senate Learning and Teaching Committee dates.
10. The Chair may from time to time declare extraordinary meetings provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
11. The structure and terms of reference of the FLTC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SLTC.
12. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the FLTC.
13. Formal minutes from each meeting and an annual summary report on the key work of the committee will be presented to the SLTC. The annual summary report will be presented to the first SLTC meeting of each academic year.
14. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.

15. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix N: Membership and Terms of Reference of the RILC Learning and Teaching Committee (LTC)

MEMBERSHIP

10 members of staff and students

Ex officio:

Institute Director (Chair) *

Subject Group Leaders (all) (3) *

Head of Academic & Educational Developments * **

Elected:

One member of academic staff representing English Language Teaching, elected by RILC academic staff (1) *

One member of academic staff representing Foreign Language Teaching, elected by RILC academic staff (1) *

Appointed:

Two student representatives appointed by the Student Union (one undergraduate and one postgraduate) (2) ***

* Academic (7)

** Professional services (1)

*** Students (2)

Total (10)

In attendance:

Secretary

Student Statistical Officer **

(Total attendance = 12 plus)

TERMS OF REFERENCE

The RILC Learning and Teaching Committee (RILC LTC) has delegated responsibility from the Senate Learning and Teaching Committee (SLTC) in the following areas to:

1. Action the University learning, teaching and assessment strategy at institute level.
2. Monitor and evaluate the quality of the teaching delivery in the institute.
3. Monitor the implementation of the peer observation of teaching scheme and consider issues arising.
4. Promote excellence and innovation in learning, teaching and assessment.
5. Review student feedback from all relevant channels, including formal questionnaires.

6. Review learning resource provision and raise any issues to the Head of Academic & Educational Developments.
7. Review issues arising from the minutes of Programme Committees and learning, and teaching issues identified by external examiners and report relevant issues to the Senate Learning and Teaching Committee, as appropriate.

STANDING ORDERS

1. The Director of the Regent's Institute of Languages and Culture shall be the ex officio Chair of the RILC Learning and Teaching Committee.
2. With the exception of ex officio members and students the membership of the committee shall normally be for three years, renewable for one additional three-year term.
3. Where necessary, subject to challenge by the committee, members of the RILC LTC may appoint suitable alternates to attend meetings at which they are unable to be present.
4. Should an elected or appointed member leave the committee, a new member will be elected or appointed prior to the next meeting of RILC LTC and shall serve for three years from the date of appointment.
5. Co-opted members will participate in the deliberations of the committee as required by the committee.
6. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
7. Co-opted members and observers shall not be entitled to vote on motions proposed at the RILC LTC.
8. The Secretary of the RILC LTC shall be an administrator from the RILC.
9. The RILC LTC shall not be considered quorate unless at least half its members are present.
10. If the RILC LTC becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
11. The RILC LTC shall normally meet at least four times per academic year and should schedule its meetings in line with the dates of the SLTC.
12. The Chair may from time to time declare extraordinary meetings of the RILC LTC provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
13. The structure and terms of reference of the RILC LTC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SLTC.

14. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the RILC LTC.
15. Formal minutes from each meeting and an annual summary report on the key work of the committee will be submitted to the SLTC. The annual summary report will be presented to the first SLTC meeting of each academic year.
16. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
17. It is recognised that there may be reserved items of business from which student representatives will be asked to withdraw.

Appendix O: Membership and Terms of Reference of the BaM Faculty Research Committee (FRC)

MEMBERSHIP

11 members of staff and students

Ex officio:

Faculty Lead on Scholarship and Research (Chair) *

PVC / Faculty Dean *

Faculty Professoriate (currently 4) *

Assistant Deans (2) *

Research Centre Heads aligned to the faculty (1) *

Chair of the Faculty Research Ethics Review Panel (1) *

Faculty Manager (1) **

Appointed:

* Academic (10)

** Professional services (1)

Total (11)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 12 plus co-optees)

TERMS OF REFERENCE

The Faculty Research Committee (FRC) has delegated responsibility from the Senate Research Committee (SRC) in the following areas to:

1. Determine the faculty's research strategy to promote and support research engagement in conjunction with the University's research strategy.
2. Implement at faculty level the University's research strategy.
3. Make a formal report annually to the Senate Research Committee (SRC).
4. Propose the resourcing required to achieve the faculty strategy to the Faculty Executive Committee (FEC).
5. Manage and monitor the allocation of support for research in line with the agreed faculty strategy.
6. Determine criteria against which support will be provided to individuals and monitored.
7. Oversee and monitor the progress of staff undertaking Higher Research Degrees.

8. Oversee the development of knowledge and skills among faculty staff supervising student research at all levels (undergraduate through to doctorate level).
9. Promote best practice in any and all aspects of research to enhance the personal and academic development of staff and, where appropriate, students.
10. Promote research-informed teaching and curriculum development.
11. Manage the communications of faculty research achievements within the faculty, University and externally.
12. Manage ethical issues arising from the research plans and activities of faculty staff and students.
13. Receive reports on and oversee the application for and approval of research ethics through the Faculty Research Ethics Review Panel and report on this area to the SRC.
14. Oversee and, where appropriate, direct the activities of Research Centres and Research Groups in line with the University and faculty Research Strategies.
15. Use its delegated powers to manage the process of allocation of faculty research funds to individual projects by reference to a set of common criteria that apply across the faculty and evaluate outcomes to inform future allocations.

STANDING ORDERS

1. The Faculty Lead on Scholarships and Research shall be the ex officio Chair of the Faculty Research Committee. Alternatively, the Faculty Lead on Scholarships and Research may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. Where necessary, subject to challenge by the committee, members of the FRC may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in the deliberations of the committee as required by the committee.
4. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the FRC.
6. The Secretary of the FRC shall normally be appointed from the Faculty.
7. The FRC shall not be considered quorate unless at least half its members are present.
8. If the FRC becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
9. The FRC shall normally meet at least four times per academic year and should schedule its meetings in line with the dates of the SRC.

10. The Chair may from time to time declare extraordinary meetings of the FRC provided that a minimum of 7 days' notice is given and that papers are circulated a minimum of 7 days in advance of the meeting.
11. The structure and terms of reference of the BaM FRC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SRC.
12. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the FRC.
13. Formal minutes from each meeting and an annual summary report on the key work of the committee will be presented to the SRC. The annual summary report will be presented to the first SRC meeting of each academic year.
14. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.

Appendix P: Membership and Terms of Reference of the HASS Faculty Research Committee (FRC)

MEMBERSHIP

15 members of staff and students

Ex officio:

Assistant Dean of Regent's School of Psychotherapy and Psychology (RSPP) (Chair) *

PVC / Faculty Dean *

Assistant Dean (currently 2) *

Head of Programme for Counselling Psychology (1) *

Research Centre Heads aligned to the faculty (1) *

Chair of the Faculty Research Ethics Review Panels (3) *

Chair of the Research Degrees Programmes Committee (1) *

Appointed:

Four members of academic staff at the rank of Professor or Reader appointed by the PVC / Faculty Dean in consultation with the Chair, to represent the faculty (4) *

One student representative appointed by the Student Union (PhD or professional doctorate) (1) ***

* Academic (14)

*** Students (1)

Total (15)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 16 plus co-optees)

TERMS OF REFERENCE

The Faculty Research Committee (FRC) has delegated responsibility from the Senate Research Committee (SRC) in the following areas to:

1. Determine the faculty's research strategy to promote and support research engagement in conjunction with the University's research strategy.
2. Implement at faculty level the University's research strategy.
3. Make a formal report annually to the Senate Research Committee (SRC).
4. Propose the resourcing required to achieve the faculty strategy to the Faculty Executive Committee (FEC).
5. Manage and monitor the allocation of support for research in line with the agreed faculty strategy.

6. Determine criteria against which support will be provided to individuals and monitored.
7. Oversee and monitor the progress of staff undertaking Higher Research Degrees.
8. Oversee the development of knowledge and skills among faculty staff supervising student research at all levels (undergraduate through to doctorate level).
9. Promote best practice in any and all aspects of research to enhance the personal and academic development of staff and, where appropriate, students.
10. Promote research-informed teaching and curriculum development.
11. Manage the communications of faculty research achievements within the faculty, University and externally.
12. Manage ethical issues arising from the research plans and activities of faculty staff and students.
13. Receive reports on and oversee the application for and approval of research ethics through the Faculty Research Ethics Review Panel, and report on this area to the SRC.
14. Oversee and, where appropriate, direct the activities of Research Centres and Research Groups in line with the University and faculty research strategies.
15. Use its delegated powers to manage the process of allocation of faculty research funds to individual projects by reference to a set of common criteria that apply across the faculty and evaluate outcomes to inform future allocations.

STANDING ORDERS

1. The Faculty Research Leader shall be the ex officio Chair of the Faculty Research Committee. Alternatively, the Faculty Research Leader may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. Where necessary, subject to challenge by the committee, members of the FRC may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-optees will participate in the deliberations of the committee as required by the committee.
4. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the FRC.
6. The Secretary for the FRC will normally be the PA to the PVC / Dean of HASS.
7. The FRC shall not be considered quorate unless at least half its members are present.
8. If the FRC becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.

9. The FRC shall normally meet at least four times per academic year and should schedule its meetings in line with the dates of the SRC.
10. The Chair may from time to time declare extraordinary meetings of the FRC provided that a minimum of 7 days' notice is given and that papers are circulated a minimum of 7 days in advance of the meeting.
11. The structure and terms of reference of the HASS FRC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SRC.
12. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the FRC.
13. Formal minutes from each meeting and an annual summary report on the key work of the committee will be presented to the SRC. The annual summary report will be presented to the first SRC meeting of each academic year.
14. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.

Appendix Q: Membership and Terms of Reference of the RILC Research Committee (RC)

MEMBERSHIP

9+ members of staff and students

Ex officio:

Head of Research and Professional Development (Chair) *

Director of Regent's Institute of Languages and Culture *

Subject Group Leaders (all) (currently 3) *

Heads of Research Centres linked to the institute (currently 1) *

Chair of the Institute Research Ethics Review Panel (1) *

Appointed:

Two academic representatives appointed by the Institute Director (2) *

* Academic (9+)

Total (9+)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance: 10+ plus co-optees)

TERMS OF REFERENCE

The Regent's Institute of Languages and Culture Research Committee (RILC RC) has delegated responsibility from the Senate Research Committee (SRC) in the following areas to:

1. Determine the institute's research strategy to promote and support research engagement in conjunction with the University's research strategy.
2. Implement at institute level the University's research strategy.
3. Represent the institute's interest at the Senate Research Committee (SRC).
4. Make a formal report annually to the Senate Research Committee (SRC).
5. Propose the resourcing required to achieve the institutional strategy to the Institute Executive Committee (EC).
6. Manage and monitor the allocation of support for research in line with the agreed institutional strategy.
7. Determine criteria against which support will be provided to individuals and monitored.
8. Oversee and monitor the progress of staff undertaking Higher Research Degrees.
9. Oversee the development of knowledge and skills among institute staff supervising student research at all levels (undergraduate through to doctorate level).

10. Promote best practice in any and all aspects of research to enhance the personal and academic development of staff and, where appropriate, students.
11. Promote research-informed teaching and curriculum development.
12. Manage the communications of institutional research achievements within the institute, University and externally.
13. Manage ethical issues arising from the research plans and activities of institute staff and students.
14. Receive reports on and oversee the application for and approval of research ethics through the Institute Research Ethics Review Panel, and report on this area to the SRC.
15. Oversee and, where appropriate, direct the activities of Research Centres and Research Groups in line with the University and institute research strategies.
16. Use its delegated powers to manage the process of allocation of institute research funds to individual projects by reference to a set of common criteria that apply across the faculty and evaluate outcomes to inform future allocations.

STANDING ORDERS

1. The Head of Research and Professional Development shall be the ex officio Chair of the RILC Research Committee, when appointed. Alternatively, the Head of Research and Professional Development may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. Where necessary, subject to challenge by the committee, members of the RILC RC may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in the deliberations of the committee as required by the committee.
4. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the RILC RC.
6. The RILC RC shall not be considered quorate unless at least half its members are present.
7. If the RILC RC becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
8. The Secretary for the RILC RC will be appointed by the RILC.
9. The RILC RC shall normally meet at least four times per academic year and should schedule its meetings in line with the dates of the SRC.

10. The Chair may from time to time declare extraordinary meetings of the RILC RC provided that a minimum of 7 days' notice is given and that papers are circulated a minimum of 7 days in advance of the meeting.
11. The structure and terms of reference of the RILC RC shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SRC.
12. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the RILC RC.
13. Formal minutes from each meeting and an annual summary report on the key work of the committee will be presented to the SRC. The annual summary report will be presented to the first SRC meeting of each academic year.
14. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.

Appendix R: Membership and Terms of Reference of the Faculty / Institute Research Ethics Review Panels (RERP)

MEMBERSHIP

4 members of staff

Nominated by the Senate Research Committee:

Chair *

Appointed:

Three members from a pool of academic staff, one to be external to the faculty / institute of the panel being conducted (3) *

* Academic (4)
Total (4)

In attendance:

Secretary

Co-optees (as required by the panel)

(Total attendance = 5 plus co-optees)

TERMS OF REFERENCE

The Research Ethics Review Panels (RERP) have delegated responsibility from the Senate Research Committee (SRC) in the following areas to:

1. Receive all submitted applications from staff and students for ethical approval for all research conducted within and outside the Faculty / Institute in question by staff or students at Regents University London. This will include, but is not limited to, all teaching assignments involving human or other living participants, and covers all experiments, investigations and procedures involving human or other living participants, or data relating to such living entities.
2. Where requested by the approving academic, assess the ethical issues raised by proposals for research submitted for consideration and to grant, refer back or withhold approval from such projects; specifying, where necessary, any conditions subject to which proposals may be allowed. The panels may:
 - a) Confirm approval of a proposal
 - b) Request further information on a proposal.
 - c) Withhold approval, where the panels have serious concerns about the ethics of a proposal.

3. The RERPS will scrutinise research proposals in respect of:
 - Aims of project / benefits to participants / society
 - Research design and method
 - Participant selection
 - Informed consent
 - Participation of vulnerable groups (if any)
 - Data collection
 - Data analysis
 - Risk analysis undertaken (to researcher, participants or any third parties)
 - Data protection and secure storage
 - Dissemination
4. The RERPs reserve the right to revoke, reject, or defer approval that has previously been granted if not satisfied that the conduct of the research is consistent with good ethical practice as set out in the Research Ethics Policy and Ethical Guidelines. Under such circumstances, the panels must provide their reasons for deferment, rejection or revocation, and applicants may appeal the decision of the RERPs to the Appeals Panel for Research Ethics, within 10 days of the communication of the outcome.
5. Keep a full detailed record of all applications for approval made within the faculty / institute.
6. Provide advice, guidance and support to staff / students / schools / faculty / institute on policies and procedures related to research as requested.
7. Manage ethical issues arising from the research plans and activities of faculty staff and students, through the Faculty / Institute Research Ethics Review Panel, and report on this area to the Faculty / Institute Research Committee.
8. Recommend any changes to the Research Ethics Policy, Ethical Guidelines and the procedures in place for research applications for ethical approval to the Senate Research Committee
9. Establish and conduct periodic reviews of the ethical approval processes and procedures in place at the University, and as operated in practice, and recommend any changes deemed necessary to the Senate Research Committee.
10. Receive and advise on proposals from individual members of academic staff, or other sources, to collaborate with agencies outside the University to use or associate the name of the University in research outside its direct control.
11. Authorise the commencement of approved research, subject to the project being as stated in the application for approval, as recommended by the approvers.
12. Seek and take account of all necessary advice from sources within and outside the University.

STANDING ORDERS

1. The pool of staff used for the Faculty and Institute RERPs shall be nominated by the SRC and approved by the Chair of the SRC.
2. Co-opted members will participate in the deliberations of the panel as required by the panel.

3. Observers are only allowed at the permission of the Chair and should not participate in panel business unless authorised by the Chair.
4. Co-opted members and observers shall not be entitled to vote on decisions proposed at the RERP.
5. The RERP shall not be considered quorate unless all members are present.
6. If the RERP becomes inquorate during the proceedings, then the meeting must cease and reconvene within 5 working days.
7. The Secretary of the RERPs shall be appointed from the Faculty / Institute by the Chair of the Faculty / Institute Research Committee.
8. The RERPs shall meet as and when required.
9. The structure and terms of reference of the RERPs shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SRC.
10. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the RERPs.
11. An annual summary report of the key work of the panel will be presented to the SRC. The annual summary report will be presented to the first SRC meeting of each academic year.
12. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.

Appendix S: Membership and Terms of Reference of the Appeals Panel for Research Ethics (APRE)

MEMBERSHIP

3 members of staff

Ex officio:

Chair of the Senate Research Committee (SRC) (Chair) *

Appointed:

Two members of academic staff appointed by the Chair of the SRC who are not members of the RERP pool of staff. (2) *

* Academic (3)
 Total (3)

In attendance:

Secretary

Co-optees (as required by the committee)

(Total attendance = 4 plus co-optees)

TERMS OF REFERENCE

The Appeals Panel for Research Ethics (APRE) shall exercise the following powers and functions:

1. To receive and adjudicate on written appeals from staff and students, relating to research ethical applications, received within ten days of the communication of the application outcome from the RERP. The panel may either uphold or reject appeals.

STANDING ORDERS

1. The ex officio Chair of the APRE shall be the Chair of the SRC.
2. Appointed academic staff members must be independent of the RERPs.
3. Co-opted members will participate in the deliberations of the panel as required by the panel.
4. Observers are only allowed at the permission of the Chair and should not participate in panel business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on decisions at APRE meetings.
6. The Secretary of the APRE shall be appointed from the faculty / institute by the Chair of the Faculty / Institute Research Committee.
7. The APRE will only be considered quorate if all its members are present.
8. If the panel becomes inquorate during the proceedings, then the meeting must cease and reconvene within 5 working days.

9. The APRE will meet as and when required and will report annually to the SRC on the nature and number of appeals.
10. The structure and terms of reference of the Appeals Panel for Research Ethics shall be approved or varied only with the approval of the Secretary of Senate prior to final approval by the Senate Research Committee.

Appendix T: Membership and Terms of Reference of the Programme Committees (PCs)

MEMBERSHIP

Ex officio:

Head of Programme (Chair) *

All appropriate members of academic staff teaching within the programme *

In attendance:

Student representatives

Visiting Lecturers

Secretary

Co-optees (as required by the committee)

(Total attendance = will vary from programme to programme)

TERMS OF REFERENCE

The Programme Committee ensures that all aspects of the student experience, both academic and social, are regularly reviewed. Specifically, the committee will:

1. Monitor the academic standards of the appropriate programme(s).
2. Review and support academic enhancement measures.
3. Monitor and review the provision of placement learning to students and make recommendations to the Senate Learning and Teaching Committee as appropriate.
4. Promote the enhancement of student learning in the appropriate programme(s).
5. Share best practice among staff and students in the appropriate programme(s).
6. Consider proposals for course and module enhancements.
7. Consider programme specific student learning resources and student support.
8. Be accountable to the Faculty / Institute Learning and Teaching Committee (F / RILC LTC).
9. Discuss annual monitoring, student surveys and external examiner reports.

STANDING ORDERS

1. The Head of Programme shall be the Chair of the Programme Committee. Alternatively, the Head of Programme may delegate the role of Chair to his / her academic nominee. The nominee must be selected from the committee membership.
2. Co-opted members will participate in the deliberations of the committee as required by the committee.

3. Observers are only allowed at the permission of the Chair and should not participate in committee business unless authorised by the Chair.
4. Co-opted members and observers shall not be entitled to vote on motions proposed at the Programme Committee.
5. The Secretary of the Programme Committee shall be appointed from the appropriate Faculty / Institute.
6. The Programme Committee shall normally meet at least once per term.
7. The Chair may from time to time declare extraordinary meetings provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
8. The Programme Committee will report twice per year to F / RILC LTC.
9. The Programme Committee shall not be considered quorate unless the following members are present:
 - the Head of Programme (or nominee);
 - Secretary.
10. The structure and terms of reference of the Programme Committees shall be approved or varied only with the approval of the Secretary of Senate prior to approval at the FLTC and final approval by the SLTC.
11. Formal minutes prepared in the prevailing University format are a requirement of the operation of the Programme Committee.
12. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
13. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.
14. Where a student is not present at a Programme Committee meeting, the Head of Programme must meet with at least one student representative after the meeting to discuss key issues from the meeting and this meeting shall be formally noted in the minutes of the next Programme Committee meeting.

Appendix U: Membership and Terms of Reference of the Programme Planning Panel (PPP)

MEMBERSHIP

8 members of staff and students

Ex officio:

Assistant Registrar – Student Records (or nominee) (Chair) **

Head of Academic and Educational Developments *

Appointed:

One academic representative from HASS appointed by the Faculty Dean (1) *

One academic representative from BaM appointed by the Faculty Dean (1) *

One academic representative from RILC appointed by the Institute Director (1) *

One Registry representative appointed by the Registrar **

One External Relations representative appointed by the Director of Marketing, Recruitment & Admissions **

One student representative appointed by the Student Union ***

* Academic (4)

** Professional Services (3)

*** Students (1)

Total (8)

In attendance:

Senior Quality Officer (Secretary)

Quality Officer (Minute Taker)

Co-optees (as required by the Panel)

(Total attendance = 10 plus co-optees)

TERMS OF REFERENCE

The Programme Planning Panel (PPP) has delegated responsibility from the Senate Quality Assurance and Enhancement Committee (SQAEC) to:

1. Consider all programme and module change proposals submitted to the panel and arrive at one of the following possible decisions:
 - a. Approve the proposal
 - b. Approve the proposal subject to conditions which will need to be met within a set timeframe
 - c. Reject the proposal
 - d. Request further clarification or amendment of the proposal within a set timeframe.
2. Make recommendations to the SQAEC on the revalidation of programmes in cases where:
 - a. It is deemed that 40% of a programme's content has changed since its last (re)validation
 - b. The changes requested for the programme are significant.
3. Submit notice of all approved programme and module changes to the SQAEC.

4. Propose enhancements to the programme and module change process for approval by the SQAEC.

STANDING ORDERS

1. The Assistant Registrar (Student Records) shall be the ex officio Chair of the PPP. Alternatively, the Chair may delegate the role of chair to his / her nominee, appointed from the Registry by the Registrar.
2. Where necessary, subject to challenge by the panel, members of the PPP may appoint suitable alternates to attend meetings at which they are unable to be present.
3. Co-opted members will participate in the deliberations of the panel as required by the panel.
4. Observers are only allowed at the permission of the Chair and should not participate in panel business unless authorised by the Chair.
5. Co-opted members and observers shall not be entitled to vote on motions proposed at the PPP.
6. The Secretary of the PPP shall be a member of the Registry, appointed by the Chair of the PPP.
7. Where possible, the appointed academic representatives should be Heads of Programmes who are independent from the changes being considered.
8. The PPP shall not be considered quorate unless at least four members are present, including the Chair.
9. If the PPP becomes inquorate during the proceedings, it shall not continue its business. The meeting should be reconvened within 14 days.
10. The PPP shall normally meet at twice per academic year; once in November and once in March.
11. The Chair may from time to time declare extraordinary meetings of the PPP provided that a minimum of 7 days' notice is provided and that papers are circulated a minimum of 7 days before the meeting.
12. The structure and terms of reference of the PPP shall be approved or varied only with the approval of the SQAEC and the Secretary of Senate.
13. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the PPP.
14. Formal minutes of each meeting and a log of approved changes and recommendations will be presented to the SQAEC.
15. With the exception of materials deemed confidential due to data protection issues or matters of business sensitivity, minutes will be published on the University intranet.
16. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix V: Membership and Terms of Reference of the Assessment Boards

Appendix V.i: Membership and Terms of Reference of the Subject Board

MEMBERSHIP

Ex officio:

Independent Assistant Dean / Head of Programme (Chair) *
Relevant subject area Assistant Dean *
Relevant Module Leaders *
Head of Programme / Subject Cluster (as applicable) or nominees *
Relevant external examiner(s)*

* Academic (4+)
** Professional services (0)
*** Students (0)
Total (4+)

Co-optees:

Representative of the Careers and Business Relations **
Representative of International Partnerships Office (IPO) **
Representative(s) of Academic Staff (PLP tutor or SPA / language co-ordinator) *
Clinical Placement Co-ordinator **

In attendance:

Secretary
Co-optees (as required by the committee)

(Total attendance = will vary dependent on the number of subject area Assistant Deans / Heads of Programmes *, Module Leaders * and external examiner(s) * required).

TERMS OF REFERENCE

The Subject Board shall exercise the following powers and functions within the context of the University's regulations:

1. To verify the results for each subject.
2. To confirm passes and failures in modules.
3. To confirm the penalty in relation to any cases of academic misconduct recommended by the Academic Misconduct Board.
4. To confirm the deferral of assessment(s) which has had an extenuating circumstance claim accepted by the Extenuating Circumstances Board.
5. To confirm the hours for any work / clinical placement.

6. To confirm students' credits from the Study Period(s) Abroad (SPAs) and / or Placement Learning Projects (PLPs).
7. To reconsider an earlier decision made after referral from the Appeals Board or the Review Board.
8. To discuss any amendments made to marks for a cohort of students recommended by external examiners.
9. To make recommendations to the Programme Committee and / or Head of Programme on any matters concerned with the teaching and assessment methods of any modules or SPA / PLP, based on matters arising from the results and external examiner(s) comments.
10. To review module statistical data.
11. To ensure that the academic regulations of Regent's University London are adhered to and that the Board is carried out to University standards.

STANDING ORDERS

1. An Independent / Assistant Dean / Head of Programme shall be the ex officio Chair of the Subject Board. Alternatively, the Independent/ Assistant Dean / Head of Programme may delegate the role of Chair to his / her nominee. The nominee must be selected from the Committee membership.
2. Co-opted members will participate in the deliberations of the Board as required by the Board.
3. Observers are only allowed at the permission of the Chair and should not participate in business unless authorised by the Chair.
4. Co-opted members and observers shall not be entitled to vote on motions proposed at the Board.
5. The Secretary of the Board will normally be from the Registry.
6. Where necessary, the relevant Faculty Dean / Institute Director may appoint suitable alternates to attend meetings at which members are unable to be present; however, alternates to external examiners may not be appointed. Absences may only be accepted, and alternates may only be appointed in exceptional circumstances and prior written agreement for this must be received from the relevant Faculty Dean / Institute Director as applicable.
7. The Board shall not be considered quorate unless:
 - a) at least half of the members are present;
 - b) at least one external examiner is present.
8. The Secretary from the Registry will be required to be present throughout for the Board to convene.
9. In exceptional circumstances where an external examiner cannot be present, they must submit a report prior to the Board meeting.
10. The Board will meet as often as required.
11. The structure and terms of reference of the Board shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SQAEC.

12. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the Board.

Appendix V.ii: Membership of the Progression and Finalist Board

MEMBERSHIP

Ex officio:

PVC / Dean or nominee (Chair) **

Relevant Assistant Deans *

Relevant Heads of Programmes *

Progression and Finalist Board external examiner *

* Academic (3+)

** Professional services (1)

*** Students (0)

Total (4+)

In attendance:

Head of Student Services **

Student Support Officer **

Student Disability and Mental Health Coordinator**

Representative from the International Partnerships Office (IPO) – Outbound Unit **

Senior Quality Officer **

Secretary

(Total attendance = will vary dependent on the number of subject area Heads of Programme / Assistant Deans *, Module Leaders * and external examiner * required).

TERMS OF REFERENCE

The Progression and Finalist Board shall exercise the following powers and functions within the context of the University's regulations:

1. To confirm the progression of each student.
2. To refer non-progressing students to the Student Support Office.
3. To award condoned passes.
4. Verify and recommend the classification / conferment of award for each student presented to the Board.
5. Recommend the conferment of an exit award available to excluded / withdrawn students.
6. To reconsider an earlier decision made after referral from the Appeals Board or the Review Board.
7. To make recommendations to the Programme Committee and / or Head of Programme on any matters concerned with the teaching and assessment methods of any modules or procedures required at programme level, based on matters arising from the results.
8. To ensure that the academic regulations of Regent's University London are adhered to and that the Board is carried out to University standards.

STANDING ORDERS

1. The PVC Dean shall be the ex officio Chair of the Progression and Finalist Board. Alternatively, the PVC Dean may delegate the role of Chair to his / her nominee. The nominee must be selected from the committee membership.
2. Observers are only allowed at the permission of the Chair and should not participate in business unless authorised by the Chair.
3. Observers shall not be entitled to vote on motions proposed at the Board.
4. The Secretary of the Board will normally be from the Registry.
5. Where necessary, the relevant Faculty Dean / Institute Director may appoint suitable alternates to attend meetings at which members are unable to be present; however, alternates to external examiners may not be appointed. Absences may only be accepted, and alternates may only be appointed in exceptional circumstances and prior written agreement for this must be received from the relevant Faculty Dean / Institute Director as applicable.
6. The Board shall not be considered quorate unless the following members are present*:
 - a. PVC Dean (Chair)
 - b. Relevant Assistant Dean
 - c. Relevant Head of Programme
 - d. Progression and Finalist Board external examiner
 - e. Secretary

* The Board is divided into sections dealing with one programme at a time and will be considered to be quorate and therefore allowed to confirm progression and verify awards for students for each section as long as the following members are present for the applicable section of the Board:

- a. there is both a relevant Assistant Dean and Head of Programme; or their approved alternates present for the programme being considered;
 - b. the Chair and external examiner must be present for the full duration of the Board.
7. The Secretary from the Registry and a Quality Officer will be required to be present throughout for the Board to convene.
8. The Board will meet as often as required.
9. The structure and terms of reference of the Board shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SQAEC.
10. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the Board.

Appendix V.iii: Membership and Terms of Reference of the Reconvened Board

MEMBERSHIP

At least 4 members of staff

Ex officio:

Deputy Vice Chancellor or Independent Assistant Dean / Head of Programme (Chair) *

Relevant subject area Assistant Dean *

Relevant Heads of Programmes *

External examiner * φ

* Academic (4+)

** Professional services (0)

*** Students (0)

Total (4+)

In attendance:

Quality Officer (from the Registry) **

Secretary

Co-optees (as required by the Board)

φ external examiner should be selected from the list of appointees for the progression and finalist boards. If all are unavailable, the most relevant external examiner should be invited.

(Total attendance: numbers will vary dependent on the number of subject area Heads of Programme / Assistant Deans*, Module Leaders * and external examiner(s) * required).

TERMS OF REFERENCE

The Reconvened Board shall exercise the following powers and functions within the context of the University's regulations, to:

1. Verify the results for each subject.
2. Confirm passes and failures in modules.
3. Confirm the penalty in relation to any cases of academic misconduct recommended by the Academic Misconduct Board.
4. Confirm the deferral of assessment(s) which has had an extenuating circumstance claim accepted by the Extenuating Circumstances Board.
5. Confirm the hours for any work / clinical placement.
6. Confirm students' credits from the Study Period(s) Abroad / and or Placement Learning Projects.
7. Discuss any amendments made to marks for a cohort of students recommended by external examiners.

8. Review module statistical data.
9. Confirm the progression of each student.
10. Refer non-progressing students to the Student Support Office.
11. Award condoned passes and subsequently the awarding of the Degree.
12. Make recommendations to the Programme Committee and / or Head of Programme on any matters concerned with the teaching and assessment methods of any modules or procedures required at programme level, based on matters arising from the results and external examiner(s) comments.
13. Verify the classification / conferment of award for each student presented to the Reconvened Board.
14. Recommend the classification / conferment of award for students who have been granted a condoned pass at a previous Progression and Finalist Board.
15. Recommend the classification / conferment of award for students on a borderline between classifications.
16. Recommend the conferment of an exit award available to excluded / withdrawn students;
17. Reconsider an earlier decision made after referral from the Appeals Board or the Review Board.
18. Verify the results for resits.
19. Ensure that the academic regulations of Regent's University London are adhered to and that the Board is carried out to University standards.

STANDING ORDERS

1. The Chair will either be an Independent Assistant Dean / Head of Programme or Deputy Vice Chancellor. The Chair will be determined based on the nature of discussions to be held at the board. For example, if progression is to be considered along with other subject board matters, the progression board Chair should be invited. This example is applicable to all scenarios.
2. Co-opted members will participate in the deliberations of the Board, as required by the Board.
3. Observers are only allowed at the permission of the Chair and should not participate in Board business unless authorised by the Chair.
4. Co-opted members and observers shall not be entitled to vote on motions proposed at the Board.
5. Where necessary, the relevant Faculty Dean / Institute Director may appoint suitable alternates to attend meetings at which members are unable to be present; however, alternates to external examiners may not be appointed. Absences may only be accepted, and alternates may only be appointed in exceptional circumstances and prior written agreement for this must be received

from the relevant Faculty Dean / Institute Director as applicable. The Faculty Dean / Institute Director must inform the Deputy Vice-Chancellor of the absence.

6. The Board will be not considered quorate for decision making purposes unless the following members are present:
 - a) Chair;
 - b) Relevant Assistant Dean or Head of Programme or their approved alternate;

* The Board is divided into sections dealing with one programme at a time and will be considered to be quorate and therefore allowed to carry out its functions as outlined in the terms of reference for each section as long as the following members are present for the applicable section of the Board:

- a) there is both a relevant Assistant Dean or Head of Programme; or their approved alternates present for the programme being considered;
 - b) the Chair.
7. The Secretary from the Registry and a Quality Officer will be required to be present for the Board to convene.
8. The Secretary of the Board will be from the Registry.
9. Reconvened Boards will meet as and when required.
10. Where an external examiner cannot be present, they should either submit a report prior to the meeting or be virtually present (e.g. via Skype).
11. The structure and terms of reference of the Board shall be approved or varied only with the approval of the Secretary of Senate prior to final approval at the SQAEC.
12. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the Board.

Appendix W: Membership and Terms of Reference of the (Re) Validation Panels

MEMBERSHIP

7 members of staff and students.

Ex officio:

Independent PVC / Faculty Dean / Assistant Dean / Head of Programme (1) (Chair) *

A minimum of two external panel members (2) *

Two internal academic panel members (not subject specialist) (2) *

Senior Quality Officer or nominated Registry staff **

A student representative not associated with the programme ***

* Academic (5)

** Professional Services (1)

*** Students (1)

Total (7)

In attendance:

Secretary

Observer

Co-optees (as required by the committee)

(Total attendance = 8 plus co-optees)

TERMS OF REFERENCE

The (Re) Validation Panel shall exercise the following powers and functions to:

1. Receive and adjudicate on the rigour of the programme proposal and the ability of the institution to support it and deliver a good experience to students. The Panel's focus is on the programme under development and not the regulations of Regent's University London.
2. Enter into meaningful academic dialogue with the Programme Team on critical aspects of the course proposal such as but not limited to teaching and learning; the achievement of learning outcomes; and curriculum content.
3. Make one of the following recommendations at the end of the Re/Validation Event:
 - a. Full Term Approval - A programme may be recommended for approval for a maximum of five years.
 - b. Approval for a shorter period - Approval may be recommended for a shorter period. This may arise because, for example:
 - the programme is a new field of study;
 - the field of study is new to the University;
 - major changes to a programme are in prospect, possibly as a consequence of demands of a statutory or professional body.

4. Non-approval - The panel may decide to recommend to the Senate Quality Assurance and Enhancement Committee (SQAEC) that the programme should not be approved if it has major reservations about the proposals. In this case it will offer advice about the aspects of the proposals which require further consideration and, if appropriate, give guidance about the timing of a resubmission.
5. Set conditions of approval where there are requirements which must be fulfilled in order to ensure the programme meets the University's regulations and the standard required for a Regent's University London validated award. These conditions should be expressed precisely and have a specific and realistic date set for their achievement. Programme teams must be able to understand what is required from them.
6. Set recommendations, where there are changes which are desirable in order to enhance the quality of the programme of study, but which do not affect the threshold standard. The panel may make recommendations for the faculty / institute to follow up, and a response will be required through the Annual Monitoring Report for the programme.

STANDING ORDERS

1. The members of the Panel are approved and confirmed by the Registry. (The faculty / institute must send external panel member nominations and a CV to the Registry at least two months before the Re/Validation event).
2. The Panel may change the agenda on the day, where further information is being sought in agreement with the Senior Quality Officer or representative from the Registry.
3. The external panel members will collectively have:
 - a. experience covering the subject area(s) of the programme being validated;
 - b. experience of being a member of a programme and / or review panel.
4. Co-opted members will participate in the deliberations of the panel as required by the panel.
5. Co-opted members and observers shall not be entitled to vote on motions proposed by the panel.
6. The student representative must attend a training session, facilitated by the Head of Student Services in liaison with the Registry, before participating on a Re/Validation panel.
7. The student representative must be independent of the programme being re/validated and must be studying on a programme which is at least of the same level that is being validated i.e. a postgraduate programme validation can only have a postgraduate student on the panel and undergraduate programme validations students must be at or above level 5 (FHEQ).
8. The Secretary of the panel will normally be from the Registry.
9. The Re/Validation Panel shall not be considered quorate unless all ex officio members are present. The student representative will not be taken into account when determining quorum.
10. If the Re/Validation Panel becomes inquorate during the proceedings, it shall continue its business unless a voting member objects, such objection requiring no further binding decisions to be made at the meeting. If the Re/Validation Panel is unable to meet through lack of a quorum, it may reconvene and carry out its normal business irrespective of being inquorate, provided that members receive at least 24 hours' notice of the newly scheduled meeting.

11. The Re/Validation Panel shall meet as and when required.
12. The structure and terms of reference of the Re/Validation Panel shall be approved or varied only with the approval of the Secretary of Senate prior to final approval by the SQAEC.
13. Formal minutes prepared in the prevailing and agreed University format are a requirement of the operation of the panel.
14. It is recognised that there may be items of reserved business from which student representatives will be asked to withdraw.

Appendix X: Glossary of Terms

Academic Staff

Academic staff are all those whose role includes responsibility for the development and delivery of programmes or engagement in research. For the avoidance of doubt, such staff include: the Vice-Chancellor, the Deputy Vice-Chancellor, PVC / Faculty Deans and Faculty Associate Deans, Institute Directors and Associate Directors, Assistant Deans, and all teaching and research staff (whether full time, fractional or hourly paid).

Accreditation Agency Partnership Managers / Academic Reviewers (Centre for Inclusion and Collaborative Partnerships, University of Wales)

'Partnership managers and academic reviewers' are individuals appointed by the University's validating bodies to maintain oversight on the delivery of the University's academic awards and in particular on academic quality and the student learning experience.

Registrar

The Registrar is an individual appointed by the University with responsibility for leading on the administrative and centralised learning activities for supporting students' academic journey. The Registrar is accountable for the management of processes underpinning the student journey and the University's academic offer, ensuring that the institutional policies, practices and systems for academic quality assurance and external visa and immigration are compliant with the requirements of internal and external bodies (e.g. QAA and UKVI), and the management of data on students and programmes which contribute to the University's capacity to effectively manage its activities. The Registrar works closely with the PVC Student Experience, Deans and Associate Deans, Head of Student Support, Head of Academic & Educational Developments, Head of International Partnerships, Head of Marketing and Recruitment, and Students' Union.

Assistant Dean

The 'Assistant Dean' is the individual in each faculty appointed by the University to provide strategic leadership through the faculty executive, by supporting the PVC / Dean in shaping the vision, direction and sustainability of the faculty, and preparing viable business plans for the school.

Board of Trustees

The 'Board of Trustees' is the duly appointed board of individuals with responsibility for the governance of the charity and with a responsibility to ensure compliance under the Charities Act 2006 and the Companies Act 2006 including the delivery of the charity's aims as expressed in its articles of association.

Chief Executive Officer (CEO)

The 'CEO' is the individual appointed by and responsible to the board of trustees for the academic, strategic, operational and entrepreneurial leadership of the University. The CEO is also the Vice-Chancellor of the University, its Chief Academic Officer and Chair of Senate.

Deputy Vice-Chancellor

The Deputy Vice-Chancellor works directly with the Vice-Chancellor and is responsible for operational management of all aspects of the University's academic delivery. This includes the development of the portfolio, pedagogy, quality assurance and research. The post is one of the three most senior roles to be

included in the senior management structure alongside the Vice-Chancellor and the Chief Operating Officer.

Director of Regent's Institute of Languages and Culture (RILC)

The 'Director of RILC' provides strategic leadership and operational management of the Institute to ensure that it is a strong academic unit in Regent's University London with a strong external profile and reputation. The Director leads sustained growth across the range of RILC provision, extending the portfolio and supporting provision in the faculties as needed. The Director's primary strategic goal is to strengthen the profile and presence of Regent's University London as a strong contender in the global provision of Higher Education, with links to a diverse range of partners and markers. The Director will oversee portfolio innovation and the active pursuit of new partners and new recruitment markets.

Directorate

The 'Directorate' is the executive management team of the University which is responsible, through the Vice-Chancellor, to the Board of Trustees for the implementation of the strategic plan and operational budgets. The Directorate is chaired by the Vice-Chancellor and includes the: Chief Operating Officer, Deputy Vice-Chancellor, PVC / Dean of the Faculty of Business and Management (BaM), PVC / Dean of the Faculty of Humanities, Arts and Social Sciences (HASS), the Finance Director and PVC / Director of Human Resources.

The Directorate has a responsibility for the provision of effective management and the provision of resources required to deliver the University's programmes and to ensure that it provides a suitable environment for higher education.

External advisers

From time to time the University may avail itself of the services of expert external advisers to provide support or review of various areas of the University's activities. Such advisers may be drawn from: other academic institutions, relevant professions, qualified consultants or from accrediting and validating bodies. When such consultants are used their contributions are expected to conform to all aspects of the University policies and procedures.

Ex officio

'By virtue or because of an office' i.e. the Vice-Chancellor is Chair of Senate by virtue of his / her role as chief academic officer.

Employability & Student Enterprise Manager

The 'Employability & Student Enterprise Manager' has the responsibility for devising and dispensing services that ensure that students of the University get real experience and support in the working environment outside the University to enable them to take up valuable and rewarding roles after graduation and beyond. This will include careers advisory services, mentoring, work placements and identifying job opportunities. He / she will work closely with the faculties and institute in developing and monitoring the effectiveness of programmes in terms of employability. He / she will have responsibility for developing relationships with employers and alumni to optimise and support the employability of Regent's University London students.

Head of International Partnerships Office

The 'Head of International Partnerships Office' is responsible for managing the relationships between the University and its exchange partners and study abroad affiliates throughout the world. It is the responsibility of this department to work with academic colleagues to identify first rate partners and then to ensure that they meet the University's required standards and to establish standardised formal agreements. Staff in the department brief outgoing students and monitor their experience on return.

They also play a strong part in the induction of incoming students and provide specialist support when required.

Head of Development and Alumni Relations

The 'Regent's University London Head of Development and Alumni Relations' has pan University responsibility for co-ordinating communications and services to past students as well as building relationships with key partners in the sectors served by the University's programmes.

President of the Student Union

The 'President of the Student Union' is the individual elected from the entire student body to lead all student related activities and to organise the representation of student views to the University executive team. He / she is appointed for twelve months, sits on all relevant committees and meets regularly with the student executive and with the University Vice-Chancellor.

Presidents of Student Councils

The 'Presidents of the Student Councils' are the individuals elected by the student bodies of each school to lead all school related activities and to organise the representation of school focused student views to the University executive team. They are appointed for twelve months and sit on all relevant committees. They have a responsibility to ensure that best practice is shared across the faculties and institute and a collegiate approach is taken wherever possible.

Pro-Vice Chancellor (PVC)

The 'Pro-Vice Chancellors' are responsible for overseeing the academic direction of the University. They are concerned with developing and expanding the university's interests academically and financially. Pro Vice-Chancellors are placed in charge of the management of internal staff and communicating with outside partners in order to further the University's brand. Each Pro Vice-Chancellor is responsible for a different section of the University's interests. They are members of the University Directorate and have responsibility for the development of a University strategy that is consistent with the directions approved by the Vice-Chancellor and the Board of Trustees.

Professional Services Staff

'Professional Services staff' provide support in delivering the University's strategic vision and programme outcomes. They provide support to staff in the faculties, institutes and schools; and services for students and alumni; as well as working with a range of external bodies and partners. Examples of professional services staff include those working in the Registry, Finance, HR and IT.

PVC / Dean of Faculty

The 'PVC / Dean of Faculty' has overall responsibility for all academic and business affairs that relate to the faculty's remit. He / she has line management responsibility for, but not necessarily limited to, the Faculty Associate Dean and Assistant Deans. He / she is a member of the University Directorate and has responsibility for the development of a faculty strategy that is consistent with the directions approved by the Vice-Chancellor and the Board of Trustees. This will include the development of academic plans, production and management of budgets and all aspects of staff development.

PVC / Director of Human Resources

The 'PVC / Director of Human Resources' is responsible for the recruitment of all University staff and ensuring that their contracts are managed in ways that are compliant with legislative requirements. He / she has responsibility for the development of all HR related policies and ensuring that these are maintained, disseminated, understood and applied by all staff. His / her staff have the responsibility of assisting line managers to deliver their roles effectively through advice and support. Further, he / she has

responsibility for providing the resources to assist in the development of University staff. Finally, he / she has responsibility for staff records, remuneration policy and payroll. The post reports directly to the Vice-Chancellor.

Vice-Chancellor

The Vice-Chancellor is the senior academic and administrative officer of the University and has overall responsibility for the leadership and management of the institution. The Vice-Chancellor is the chief academic officer of the University and is chair of Senate. He / she has the delegated authority from the Board of Trustees to manage all academic affairs and to ensure that standards are maintained and that activities are consistent with appropriate benchmarks.