



# ACADEMIC COMMITTEE HANDBOOK

## 2018/19

Responsibility of	Academic Quality Officer 'Student Engagement'
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# SECTION 1: Introduction

This handbook relates to the College's 'academic' committees and illustrates:

- The College's academic committee system
- How committees work and how decisions are made
- The responsibilities of committee members

This handbook should be used as a model of how the committees should function but please bear in mind that there are some inviolable aspects of committee activity and processes that are set down by the Academic Board and these include

- General Committee Regulations (See Section 4)
- Terms of Reference (See Section 7)
- Constitutions (See Section 7)

Please direct any comments or suggestions for improvements/additions to Ana Filipovic, the Academic Quality Officer at [afilipovic@rvc.ac.uk](mailto:afilipovic@rvc.ac.uk).

## SECTION 2: Academic Committee Structure

The **committee structure** is an essential part of the College's governance process and has been designed to:

- Ensure accountability (as defined under a committee's Terms of Reference);
- Ensure good decisions are made at the appropriate levels;
- Ensure all pertinent issues are addressed by an appropriate committee;
- Avoid duplication of work;
- Reinforce a culture of 'best-practice' in committee process and management.

The **Council** is the Governing body of the College and has ultimate responsibility for its affairs and, through delegation to the Principal, ensures the effective management and control of the College. Governance activity focuses on accountability and high level strategy, whilst Management focuses on delivery of excellence in services and on efficiency and value for money.

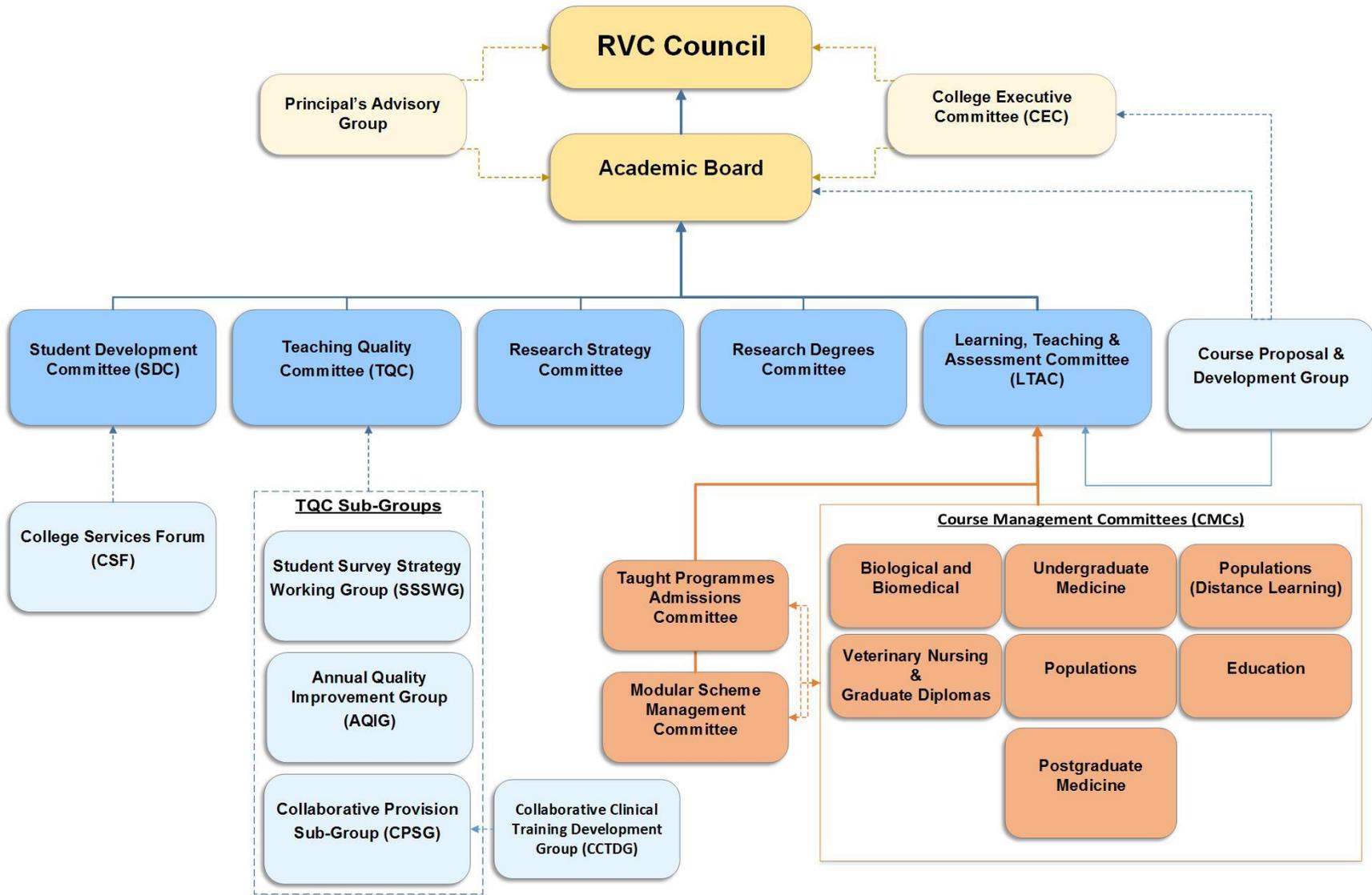
At the heart of the management of academic services is the **Academic Board** (whose Chairperson is the Principal) that reports directly to the Council. Through the Chairperson, the Board works closely with the Principal's Advisory Group and with the **College Executive Committee (CEC)**. With the exception of the College Services Forum, it is through the Academic Board that the academic committees report their activities.

Below and reporting directly to the **Academic Board**, are five committees as shown below (Fig 1, page 5). Each has a distinct remit and can be categorised as the RVC's '**strategic**' committees. These committees oversee the running of various aspects of the College, shaping the College strategies in their areas and creating and implementing a range of procedures.

Below the strategic committees and reporting to the Learning, Teaching and Assessment Committee (LTAC), are the **Course Management Committees**. These operational committees also co-operate with other committees in the structure and are encouraged to communicate with any committee to discuss matters of mutual interest - e.g. the Masters Coordinating Committee may be in contact with the Research Strategy Committee to ensure that the research activities of Masters students fit within the College's overall research strategy.

(cf. Appendix 1 Flow of Committee Business for examples of inter-committee work).

**Fig 1. RVC Academic Committee Structure**



# SECTION 3: Roles & Responsibilities

## Chair

The Chair is the figurehead of the committee and is its first 'official' point of contact, representing the committee internally within the College and externally at other meetings/dealings with external bodies. The Chair ensures that the committee acts in accordance with its Terms of Reference and that it does not make decisions when it is inquorate. The Chair should be an impartial figure and it would, therefore, be unusual for an appointment to be made of someone who is likely to have a conflict of interests. For example, a Course Director may need to submit regular reports to the committee for assessment and approval, which may challenge their ability to act as an impartial chair.

The Chair approves the agenda, and any requests for items to be discussed at the meeting will need to have the Chair's approval for inclusion in the agenda. In a similar way, the Chair also manages anything requested to be brought up under *Any Other Business* and such items will need to be notified to the Chair in advance (or at the very start of the meeting at the latest). At the meeting, the Chair should ensure that any discussion is fair, fruitful and inclusive and neither strays off the point nor is too protracted. The Chair should ensure that clear summaries of each discussion are provided, enabling decisions to be made and actions to be assigned.

The Chair should be **appointed for four years, with the option to re-appoint** being available and utilised where the individual is appointed by virtue of their office. Each Chair should appoint a Deputy Chair from among the other members, to cover the role in the event that they are absent from a meeting.

## Secretary

The main responsibilities of the Secretary are to:

- Arrange meetings in conjunction with the Chair.
- Make necessary room / equipment arrangements.
- Prepare agenda and distribute papers in advance of the meeting.
- Alert student representatives to agenda items where student input is most essential.
- Take the minutes at the meeting.
- Monitor attendance at meetings, to ensure quorum and to take appropriate action on repeated non-attendance.
- Keep a record of the committee's business, Terms of Reference and membership.
- Ensure that action points are communicated and actioned.
- Assist the Chair to identify items to report under the College's 'You Said... We Did...' initiative.

The Secretary will be able to advise you whether a proposed agenda item or discussion point is appropriate for the committee or whether it should be directed elsewhere. The Secretary should be able to advise on the College's regulations and policies and so can provide useful information and suggestions at the meeting.

## Members

### *Curriculum Managers (Strand Leaders/Module Leaders/Year Leaders/Course Directors)*

Most course management committees include some Curriculum Managers (CM) for the particular course covered by that committee, who are able to implement or suggest changes to the course, provide feedback on how the course is running and make suggestions for improvement. Theirs is an important role on the committee, since they generally have to implement many of the committee's decisions in respect of the operational day-to-day running of the course. **Membership of the committee as a Curriculum Manager should continue as long as the person is in that role.**

### *Non-Curriculum Managers*

If a member of the committee is not a CM e.g. a nominee of a department, they should be **appointed for four years**, with the option to re-appoint.

### External Member(s)

External Members from outside the College are usually nominated by the Committee. Their exact role can vary, depending upon the committee. They will often have knowledge of industry relevant to the committee's business and can advise on the impact that the committee's decisions might have in the outside world. Alternatively, they might be there to ensure the College's processes are commensurate with those in other institutions. Essentially, they provide an external perspective on the College's activities. If external members cannot attend the meeting in person then the Secretary should try to arrange their attendance by video-conference.

External Members should be **appointed for four years**, with the option to re-appoint being available and utilised where the individual is difficult to replace because of their particular specialist expertise. External members are **paid travel expenses** but are not paid a fee for attending.

### Representatives from collaborating institutions

For courses that include *collaborative provision* (see the Academic Quality Assurance and Enhancement procedure for Collaborative Provision for a definition), staff of one or more collaborating organisations may be present on a Course Management Committee (CMC), under the terms of any Memorandum of Agreement between the parties.

### Ex officio

Ex-officio committee members sit on the committee by virtue of their substantive post, for example the Academic Registrar.

## **Student Membership**

Students' Union (SU) Course Representatives are members of the student body who are elected to represent their course year group/student interests at committees. They gather students' opinions and concerns and present them at the relevant committees, as well as giving a student perspective on College activities and the committee's discussions. They act as the primary link in communication between staff and students and count as full members of the committee; they have the right to vote and count towards the quorum.

The Secretary should alert committee members who are SU Course representatives/SU Officers to agenda items on which student input is most essential, so they can seek views more widely among their class. The Chair should encourage student participation in meetings in order to identify what is working well and make suggestions for improvements.

SU Course Representatives serve from 1<sup>st</sup> October of one year to 31<sup>st</sup> December of the next, to facilitate continuity and shadowing during the Autumn term with incoming representatives. (The exception to this may be recent graduates that served as Course Representatives during their final year, but have since left the RVC.) If both the out-going and in-coming representative attend the same meeting in the Autumn Term, both are eligible to claim an attendance allowance (see below), but only one may vote. The election of student representatives is organised by the Students' Union.

On submission of a completed claims form (SU Website <https://www.rvc-su.org.uk/>) duly signed by the Chair or Secretary, student representatives (or their deputies) are eligible to receive an allowance of £20 for attendance at academic committees and their sub/working groups. Certain travel expenses will also be recoverable e.g. where a student representative, living some distance from College makes a special journey to attend. Completed forms should be forwarded to the Academic Quality Administrator

([sward@rvc.ac.uk](mailto:sward@rvc.ac.uk)). Attendance allowances are payable to Clinical Training Scholars, but not to RVC staff who attend as student representatives, e.g. on the Vet Ed CMC.

The constitutions of the following RVC academic committees include student members. All elections and appointments are managed by the Students' Union.

Committee name	Student membership <i>* SU are responsible for filling posts highlighted in bold purple</i>
Academic Board	<ul style="list-style-type: none"> <li>• SU President</li> <li>• <b>2 SU Course Representatives/SU Officer (at least 1 postgraduate)</b></li> </ul>
Learning, Teaching and Assessment Committee	<ul style="list-style-type: none"> <li>• SU President</li> <li>• <b>2 SU Course Representatives/SU Officers (at least 1 postgraduate and 1 undergraduate. There should be 1 student from each campus)</b></li> </ul>
Modular Scheme Management Committee	<ul style="list-style-type: none"> <li>• <b>2 SU Course Representatives/SU Officers (at least 1 undergraduate and 1 postgraduate taught)</b></li> </ul>
Student Development Committee	<ul style="list-style-type: none"> <li>• SU Vice President Welfare</li> <li>• <b>4 SU Course Representatives/SU Officers (to represent both campuses and if possible a student from each undergraduate programme – Vet Nursing, BVetMed, Biological Sciences, and a postgraduate programme).</b></li> </ul>
College Services Forum	<ul style="list-style-type: none"> <li>• SU Vice President Representation and Communications</li> <li>• SU Vice President Welfare</li> <li>• SU Vice President Activities and Campaigns</li> <li>• 1 SU Course Representative from each year of each course (as appropriate)</li> </ul>
Research Degrees Committee	<ul style="list-style-type: none"> <li>• SU Postgraduate Officer</li> <li>• 3 postgraduate research student representatives who together reflect the different modes and location of study</li> </ul>
Teaching Quality Committee	<ul style="list-style-type: none"> <li>• SU Vice President Representation and Communications</li> <li>• <b>2 SU Course Representatives/SU Officers (1 undergraduate and 1 postgraduate taught)</b></li> </ul>
TQC sub-group: Student Survey Strategy Working Group	<ul style="list-style-type: none"> <li>• SU Vice President Representation and Communications</li> <li>• SU Postgraduate Officer</li> <li>• <b>3 SU Course Representatives/SU Officers</b></li> </ul>
TQC sub-group: Annual Quality Improvement sub-group	<ul style="list-style-type: none"> <li>• At least 1 SU Course Representative/SU Officer from the year being reviewed by the group.</li> </ul>
Course Management Committees	<ul style="list-style-type: none"> <li>• At least 1 SU Course Representative for each year of each course, as set out in the committee's constitution.</li> </ul>

Table 1: Student membership of Academic Committees

#### Non-voting Members (Invited to attend)

A number of people may be “Invited to Attend” a committee and appear as such on its membership list. They neither count towards the committee's quorum nor have the right to vote. They are Invited to Attend because of their knowledge or professional expertise in areas related to the committee's responsibilities.

#### Co-opted

From time to time, a committee may wish to invite additional people to attend its meetings on a regular basis, either for a limited time (e.g. for the duration of a project) or indefinitely. They are not part of the committee's official constitution but have been chosen by the committee members. Co-opted members are similar to those members who are *Invited to Attend*, in that they neither count towards the committee's quorum nor have the right to vote.

#### Copy Addressees

A number of people, whilst not needing to attend a committee, need to be kept informed of the committee's business (e.g. Programme Support Co-coordinators) and copies of committee papers may be sent to these people for information. The Secretary should review this list periodically to ensure that the copy addressees remain valid.

#### Changes to committee constitution

Any changes to a committee's constitution must be approved by the Committee concerned and by the parent Committee.

#### Replacing individuals fulfilling a constitutional committee role

There are some committee roles for which any change in the individual fulfilling the role must be approved by the Committee concerned and by the parent Committee. This approval must be confirmed prior to the individual being invited to attend the committee. These include:

- Chair
- Deputy Chair
- External Member(s)

In the case of Departmental representatives, Heads of Department should be asked to make nominations and approval by the parent committee will be confirmed through the annual agenda item to approve committee membership lists. Therefore, new Departmental representatives can be invited to attend the committee prior to this approval being confirmed.

# SECTION 4: Academic Committee Regulations

In the Introduction to this Handbook, it was mentioned that certain aspects of committee activity and processes are set down by the Academic Board. These General Committee Regulations are designed to ensure:

- i. that there is operational consistency across the various committees;
- ii. that committees operate efficiently and effectively;
- iii. that the decision making is defensible and protected from legal challenge

These Regulations apply to Academic Board and its committees unless specifically stated otherwise in a Committee's individual Terms of Reference. The general committee regulations are set out below in shaded boxes with summary guidance subsequently provided.

## Quorum, Membership and Voting

1. In the absence of a quorum, those present may proceed with discussion of the agenda items and make recommendations on these to be put to the whole committee, either by correspondence or at a subsequent meeting. The minutes of this grouping and their decisions may not be regarded as officially those of the committee until they have been formally ratified by a majority of the committee (both those present and not present at the discussion).
2. The Chair, Secretary and the members of the committee count towards the quorum. Some members may fulfil more than one role in the committee, but they only count once for purposes of counting the quorum and defining the quorum threshold.
3. The Academic Board and its sub-committees should have a quorum of half the members plus one. Where membership is an odd number, the quorum calculation should be rounded up. (e.g. A membership of 23 would be  $11.5 + 1 = 12.5$ . This would be rounded up to 13.)
4. Course Management Committees and College Services Forum should have a quorum of one third of the committee's members plus one. Where membership is not a whole number, the quorum calculation should be rounded up. (e.g. A membership of 23 would be  $7.7 + 1 = 8.7$ . This would be rounded up to 9.)
5. During a meeting the Chair of the committee may ask at any time that a quorum count be taken and, should the count be short, the process described at (1) above will then come into operation in respect of discussion of any further agenda items.
6. Committee members who are ineligible to attend a meeting (due to reserved business, etc.) will not count towards the quorum of the committee for the appropriate section of the meeting.
7. Committee members who are unable to attend may arrange for someone to attend the meeting in their stead. In this instance, the attendee acts in the same capacity as the person they replace. This includes the counting of the quorum and voting. Notification of this arrangement should be sent to the Secretary and/or Chair in advance of the meeting. If the member who is unable to attend requests that an existing Committee member represents them at the meeting this latter person only counts once towards the quorum and in any vote.
8. Some committees may have 'split meetings'. A split meeting may be organised to deal with items of relevance to only a limited number of committee members (for example, a meeting may deal with postgraduate business and then undergraduate business). In these instances, the quorum will need to be defined and counted separately for each section of the meeting. This can result in one section of the meeting being quorate whilst the other is not.
9. Committees may co-opt members of staff or students to attend their meetings. This should be done when their role is of relevance to the committee's business. Co-opted committee members may not vote and do not count for the quorum but may be present for the discussion of items of reserved business.

10. The Chair shall appoint a Deputy Chair from among the other members, to act in the event that the Chair is absent from a meeting. Should the Chair and Deputy both be absent from a meeting, the committee shall elect a new Chair for the duration of the meeting. During the election the Secretary will have control of the meeting. The replacement Chair will also be asked to approve the minutes of that meeting.
11. Committee members (excluding ex officio members) who are absent from committee meetings during a period of one year without good cause shall cease to be a member of that committee. They will then be replaced as a committee member by a new candidate. When a member has failed to attend twice in succession they will be reminded by the Secretary that they must attend the next meeting or send a suitable deputy.
12. Committee members who refuse or are unfit or incapacitated to act will cease to be a member of that committee and a new committee member will be appointed.
13. The Chair should seek to gather the consensus of the meeting when considering proposals. In cases when no clear consensus can be obtained, committee members will be asked to vote for or against the proposal. Abstentions may also be made. The vote may be for the proposal as a whole or for individual sub-sections or amendments. A secret ballot may be held at the request of any committee member.
14. Each committee member has a vote. Some committee members may fulfil more than one role within the committee, but they will only be entitled to one vote each.
15. The Chair is a voting member of the committee and has a casting vote.
16. The Secretary is a non-voting member of the committee.
17. When a new Chair is appointed, the previous Chair will normally be invited to attend the committee for a year, ex-officio as out-going Chair, in order to ensure continuity. On occasions when a new Chair has been appointed due to incapacity or the previous Chair having left the College, this will be waived.
18. Members should be appointed for a term of four years, which may be renewed. Where members are appointed by virtue of holding a particular post and then leave that post, they will leave the committee.
19. Chairs are elected for a term of four years which may be renewed.

### Quorum

Failure to achieve a quorum is not an acceptable option for RVC committees. It damages the College, as it prevents a committee from conducting its business efficiently. Any member who cannot attend a meeting should arrange a deputy. The Academic Registrar should be alerted if any meeting is not quorate, so that any follow-up action can be discussed with the Chair and Secretary.

The threshold number that establishes a quorum for each committee is shown in **Section 7**. Once the committee meeting has started, the Secretary should monitor the numbers of members present and ask the Chair to call for a further count should they feel it necessary, for example, if a significant number of members have left during the course of the meeting.

If a meeting fails to achieve a quorum, or during its course subsequently becomes inquorate, the Chair may rule that the meeting can proceed/continue but that the absence of a quorum shall be noted in the Minutes and in any report to other Committees.

Any recommendations/decisions made by the inquorate committee must be ratified either by correspondence or at a subsequent committee meeting. The Minutes of this grouping and their decisions may not be regarded as officially those of the committee until they have been formally ratified by a majority of the committee (both those present and not present at the discussion) and this needs to be done before any action is taken on any business transacted during the inquorate meeting or the inquorate part of the meeting. Where an item of outstanding business is urgent, important and/or controversial, it may be referred directly to the committee's senior committee for final adjudication if it is scheduled to meet in the near future.

### Membership

The Chair, Secretary and attendees listed as *Members* in the Committee membership list count towards the quorum (see Section 7). Neither those listed as ***Invited to Attend (Non-Voting Members)*** nor ***co-opted members*** count towards the quorum. Some members may fulfil more than one role in the

committee, but they only count once for purposes of counting the quorum and defining the quorum threshold. In addition, for Course Management Committees, only one Students' Union Course representative should be counted for each year of each course.

When members are unavoidably unable to attend a meeting they should send a deputy to act in their stead. Their deputy counts towards the quorum of the meeting and acts as a full voting member of the committee for that meeting. If a member sends a deputy, they should inform the Chair and Secretary in advance of the meeting so that papers can be sent to the deputy. It is good practice for each committee member to appoint a named deputy at the start of the academic year. The Chair should appoint a named Deputy Chair from amongst the other members to cover for them if they are to be absent.

Although non-voting members who are invited to attend do not count towards the quorum, the Secretary should still monitor their attendance, as when their attendance is poor the committee may be missing valuable input.

Secretaries will monitor the attendance of both voting and non-voting members and will produce a report on the previous year's attendance at the initial meeting of each academic year. Any member who does not attend or send a deputy for three successive meetings will be considered for removal from the committee. Each secretary should remind members who have missed two consecutive meetings that they may be subject to this sanction should they fail to attend the next meeting.

#### Changing Constituent Membership of a Committee

Committee Membership is set by official position / academic post rather than by person. The membership formula for a committee can only be changed through the approval of the senior committee to which a particular committee reports.

#### Voting

The General Regulations state that the Chair should seek to gather the consensus of the meeting when considering

proposals. In instances where the feelings of the committee members are clear, no vote is needed. However, sometimes an issue may be more contentious, in which case a vote should be taken. Every full member of the committee apart from the Secretary may vote. The Chair has an additional 'casting' vote. Those ***Invited to Attend*** may not vote.

#### Secret Ballot

A secret ballot may be held at the request of **any** committee member if an item is particularly sensitive. The regulations do not specifically state how the ballot should be held but using slips of paper folded to preserve anonymity would be considered reasonable. Once all votes have been cast the Secretary counts the votes. The number of votes cast one way or another need not be recorded unless specifically requested by the committee.

## **Number of Ordinary Meetings and Cancellation of Meetings**

1. Each committee shall meet at least three times during an academic year unless otherwise specified in its Terms of Reference, and may organise additional meetings if necessary.
2. Meetings may be cancelled by the Chair. This is expected to occur only very infrequently, in exceptional circumstances, for example the expected absence of the Chair, Deputy Chair and other committee members. The Secretary should notify all members and the secretary the parent committee of the cancellation. Any immediate committee business may be considered by Chair's action, correspondence or delegation upwards to the parent committee.

## **Notice of Meetings and the Agenda/Papers**

1. Notice of a meeting must be given at least ten working days in advance of the meeting. Normally, all committee dates shall be set before the beginning of the Academic Year.
2. A request for agenda items, in addition to standing items, should be sent out with the notice of the meeting, or at least ten working days before the meeting.
3. The Secretary, any member of the committee, or any other staff member or student, may ask that an item be included in the agenda, provided that they make this request at least six working days before the meeting.
4. Items received after this time may be eligible for discussion under Any Other Business (AOB) (see 10 below).
5. Items for the agenda may be referred to the committee by other College committees.
6. The Chair will decide whether an item should be included in the agenda. In cases where an item has been refused, the Secretary should provide reasons for this to the person or committee raising that item.
7. The Secretary will draft an agenda for the meeting using the standard College template. This will be subject to the Chair's approval before circulation.
8. The agenda and any supporting papers available at the time should normally be circulated electronically at least five days in advance. These documents should be circulated as .pdf files. The Secretary should also circulate any hard copies at this time, where requested by an attendee, and it is the Secretary's responsibility to check if any hard copies are required.
9. Any papers received after the five day deadline should be circulated electronically, together, at least two days before the meeting; the Secretary should take a small number of spare copies of these papers to the meeting, for members who have not had time to print them and for student representatives who do not want to use up their printing allocation. Where the meeting is being video conferenced between sites secretaries should ensure that spare copies are provided at each location.
10. Papers received within two days of the committee meeting should, at the Chair's discretion, be tabled in hard copy at the meeting, with the person responsible for the paper providing the copies.
11. AOB shall be a standing agenda item, covering items that were not submitted in time to be included on the agenda or items that have arisen between the submission date and the committee meeting. Any item for AOB should be put to the Chair, so they can decide whether this should be discussed in full at that meeting or dealt with at a later date.
12. Non-receipt of committee papers, agenda or notice of the meeting does not invalidate the meeting; it may still go ahead.

### **EXPEDITING COMMITTEE BUSINESS**

Some committees are responsible for a considerable volume of business, which can make it difficult to give every item the attention that it deserves. The following strategies can be adopted to ensure that the committee's time is used most efficiently and effectively:

1. Delegating detailed consideration of items to sub-groups. Although this requires a greater time commitment on the part of two or three members, responsibility can be rotated so that it is not unduly burdensome. The result may be that three members spend two hours deliberating on something that a full committee spends half an hour on. Total person-hours devoted to the topic may be similar, but the sub-group's scrutiny will have been far more thorough.
2. Nominating designated readers for particular papers. The weight of supporting papers for some meetings means that some members have time only to skim them or to read a few items of particular interest. Consequently, some papers may have been read only by the Chair and Secretary. Designated readers can focus their pre-meeting work on one or two items, and thus attend the meeting able to make informed comments and ask questions on behalf of all the members.
3. Using starred items. The Chair and Secretary should use their judgement to star any item which can be classed as "formal business". This can include non-controversial items which require the committee's approval, such as the appointment of curriculum managers. Any member who objects has the opportunity to un-star the item. Starred items should be listed together (at either the start or the end of the agenda) to make it clearer to members what business they need to give attention to.

4. Giving indicative timings on the agenda, so that members will be aware if the committee is at risk of over- running and can therefore make concise contributions to discussion.

### **Special Meetings, Closed Session and Business by Correspondence**

1. RVC meetings are held in Open Session, unless they decide to go into Closed Session or have items of Reserved Business. Non-members may speak at the discretion of the Chair.
2. A committee may decide to go into Closed Session, either as dictated by the Agenda (e.g. in the case of Reserved Business), or at the discretion of the Chair. The Secretary should remain present when the committee is in Closed Session. When a committee goes into closed session non-members who are in attendance are required to leave. The committee may invite specific people to attend a closed session as appropriate. The committee may revert to Open Session once the item has been discussed. The minutes of business discussed in closed session may be restricted, depending upon the matters discussed.
3. Sensitive matters, such as those that consider individuals, will be dealt with as Reserved Business. Reserved Business will be discussed in Closed Session and, in addition, Student Representatives will also be required to leave. The standard meeting Agenda should state that the meeting will discuss matters of Reserved Business, but it should not state what those matters are. A separate Reserved Business agenda that details what is to be discussed, together with any accompanying papers, will be sent to the relevant committee members at the same time as the standard committee agenda. The minutes should have a separate section for Reserved Business matters that is available only to the committee members who are permitted to see them. At the discretion of the Chair, non-members may be invited into the meeting whilst it deals with Reserved Business, and may receive the Reserved Business Agenda, minutes and papers if it is appropriate for them to do so. The Secretary should remain present when the committee discusses Reserved Business.
4. The Chair of a committee may deal with matters that are urgent *and* minor *and* non-controversial by Chair's Action outside a meeting. However, this should either be with the prior agreement of the committee or be reported at the next meeting.
5. Matters that are urgent *and* major *and/or* potentially controversial shall be dealt with by correspondence by the members of the committee. At the discretion of the Chair, such items may be dealt with at an extraordinary meeting.

#### Open Meetings and Closed Session

Unless otherwise stated, attendance at all academic committees is open to everyone. However due to an issue that arises during the course of the meeting or due to a particular Agenda item, the Chair may decide to put the committee into Closed Session. Should this happen, only committee members (including Invited to Attend) may remain present. Closed Session exists primarily to ensure that meetings are not disrupted by non-members.

#### Reserved Business

The Reserved Business procedure is generally used when sensitive/confidential matters are to be discussed. Such matters will depend on a committee's remit and could for example deal with issues relating to individuals. During items of Reserved Business, non-members and Student Representatives must leave the meeting unless expressly invited to stay by the Chair. (Even though they are normally considered to be full members of the committee, Student Representatives will not count towards the quorum threshold whilst discussing the Reserved Business items, unless they have been specifically asked to remain in attendance for those items).

To deal with the confidentiality of Reserved Business, a separate agenda, papers and section of the minutes will be distributed to those permitted to deal with this type of work.

### Split meetings

Committees can use a 'split meeting' procedure when the committee is due to discuss rather disparate matters that might not be relevant to all members / invitees.

For example, on occasion at the Learning, Teaching and Assessment Committee, it may be expedient to split the meeting so that matters specifically concerning undergraduate degrees and matters specifically concerning postgraduate degrees might be discussed separately and concurrently, with the whole committee reconvening to discuss items that affect both undergraduate and post graduate courses.

It should be possible for the format and order of any split meetings to be set in advance under the Agenda. The quorum for each section of the split meeting would need to be calculated and counted separately, so this might result in one section of the meeting being quorate whilst another part is not. Upon reconvening, it would be possible for the decisions from a non-quorate split meeting group to be ratified by the full committee.

### Chair's Action, By Correspondence and Extraordinary Meetings

On occasion, urgent matters arise when no meetings are scheduled. In these instances, a number of options are available:

- When the matter is 'urgent *and* minor *and* non-controversial' it may be dealt with by a process known as '**Chair's Action**'. This involves the Chair dealing with the matter on the committee's behalf but without requiring any further consultation with the committee. If this is done it should either be agreed in advance by the committee or be reported at the meeting following the decision.
- When the matter might be 'urgent, *and* major *and/or* potentially controversial' it can be handled by correspondence between **voting committee members** or by holding an Extraordinary Meeting.

*By Correspondence* - This involves circulating information regarding the matter to the voting members of the committee, asking for comment within a defined time, providing a summary of comments and then asking for a vote (if appropriate). The number of respondents should reach the quorum threshold for a meeting before the matter can be considered to have been dealt with. Matters dealt with in this way should be reported at the next committee meeting.

*By holding an Extraordinary Meeting* - Extraordinary meetings may be called at the discretion of the Chair and are run in much the same way as an ordinary meeting and are subject to the same regulations, including the need for a quorum. However, they will not usually deal with 'Actions and Outcomes' or other Standing Business. They will usually only discuss the matter that caused the meeting to be convened.

## **Minutes**

1. The minutes should be presented in the standard College format, described in this document. They should normally be written within ten working days of the meeting by the Secretary. The minutes should then be passed to the Chair for approval and/or amendment, which should normally be provided within a further five working days.
2. Once approved, the minutes (excluding matters of Reserved Business and items discussed in Closed Session) shall be circulated by the Secretary to all committee members, those marked as 'Invited to Attend', people or groups with action points and other appropriate interested parties. The Secretary will also make the minutes available on the College Intranet. This should normally be done within fifteen working days of the meeting.
3. Minutes of meetings held in Closed Session will be made available to all committee members but may otherwise be restricted at the discretion of the Chair.
4. Minutes relating to matters of Reserved Business will be made available to **non-student** committee members. Third parties may be sent copies if the Chair feels it is appropriate to do so.

5. Minutes should be approved by the committee at the following meeting. Any proposed amendments should be forwarded to the Secretary at least six working days in advance of the meeting. A summary of any proposed changes to the minutes should be circulated together with the other committee papers. The committee should then decide whether to accept the proposed amendments. Proposed amendments may also be made when the minutes are initially circulated and, at the Chair's discretion, may be submitted to the committee for approval by correspondence ahead of the following meeting.
6. Amendments to the minutes of a meeting held in Closed Session may be discussed under Closed Session conditions. This is at the Chair's discretion.
7. Amendments to minutes of items of Reserved Business should be conducted under Reserved Business conditions.

#### Assigning action points to other committees

Any committee may refer an action point to any other committee should they feel that it is appropriate so to do. The Secretaries of both committees should ensure there is an effective flow of information about how the action point will be managed. If a committee is given an action point but does not take the appropriate action, the Chair of that committee must explain the reason to the committee from which the action point originated.

# SECTION 5: Good Practice Guidance for Committee Members

## Introduction

Whilst the areas covered by this section are not prescriptive, they are strongly recommended as being *good practice* to anyone likely to attend a committee meeting, helping to ensure that business is dealt with in an informed and effective way.

## Preparation

You should be familiar with the committee's Terms of Reference to understand what the committee does. It is also beneficial to read any other College documentation for areas relating to the Committee's business. For example, it would make sense for a member of the Research Degrees Committee to be familiar with the College's Research Degree Regulation and the Code of Practice for Postgraduate Research Degrees. The College's regulations are available on the website: <http://new.rvc.ac.uk/about/the-rvc/academic-quality-regulations-procedures>.

Reading the circulated papers is essential preparation for a meeting, annotating the documents as necessary with points that you wish to raise, or for which clarification is required from the Chair or Secretary before/at the meeting. This helps to ensure that an informed discussion can be held.

## Writing and presenting a paper

An agenda item often involves the consideration of a paper. Sometimes these papers are simply for information, while other papers require the committee to make a decision based on the information they contain.

All papers **must** contain a coversheet (Appendix 1) which includes the details of the paper and where applicable an executive summary. The executive summary is especially important if a large quantity of complex information is being considered, because a summary helps the committee to focus on the most important points for discussion and keep the proposals in sight during discussion.

The author of the paper should normally present it at the meeting. This presentation need not be detailed but it should highlight the key points and proposals so that discussion is focused on the most important aspects.

## Effective discussions

Effective discussions will arise from having well-prepared papers and well-briefed committee members who are keen to participate. However, it is crucial that the Chair ensures the committee focuses on the topic under discussion and prevents deviation from the subject or an over-focus on minute/insignificant detail. The Chair should manage the discussion firmly but diplomatically, focusing on the process rather than the content of the discussion. The Chair should ensure that any unfamiliar, complex or obscure material is explained. Depending on the length of the agenda and the time available, the Chair will sometimes need to truncate the debate to bring a matter to resolution or so that there is time to consider all agenda items.

Members wishing to speak should indicate to the Chair and then wait their turn rather than interrupting other members. When speaking, members should be concise and constructive, and ensure that their point is relevant to the business under discussion. In order for the committee to make informed decisions, the Chair should not only invite contributions from members who have indicated that they wish to speak, but should also actively seek contribution from particular interest groups, such as the student representatives. At the end of a discussion, the Chair should summarise what has been said, seeking consensus on what has been agreed and the follow-up action to be taken. When necessary the Secretary should read back to the members the draft wording of any particularly important or controversial resolution to ensure that there is no

ambiguity.

There may be occasions when the Chair wishes to vacate the chair, e.g. to take an active part in discussion of a particularly controversial topic. In these circumstances, the Deputy shall take the chair for the duration of that item.

#### Deputies

If a member of the committee (either voting or non-voting) cannot attend, then they should ask another suitable person to attend as their deputy and inform the Secretary as soon as possible so that apologies might be noted and the appropriate papers made available to the Deputy. The Deputy should be fully briefed by the person they replace so that they are able to speak to the relevant points from a position of authority and ideally they should have expertise in similar areas to the person for whom they are deputising.

#### Documentation and the Intranet

Committee Minutes, papers and agendas will be made be available on the **Staff & Departments/Committees** section of the Intranet (with the exception of Reserved Business that needs to remain confidential). This is usually done before a meeting, but may be undertaken after a meeting (depending on the Secretary's practice or a committee's requirements.)

The committee secretary generally uploads the papers directly to the Intranet. To do this, they require admin rights, which can be obtained from the RVC's webmaster ([webmaster@rvc.ac.uk](mailto:webmaster@rvc.ac.uk)).

Wherever possible, the volume of paperwork associated with committee business should be minimised. It is good practice to circulate the papers as a single pdf document, with bookmarks in the pdf for each paper and page numbers for each paper included on the agenda. In addition, secretaries may wish to include hyperlinks from agenda items to the supporting papers. Committee members should be sent the papers electronically as standard practice (to minimise printing costs and to reduce the RVC's environmental impact), and secretaries should ask committee members if they require a hard copy, and circulate these at least five days before the meeting.

# SECTION 6: Practical Guidance for Committee Secretaries

Timeline: Secretariat activity before, during and after a committee meeting.

Timings	Secretariat action	Comment
<b>Final Term of Academic Year</b>	<ol style="list-style-type: none"> <li>1. Agree meeting dates with Chair for coming year</li> <li>2. Book meeting rooms including any video conferencing</li> <li>3. Email meeting dates to Academic Quality Administrator (sward@rvc.ac.uk)</li> <li>4. Enter meeting dates in RVC Intranet Calendar</li> <li>5. Send invitation to committee and keep record of attendees, asking for Deputies</li> </ol>	<ul style="list-style-type: none"> <li>• Changes to standing items / cycles of business to be advised to the Academic Quality Officer – Student Engagement</li> <li>• When setting meeting dates allow time to finalise the Minutes/Actions and Outcomes in order for them to be sent for consideration at the next meeting of parent committee (if required).</li> </ul>
<b>6-4 weeks before meeting</b>	<p>Email committee a reminder to provide:</p> <ol style="list-style-type: none"> <li>i. agenda items (around 2 weeks before meeting)</li> <li>ii. associated papers (around 2 weeks before meeting)</li> <li>iii. response on outstanding actions (around 2 weeks before meeting)</li> </ol>	
<b>2 weeks before meeting</b>	<ol style="list-style-type: none"> <li>1. If needed, chase any associated papers and responses on outstanding Actions.</li> <li>2. Once deadline for agenda items has passed, draft agenda and meet with Chair to agree it, also:             <ol style="list-style-type: none"> <li>i. identify any additional people to be invited to present a paper/speak on an agenda topic</li> <li>ii. agree which items might be starred</li> <li>iii. agree any Reserved Business</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• Papers should be sent to the Secretary electronically and should contain a reference box detailing the author, date of production and previous committee reference(s) [Fig 2, pg16]</li> <li>• Recommended that 2 spare hard copy sets be printed and taken to the meeting, and a spare copy be sent to both campuses if video conferenced.</li> </ul>
<b>At least 1 week before meeting</b>	<ol style="list-style-type: none"> <li>1. Papers can be numbered and recorded on agenda.</li> <li>2. Agenda and Papers (excluding Reserved Items) can be uploaded to Intranet</li> <li>3. Send out papers electronically to committee attendees</li> <li>4. Email/meet with student committee members to present agenda and run through items on which student input is most essential.</li> </ol>	<ul style="list-style-type: none"> <li>• Some Secretaries prefer to upload the agenda and papers after the meeting.</li> <li>• By briefing the student committee members they are able to focus on key issues, and gather input from their class</li> </ul>
<b>Within 3 days after meeting</b>	<ol style="list-style-type: none"> <li>1. Draft Minutes and send to Chair for approval</li> </ol>	<ul style="list-style-type: none"> <li>• Recommended that minutes are drafted as soon as possible whilst still fresh in the mind and to ensure that you have time to send minutes/Actions and Outcomes to parent committee (if required).</li> </ul>
<b>Within 7 days After meeting</b>	<ol style="list-style-type: none"> <li>1. Produce final Chair Approved Minutes</li> <li>2. Produce Actions and Outcomes paper, copying and pasting relevant sections of the minutes to provide context.</li> <li>3. Email final Chair approved Minutes and Actions and Outcomes paper to committee. Include request for next meetings agenda items/associated papers and responses on outstanding Actions, to be provided to you around 2 weeks before meeting.</li> </ol>	<ul style="list-style-type: none"> <li>• Final versions take into account any amendments by the Chair</li> </ul>

Table 2: Timeline – Secretariat activity

If you are serving as Secretary of an RVC academic committee for the first time, you should contact the **'Academic Quality Officer (Student Engagement)'** to arrange an induction to this role.

## MEETING DOCUMENTATION

This section highlights some points of good practice for the production of the meeting documents and describes the College's house style.

### House Style

A common house style is used for agendas and minutes. Examples are available to committee secretaries from the Academic Quality Officer (Student Engagement).

### Font

Arial should be used for RVC agendas and minutes.

### Agenda (Fig 2, pg. 20)

#### Layout:

- The meeting start and end time should be included on the top of the agenda.
- Each separate agenda item should be in Arial size 12, bold, block capitals and left-aligned.
- Sub-headings and Process Descriptors (table 3) should be in Arial size 10, in bold and left-aligned.
- Reference numbers for papers should be in bold, right-aligned and level with the item to which it refers.

#### Process Descriptors (Table 3):

Each matter on the agenda should have a brief descriptor to explain what the committee's role will be with regard to that item; this is achieved by using the terms shown in table 3, which act as a shorthand method of advising members what is expected from the committee. Each item on the agenda should also have a brief description to explain what the item is about.

Process descriptor (agenda)	Meaning
<b>To note</b>	Items listed for note are about providing information rather than eliciting discussion or seeking approval. They will normally be starred items.  An item decided by Chair's Action outside a meeting should be included to note.
<b>To confirm</b>	Used for the committee to confirm that its minutes are a true and accurate record of the previous meeting.
<b>To consider</b>	Used when the committee is asked to consider items such as reports for discussion, where no approval is necessary.
<b>To approve</b>	Used when a definite proposal is submitted for the committee to approve e.g. nominations of External Examiners or Module Leaders, or approval of a new policy.

Table 3: Agenda Process descriptors

Following good practice, the first two agenda items are usually *Apologies for absence* and *Minutes of the Previous Meeting*. After that usually the agenda should have the most important items early on since these are generally the matters of key business that require the fullest discussion. The final two items on the agenda will be *Any Other Business* (A.O.B.) and the *Dates and time of next meeting*.

*Actions & Outcomes:*

Outstanding actions can be covered either after the confirmation of the last meeting's Minutes or towards the end of the agenda before A.O.B. This is not specifically covered in the General Regulations for committees but some feel that the good practice is to leave this towards the end of the agenda in order to avoid the repetition of discussions held at the previous meeting.

*Starred Items:*

Starred agenda items (marked by an asterisk \*) indicate that the item is not for discussion unless the committee members agree to 'un-star' them at the beginning of the meeting. An example is shown in Fig 2.

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**Agenda: Course Management Committee**

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**Date: Wednesday 5 November 2017**

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**Time: 10:00-12:00**

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**Venue: F82, Eclipse, Hawkshead/U5 4<sup>th</sup> floor, Hobday, Camden**

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**1. \*APOLOGIES FOR ABSENCE**

**To note:**

Apologies for absence.

**2. MINUTES OF PREVIOUS MEETING**

**A1/01/16 pg1**

**To confirm:**

Minutes from meeting of 05.05.16

**3. FEEDBACK FROM SU COURSE REPRESENTATIVES**

**To consider:**

Feedback from Reps.

**4. POLICY NUMBER 1**

**A1/02/16 pg8**

**To approve:**

Policy for implementation from February 2017, presented by Maxine Bailey.

**5. ACTIONS AND OUTCOMES PAPER**

**A1/03/16 pg14**

**To consider:**

Outstanding actions not already discussed in the meeting.

**6. \*DATE AND TIME OF NEXT MEETING**

**To note:**

The next meeting will be held on Tuesday 13 March 2018.

Fig 2. Example agenda items

## Papers

All papers **must** contain a coversheet (Appendix 1) which includes the details of the paper and where applicable an executive summary. The executive summary is especially important if a large quantity of complex information is being considered, when a summary helps the committee to focus on the most important points for discussion and keep the proposals in sight during discussion.

The RVC also has a paper numbering system for its academic committees with committee papers being coded for easy identification / location. Each committee paper / document is given a unique code that (i) identifies the committee to which it relates (see Table of Committee Codes below) (ii) the sequential document number for document received for the committee meetings during the current academic year and (iii) the academic year in which the document was received. An example of this would be: **UM/09/17**.

In this example:

- UM** shows that it is a paper that relates to the Undergraduate Medicine CMC;  
**09** records the fact that this is the 9<sup>th</sup> document to come before the committee in the current academic year;  
**18** shows that the documents were handled by the committee during the 2018/19 academic year.

The Committee Codes are shown in the following tables:

COMMITTEE	CODE
Academic Board	<b>AB</b>
Learning, Teaching & Assessment	<b>LT</b>
Student Development	<b>SD</b>
Teaching Quality	<b>TQ</b>
Research Degrees	<b>RD</b>
Research Strategy	<b>RS</b>
Taught Programmes Admissions Committee	<b>TP</b>

COMMITTEE	CODE
Modular Scheme Management	MS
Biological and Biomedical Sciences	BS
Populations (Distance)	PD
Populations	PO
Postgraduate Medicine	PM
Undergraduate Medicine	UM
Education	ED
Veterinary Nursing & Graduate Diplomas	VN

If a paper is not submitted in time for a meeting despite having been included on the agenda it will often be received at the following meeting. In this instance it should keep its original paper number and might mean for example that Paper 19 may be delivered between Paper 24 and Paper 25. The unique number ensures that the paper is readily identifiable.

## Minutes (Fig 3, pg. 22)

The minutes should describe what the committee noted/confirmed/considered/reported/discussed/resolved, recording the key points of discussion over a particular item. They will also record any decisions including a note of those responsible for an agreed action. In general, Minutes are neither verbatim transcriptions of a meeting nor should they be simply a list of what was decided. Key discussion points should be recorded, even if they were not eventually agreed upon. The level of detail to provide is at the Secretary's and Chair's discretion and will depend upon the complexity of the issue and the relevance of discussion.

Numbering of paragraphs is used to enable easy referencing of the minutes. The format of numbering is the start of the start of the academic year, followed by 001. For example your very first minute paragraph for 2018/19 will be numbered 18.001 and so on (see Fig 3).

*Process Descriptors (Table 4):*

The Minutes have specific process descriptors (similar to those used for the agenda), which act as a shorthand method of describing the action the committee was performing during that part of the meeting. The descriptors that can be used in the Minutes are shown in the following table:

Process descriptors (minutes)	Meaning
<b>Noted</b>	This usually refers to agenda items that are not discussed or to an item approved by Chairs action.
<b>Confirmed</b>	Used when the minutes or other item are agreed as an accurate record by the committee.
<b>Considered</b>	This term is used to describe receipt of a paper / document and records the fact that the committee discussed the issue.
<b>Reported</b>	After a 'Considered' item, under this descriptor there would be a summary of the key points highlighted from the paper or proposal and these form the basis for the subsequent discussion.
<b>Discussed</b>	The key points of a discussion are listed under "Discussed".
<b>Resolved</b>	This is used to record the decision of the committee and is generally the place where Action points relating to the discussion are recorded.

Table 4: Minutes Process Descriptors

*Action Points:*

Action points are used to track the outcomes of an agenda item. They should be displayed as shown in the item below in red font, bold, right aligned and placed upon a separate line to other text.

**1. COURSE DIRECTORS REPORT**

**16.001 Reported:**

- i. That changes to X and Y are under development.
- ii. That the changes X and Y will come into place from December 2016.

**16.002 Resolved:**

The committee agreed that the A team should be made aware of changes X and Y

**ACTION: MAXINE BAILEY**

Fig 3: Example of minutes items

*Using Secretary's Note (Fig 4):*

Sometimes events may take place between the committee meeting and the production of the minutes that mean that an action point has already been dealt with or is redundant. In these instances, the Secretary can place a 'Secretary's Note' in the minutes to state what has happened. This can also be done if the facts presented at the meeting turn out to be inaccurate or have been superseded. The notes are generally placed within square brackets, in bold italic purple text (see Fig 4).

## 1. COURSE DIRECTORS REPORT

### 16.001 Reported:

- i. That changes to X and Y are under development.
- ii. That the changes X and Y will come into place from December 2016.

### 16.002 Resolved:

The committee agreed that the A team should be made aware of changes X and Y.

**ACTION: MAXINE BAILEY**

*[Secretary's note: The A Team were emailed by Maxine Bailey on 01/11/2017 to make them aware of changes X and Y]*

Fig 4: Examples of secretary's note within minutes

### Actions & Outcome Paper (Fig 5, pg. 25)

After the Chair Approved Minutes have been produced, an Actions & Outcome paper should be compiled from the action points shown in the minutes. Key points from the minutes should be included to ensure that the reason for the action point can be fully understood without reference to the full minutes. So that outstanding action points from previous meetings do not get overlooked, any outstanding items should be shown at the beginning of the A&O paper, citing the date of the meetings and the name of the person concerned.

A copy of the A&O paper should then be circulated to committee members and attendees together with the Chair Approved Minutes. In the case of Course Management Committees, the A&O paper must also be sent to the secretary of the Learning, Teaching and Assessment Committee to be added to the agenda of the next LTAC meeting.

Between meetings, the Secretary should update the A&O paper as items are updated / reported as 'completed'. This document in its most up-to-date version will become one of the papers for the next meeting. An example of the first page of an A&O paper is shown in Fig 5 (pg. 25) below:

**ACTIONS AND OUTCOMES  
COMMITTEE XY**

Date of CMC	Action	Progress
10/05/17	<p><b>21. "YOU SAID.....WE DID..."</b></p> <p><b>14.52 Resolved:</b> A future 'You Said...We Did...' item will detail the publication of the new policy 'Example 2'.</p> <p style="text-align: right;"><b>ACTION: MAXINE BAILEY</b></p>	<p><b>IN PROGRESS:</b> Pending successful implementation of the new policy amongst staff this item will be published [Maxine Bailey, 28/05/17]</p>
03/02/18	<p><b>3. GENERAL REGULATIONS FOR EXAMPLE</b></p> <p><b>14.50 Considered:</b> Amendments to the 'General Regulations for Example 1'.</p> <p><b>14.51 Resolved:</b> The committee agreed the following changes be made to the document:</p> <ul style="list-style-type: none"> <li>i. Para 1.1 change to 'in veterinary and other science related subjects'.</li> <li>ii. Para 6.1 4<sup>th</sup> bullet change to 'for three years'</li> </ul> <p style="text-align: right;"><b>ACTION: JOE BLOGGS</b></p>	<p><b>COMPLETED:</b> Changes made and published on internet. [Joe Bloggs, 21/08/18]</p>

Fig 5: 'Actions and Outcomes' example

# **SECTION 7: Committees in Detail**

## **The Cycle of Business**

The committee regulations specify that most **committees should meet three times during the academic year** and may organise further meetings if necessary. Most committees will have one meeting per academic term

There are a number of **Standing Items** that a committee will need to consider at each meeting. These are shown in the details for each committee in the next section and include:

- the minutes of the previous meeting,
- any actions arising from the previous meeting
- any other business.

There are also **Termly Items** that arise from the business cycle of the academic year and these items should be raised at defined meetings within the year. Naturally, matters relating to these items may be discussed at the other meetings during the year should the need arise. These Termly items are also shown in the details for each committee in the next section.

### General Comments on Standing and Termly Items:

The **Academic Board** and the **strategic level committees** all have distinct annual cycles due to the nature and remit of their business.

**Course management committees (CMC)** are similar to each other in terms of structure and activity, with similar items arising at the same time of year for each CMC. For this reason a generic list of standing and termly items is provided, which if required can be adapted by particular CMCs according to their particular patterns of activities / requirements

# The Academic Board

## Terms of Reference

1. To consider and advise the Council upon all academic matters and questions affecting the educational policy of the College, the organisation of teaching and research and courses of instruction, including the following:
  - 1.1. Appointments of Professors and Readers in the College.
  - 1.2. Matters concerning co-operation between the College and any associated body.
  - 1.3. Any other matter which may be referred to them by Council.
2. To consider and advise the Council upon conditions and tenure of teaching appointments and the appointment and dismissal of the teaching staff of the College
3. To discharge such other duties and functions connected with the College as the Council may from time to time assign to them.
4. To appoint as and when necessary members from among themselves to the Council in accordance with the Charter.

## Constitution of Committee

### Chair

Principal

### Members

Professors  
Associate Professors  
Readers  
Heads of Departments  
Four elected members of academic staff \*  
3 additional Members of academic staff (appointed by Council on the recommendation of the Academic Board) \*

### Non-voting Members (Invited to attend)

SU President  
2 SU Officer/SU Course representative (at least 1 Postgraduate)

*\*Elected posts have a term of four years.*

### Quorum

½ (half) the number of Members + 1

## Standing agenda items

- |   |  |
|---|--|
| 1) Apologies for absence  | 9) Research Strategy Minutes/Business              |
| 2) Minutes of previous meeting  | 10) Research Degrees Minutes/Business              |
| 3) Report from Council  | 11) Teaching Quality Committee Minutes/Business    |
| 4) Appointments within the Board's remit  | 12) Responses to External Examiners Reports        |
| 5) Pass Lists   | 13) Course Validation Reports                      |
| 6) Appointment of Examiners   | 14) Periodic Review Reports                        |
| 7) Learning and Student Experience Report including Learning Teaching and Assessment Committee Minutes/Business | 15) Student Development Committee Minutes/Business |
| 8) Research and Innovation Report including   | 16) Principal's Report                             |
|   | 17) Feedback from Student Representatives          |
|   | 18) Actions/outcomes from previous meeting         |

- 18) Any other business
- 19) Date and time of next meeting

**Termly agenda items**

<b>Autumn Term</b>	<b>Spring Term</b>	<b>Summer Term</b>
Membership, terms of reference and cycle of business (to confirm)	Widening Participation Report (to consider)	Elections to Council (if required) (to consider)
Membership and terms of reference of Committees that report to the Academic Board (to approve)	Appeals and Complaints Report (to consider)	Prizes (if required) (to note/consider/approve)
Attendance Report covering previous academic year (to consider)		LTAE Strategy Report (to consider)
National Student Survey Results (to consider)		Professional Services Division Report (to consider)
Clinical Services Report (to consider)		HR Strategy Report (to consider)
External Examining Summary Report (to consider)		Quality Assurance Strategy Report (to consider)

## Learning, Teaching & Assessment Committee (LTAC)

### Overview

All the College's taught degree courses, both undergraduate and postgraduate, are governed through LTAC. It directs the College's activities in teaching and assessment; this includes advising the Academic Board on whether new courses should be created or existing courses closed. It develops the College's Learning Teaching and Assessment Strategy, recommending them to the Academic Board for approval. The committee also oversees the College's admissions policies and ensures that there are consistent regulations and policies across courses. It also oversees the content of courses, ensuring that there is consistency across the College's courses and that they fit within the College's strategy.

It would be impractical for LTAC to manage every course, so this work is handled by the Modular Scheme Management Committee and the separate Course Management Committees, which then report directly to the LTAC. LTAC oversees much of what they do by considering their "actions and outcomes" and responding to matters specifically brought to its attention. Some business from CMCs requires formal LTAC approval including new modules and nominations of Course/Deputy Course Directors/Co-Course Directors.

The Committee may occasionally structure its meetings such that predominantly undergraduate and postgraduate business will be dealt with separately, with generic issues considered in a joint part of the meeting.

LTAC also monitors strategic developments in Higher Education and recommends appropriate responses to them.

LTAC reports to and is accountable to the Academic Board. Business from LTAC that should be considered explicitly by Academic Board includes:

- Membership and Terms of Reference
- Approval of Regulations
- Approve 'high risk' new course proposals ('high risk' as defined in the 'Design and Approval of Courses' procedure)
- Major, college-wide curricula changes with implications for institutional reputation
- Issues of policy and strategy

### Terms of Reference

Purpose: *To develop and oversee the provision of a comprehensive range of excellent taught undergraduate and postgraduate courses.*

- 1) To recommend the College's learning, teaching and assessment strategies for approval by the Academic Board, and to promote and monitor their implementation;
- 2) To make recommendations (in concert with the 'Course Proposal and Development Group') to the Academic Board on the College's portfolio of taught courses;
- 3) To recommend the College's student admissions policy for approval by the Academic Board;
- 4) To promote the development of taught degree programmes by:
  - i. considering strategic developments in higher education, both locally and nationally, and making recommendations to the Academic Board;
  - ii. reviewing student intake targets;
  - iii. approval of new modules once approved by relevant Course Management Committees
  - iv. approving 'major' amendments to Programme Specifications (as required by Academic Registry)
  - v. approving amendments to Part 1 Assessment & Award Regulations for Non-Modular award-bearing provision which do not meet the 'Part 1 A&AReg Design rules' (as required by Exams Office).
  - vi. considering "Actions and Outcomes" from the Modular Scheme Management Committee and Course Management Committees
- 5) To recommend the College's Academic Regulations for approval by the Academic Board;
- 6) To promote the recruitment, development and retention of teaching staff;

- 7) To monitor the facilities available for teaching activities and to make recommendations to the College Executive Committee about their suitability;
- 8) To develop and monitor procedures for assigning the Jim Bee Educator awards.

### **Constitution of Committee**

<b><u>Chair</u></b>	Vice Principal for Learning, Teaching and Assessment
<b><u>Members</u></b>	2 academic representatives of each academic department All Course Directors (or Programme Directors where appropriate) 1 representative of the College Executive Committee Vice-Principal (Students) Chair of the Modular Scheme Management Committee Principal (ex officio) SU President 2 SU course representatives/SU Officers (at least one Postgraduate Student and 1 Undergraduate Student. There should be one student from each campus) 1 External Member

### **Non-voting Members (Invited to attend)**

Vice Principal (Clinical Affairs)  
Associate Deans  
Departmental Teaching Coordinators  
Chief Operating Officer  
Academic Director of Professional Assessment and Development  
Academic Registrar  
Director of Learning and Wellbeing  
Head of Educational Development  
Head of the Graduate School  
Head of the e-media Unit  
RVC "Link Tutor" or equivalent for any joint course for which the students are registered elsewhere  
Secretary - Academic Registrar and/or their nominee

**Quorum**                    ½ (half) the number of Members + 1

### **Standing agenda items**

- 1) Apologies for absence
- 2) Minutes of previous meeting
- 3) Course Management Committee 'Actions and Outcomes' (including approval of new modules approved by CMCs)
- 4) Feedback from Student Representatives
- 5) 'Taught Programmes Admissions Committee' minutes
- 6) Updates from the 'Course Proposal Development Group' (including new course proposals and course closure)
- 7) Course Validation Reports (for information only)
- 8) Nominations for Course/Co-Course/Deputy Directors (for LTAC approval)
- 9) Actions/outcomes from previous meeting
- 10) You said...We did...
- 11) Any other business
- 12) Date and time of next meeting

**Termly agenda items**

<b>Autumn term</b>	<b>Spring term</b>	<b>Summer term</b>
Membership, terms of reference and cycle of business (to approve)	Appointment of CMC Chairs for all recently validated courses (to approve)	Membership, terms of reference and cycle of business (including replacement or re-appointment of members inc. Chair and curriculum managers for coming year) (to consider)
Membership and terms of reference of Committees that report to LTAC (to approve)	Student Numbers Report (to consider)	Monitoring of Learning Teaching and Assessment Enhancement Strategy 2014-19 (to consider)
Attendance Report covering previous academic year (to consider)		
External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)		External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)
Procedures for James Bee Educator Awards (to approve)		Programme Specifications (if required by Academic Registry) (to approve)
Annual Quality Improvement Report Action Plans (to consider)	Annual Quality Improvement Report Action Plans (to consider)	Annual Quality Improvement Report Action Plans (to consider)
Part 1 Assessment & Award Regulations for Non-Modular award-bearing provision only (if required by exams office) (to approve)	Annual report on Undergraduate Research including presentations and publications (to consider)	
Live Centre Report (to consider)		

# Teaching Quality Committee (TQC)

## Overview

The Teaching Quality Committee maintains the College's Quality Assurance Strategy and assures the quality and standards of the College's taught courses. The committee prepares and recommends a strategy to the Academic Board through which this can be accomplished. The committee is responsible for ensuring that the College satisfies the guidelines/codes of practice issued by bodies like the Quality Assurance Agency (QAA) and for assessing the impact of any changes thereto.

It leads the College's preparations for review and audit visits by the QAA and any relevant Professional Statutory Regulatory Bodies including the American Veterinary Medical Association (AVMA), the European Association of Establishments for Veterinary Education (EAEVE), the Royal College of Veterinary Surgeons (RCVS), the Australian Veterinary Boards Council (AVBC) and the Royal Society of Biology. It also oversees the arrangements for courses run in collaboration with other institutions. TQC ensures that appropriate educational development activities are organised through, for example, the training of staff and students who teach at the College.

The committee works closely with the Modular Scheme Management Committee and the individual Course Management Committees; it is responsible for recommending the appointment of External Examiners and ensuring that responses to their reports are provided by the appropriate members of staff. It oversees the systems for obtaining student, graduate and employer evaluations ensuring that the College responds where necessary and annually reviews the results of evaluations and subsequent College responses. The committee ensures that the procedures for Strand, Module, Elective and Rotation Reviews and Annual Quality Improvement Reports are adhered to by staff and it arranges for each taught course to have a periodic review (every six years), ensuring that processes are effective and thereby promoting improvements in teaching quality.

The Teaching Quality Committee currently has 3 working/sub-groups which support its work in the following areas (Fig 7):

- Student Survey Strategy: responsible for the administration of all student surveys
- Collaborative Provision: responsible for overseeing matters relating to taught collaborative provision. Also receives updates from the Graduate School relating to collaborative research degree provision. The Collaborative Clinical Training Development Group, which reports in to the Collaborative Provision sub-group, oversees the development of arrangements for provision of Rotations, Internships and Residencies delivered in collaboration with other organisations.
- Annual Quality Improvement: responsible for overseeing the annual quality reporting for the monitoring and review of all courses.

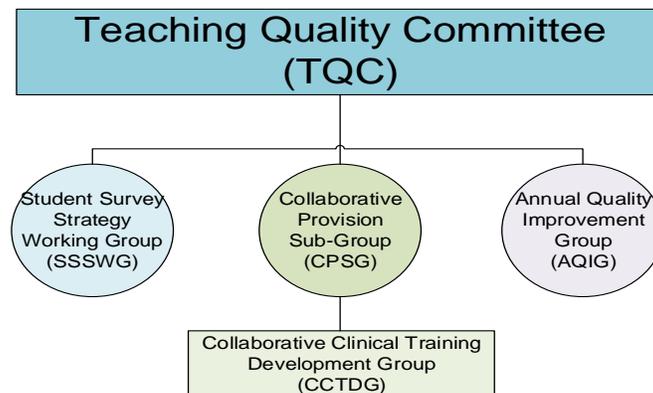


Fig 7. Teaching Quality Committee: Working/Sub-group structure

## **Terms of Reference**

**Purpose:** *To assure the consistent and excellent quality of the RVC's courses and the standards of the College's awards.*

1. To recommend the College's teaching quality strategy for approval by the Academic Board, and to promote and monitor its implementation;
2. To develop and monitor the implementation of procedures for the assurance and enhancement of the quality of all taught courses;
3. To develop and monitor the implementation of procedures for the assurance of the academic standards of taught awards made by the College;
4. To operate processes for the initial validation and comprehensive periodic review of taught courses;
5. To recommend to Academic Board the appointment of External Examiners, and to ensure that the College responds appropriately to their reports;
6. To operate schemes to gather evaluations from students, graduates, employers and other appropriate groups and to ensure that they are responded to and acted upon;
7. To oversee staff and educational development activities related to learning, teaching and assessment enhancement;
8. To oversee arrangements for the delivery of courses run in collaboration with other institutions;
9. To ensure that the College's practices are consistent with guidelines and codes of practice issued by the Quality Assurance Agency for Higher Education, RCVS, AVMA, EAEVE, AVBC, RSoB and similar bodies;
10. To oversee the College's strategy, and to co-ordinate the College's preparations, for review visits by the QAA, RCVS, AVMA, EAEVE, AVBC, RSoB and similar bodies;
11. To have oversight of, and to approve, the College's annual report that informs the University Quality Enhancement Review (see Regulation 1 paragraph 67.5);
12. To review College-wide performance indicators related to teaching and learning, and to ensure that they are acted upon.

## **Constitution of Committee**

<b><u>Chair</u></b>	A member of the Academic Board appointed by the Board.
<b><u>Members</u></b>	At least 1 academic representative from each academic department 1 representative of the College Executive Committee Principal (ex officio) SU Vice President Representation and Communications 2 SU course representatives/SU Officers (1 undergraduate and 1 postgraduate taught student) 1 External Member

### **Non-voting Members (Invited to Attend)**

Vice-Principal for Learning, Teaching and Assessment  
Associate Dean for Postgraduate Teaching and Learning  
Director of HR  
Director of Learning & Wellbeing  
Academic Registrar  
Representative of LIVE  
1 representative of the Research Degrees Committee  
Secretary - Academic Registrar or their nominee

**Quorum** ½ (half) the number of Members + 1

### Standing agenda items

- |  |  |
|--|--|
| 1) Apologies for absence                     | Appointments                                     |
| 2) Minutes of previous meeting               | 8) Reports from working/sub groups               |
| 3) Periodic review                           | 9) 'Modular Scheme Management Committee' minutes |
| 4) Validation                                | 10) Actions/outcomes from previous meeting       |
| 5) Audit/accreditation whichever is current) | 11) You said...We did...                         |
| 6) Collaborative Provision                   | 12) Any other business                           |
| 7) External Examiner                         | 13) Date and time of next meeting                |

### Termly agenda items

Autumn term	Spring term	Summer term
TQC Membership, terms of reference and cycle of business (to approve)	Benchmarking report for consideration alongside the academic registrar's Registry Data Report (to consider)	TQC Membership, terms of reference and cycle of business (including replacement or re-appointment of members including Chair and curriculum managers for coming year)
RVC Annual Quality Enhancement Review Report to the University of London (to consider)	Annual Summary of Annual Quality Improvement Reports as approved by the TQC Annual Quality Improvement Group (AQIG) in the Autumn and Spring terms (to approve)	Monitoring the 'Strategy for enhancement of assurance of the quality of learning, teaching and assessment 2013-19 and its Implementation Plan' (to consider)
University of London Quality Enhancement Overview Report (to consider)	External Examiner Report and RVC response (BVM Yr. 4 only) (to approve)	TQC External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)
TQC External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)	Annual Quality Improvement Report for BSc Placement Year (unless already approved by AQIG) (to approve)	
Module/Strand and Staff Teaching Surveys – Annual Summary of results of previous year (to consider)	Annual Quality Improvement Report for Cert AVP (to approve)	
HR Annual Staff Development Report (to consider)	Annual Quality Improvement Report for RVC/UoLIP MSc LHP and MSc VEPH (to approve)	
TQC Attendance Report covering previous academic year (to consider)		

# Student Development Committee (SDC)

## Terms of Reference

**Purpose:** *To ensure that specialist student support services meet the needs of the student body and complement the formal taught or research provision for all students.*

1. To take a strategic approach to further development of support services through alignment with the College's Strategic Plan and national best practice guidelines as well as through discussion with both students and staff.
2. To take a project driven approach to continue to improve common support service provision, both in-house and out-sourced, for all students irrespective of programme of study. This will include:
  - Tutoring arrangements in each course
  - Generic advice, welfare and support services
  - Careers and employability support
  - Library and information Services
  - Learning Development Services
  - Halls provision
3. To produce and receive evaluations of support services from both the whole college and individual course perspective. To evaluate and benchmark reports of service use and relevant student survey data. To report findings and liaise with Teaching Quality Committee and Research Degrees Committee as appropriate.
4. To consider and comment upon development plans for support departments.
5. To ensure that in total there is complementary and rounded provision to enable student success.

## Constitution of Committee

<u>Chair</u>	A member of the Academic Board appointed by the Board
<u>Members</u>	Senior Tutors representing Undergraduate and Postgraduate students (or a deputy if they are unable to attend) Associate Deans Head of Learning Development & Wellbeing Head of the Graduate School Academic Registrar Head of Advice Centre Head of Infrastructure Customer Services Careers Service Representative SU Vice President Welfare 4 SU course representatives/SU Officers ( <i>to represent both campuses and if possible a student from each undergraduate programme – Vet Nursing, BVetMed, Biological Sciences and a postgraduate programme</i> ). An external member with substantial experience of evaluating service departments.

### Non-voting Members (Invited to Attend)

Other specialist staff will be invited to attend for relevant items of the agenda.  
Secretary - Academic Registrar or their nominee

**Quorum**            ½ (half) the number of members + 1

**Standing agenda items**

- 1) Apologies for absence
- 2) Minutes of previous meeting
- 3) Feedback from Student representatives
- 4) Contextual updates from other activities
- 5) Current projects
- 6) Discussion of future projects
- 7) Actions/outcomes
- 8) Any other business
- 9) Date and time of next meeting

**Termly agenda items**

Autumn term	Spring term	Summer term
Membership, terms of reference and Cycle of business (to approve)		Membership, terms of reference and cycle of business (including replacement or re-appointment of members inc Chair and curriculum managers for coming year) (to consider)
External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)		External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)
Reflection on Student Development Committee Strategy		
Attendance Report covering previous academic year (to consider)		
Annual Report of Student Support Services (to consider)		

## Research Degrees Committee (RDC)

### Overview

The RDC manages the College's arrangements for the MRes, MPhil, PhD degrees and DProf degrees. It assures the standards of these courses and oversees the arrangements for student registration, progress, training, supervision and examination, including regulations, policies and procedures for each of these areas. Through evaluations, the RDC monitors student experience across the courses. As the Teaching Quality Committee does for taught courses, the RDC ensures that the QAA Quality Code and guidelines from Research Councils (e.g. BBSRC) are followed and recommends amendments to the College's regulations and practices as appropriate.

The committee also recommends the admission policy for the MRes, MPhil, PhD and DProf degrees to the Academic Board and ensures that the quality of supervision is maintained by approving guidelines for including staff on the list of approved supervisors. The RDC also has responsibility for the approval of suitable examiners for these degrees.

On a broader level, the committee's remit additionally covers the development of research components on all postgraduate courses, liaising closely on this with the Research Strategy Committee and Masters Course Directors.

### Terms of Reference

**Purpose:** *To assure the quality and standards of the College's Research Degrees and to make recommendations on their award.*

1. To recommend the College's strategy for the MRes, MPhil, PhD and DProf programmes for approval by the Academic Board, and to promote and monitor its implementation;
2. To develop, implement and monitor policies, procedures and regulations in respect of the MRes, MPhil, PhD, and DProf degrees and for the assurance of the academic standards of research degree awards made by the College;
3. To develop, and monitor the implementation of, procedures for the registration, progress, training, supervision and examination of candidates for the degrees of MRes, MPhil, PhD, and DProf;
4. To approve any proposed changes to the programme specification for a particular programme of study (e.g. introduction or adoption of new taught modules);
5. To approve any proposed changes to the form of examination for the MRes, MPhil, PhD and DProf degrees;
6. To recommend to the Academic Board the appointment of Examiners for the awards of MRes, MPhil, PhD, and DProf (level 8 components), to consider their reports and to ensure that the College responds appropriately; \*
7. To make recommendations to the Academic Board for the award of MRes, MPhil, PhD, and DProf degrees;
8. To monitor the quality of provision for the MRes, MPhil, PhD and DProf degrees with specific reference to the QAA Quality Code and to monitor students' experience of their course and to take action as necessary to improve it;
9. To ensure that the College's practices are consistent with guidelines and codes of practice issued by the BBSRC and similar bodies;
10. To have oversight of, and to approve, the College's annual report that informs the University Quality Enhancement Review (see Regulation 1 paragraph 67.5);
11. To recommend the College's admissions policy to the MRes, MPhil, PhD, and DProf degrees for approval by the Academic Board;
12. To ensure the proper discharge of the College's responsibilities in respect of these programmes by:
  - 12.1 Approving and implementing guidelines for staff inclusion on the list of approved supervisors;

- 12.2 Recognising institutions for inclusion in the PRI scheme;  
 12.3 Recognising partnerships with new organisations for MRes, MPhil, PhD and DProf candidates;
13. To encourage the strategic development of the research components of all postgraduate courses;
  14. To liaise closely with the Research Strategy Committee, especially in matters such as approval of supervisory teams, research environment and research groups to host MRes, MPhil, PhD, or DProf degree students.

\* Academic Board approval of the appointment of examiners for MRes, MPhil, PhD, and DProf candidates will normally be provided via Chair's action, with report to the subsequent meeting of Academic Board, to ensure that there is no delay in the ratification process.

### **Constitution of Committee**

<b><u>Chair</u></b>	A member of the Academic Board appointed by the Board
<b><u>Members</u></b>	Head of the Graduate School Vice-Principal for Research and Innovation One experienced research degree supervisor from each academic department SU Postgraduate Officer Three postgraduate research student representatives who together reflect the different modes and locations of study Three External members whom together reflect the range and type of research degrees offered by RVC* Course Director for the Professional Doctorate (DProf) Programmes Course Director for MRes

<b><u>Non-voting Members (Invited to Attend)</u></b>	Principal (ex officio) Head of Postgraduate Administration Secretary - Research Degrees Officer or their nominee
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\* Should the College exercise its Degree Awarding Powers, the number of External Members will be increased to 4.

**Quorum**                    ½ (half) the number of Members + 1

### **Standing agenda items**

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1) Apologies for absence</li> <li>2) Minutes of previous meeting</li> <li>3) Feedback from Student Representatives</li> <li>4) Training evaluation</li> <li>5) Nomination of external examiners (Reserved business)</li> <li>6) Recommendation of Research Degree awards</li> </ol> | <ol style="list-style-type: none"> <li>7) Student Details (Reserved business)</li> <li>8) Actions/outcomes from previous meeting</li> <li>9) Any other business</li> <li>10) (Reserved business) not at the July meeting</li> <li>11) Date and time of next meeting</li> </ol> |
|--|--|

**Termly agenda items**

<b>Autumn term</b>	<b>Spring term</b>	<b>Summer term</b>
Membership, terms of reference and cycle of business (to approve)	University of London Quality Enhancement Review (to consider)	Membership, terms of reference and cycle of business (including replacement or re-appointment of members inc Chair and curriculum managers for coming year) (to consider)
External Member's Report (oral or written, during Autumn or Summer as appropriate - to consider)		External Member's Report (oral or written, during Autumn or Summer as appropriate - to consider)
Attendance Report covering previous academic year (to consider)		Update of Code of Practice (to approve)
Postgraduate Research Experience Survey results (every 2 years) (to consider)		Update of Programme Specifications (if required by Academic Registry) (to consider/approve)
Submissions and Withdrawals (Reserved Business) (to consider)		Update of Assessment and Award Regulations (to consider/approve)
Employment Destinations and Recruitment Profiles (Reserved Business) (to consider)		Nomination of external examiners (to approve)
Annual Report on Research Degrees (to consider)		

## Research Strategy Committee (RSC)

### Overview

The Research Strategy Committee's aim is to oversee, co-ordinate and further develop the College's research activities. It does this through the formulation and implementation of a Research Strategy which it recommends to the Academic Board. The committee also safeguards and promotes excellence in the College's research. That includes ensuring that procedures are in place to promote the professional development of research staff and that there are regulations that assure the quality of the research that is conducted. The College's research facilities are also monitored and recommendations are made by RSC to the College Executive Committee about their suitability. The committee administers the College's Internal Grants Scheme.

The RSC co-ordinates the College's submissions to research assessments that are conducted by external organisations. It also monitors national and international developments in research that might affect the College and devises an appropriate response. The committee works closely with the Research Degrees Committee to ensure that research degrees activity fits within the overall research strategy.

### Terms of Reference

**Purpose:** *To oversee and develop the College's research activities.*

1. To foster an effective research environment through the development and implementation of the College's research strategy;
2. To recommend the College's research strategy for approval by the Academic Board, and to promote and monitor its implementation;
3. To recommend policies and regulations for good research practice for approval by the Academic Board;
4. To promote research income generation through all means available;
5. To develop and monitor procedures for communicating information about the College's research activities to relevant parties both internal and external to the College;
6. To develop and monitor procedures for supporting and encouraging the development of less experienced staff in research;
7. To promote the recruitment, development and retention of research-active staff;
8. To monitor the facilities available for research activities and to make recommendations to the Senior Management Group about their suitability;
9. To oversee the College's strategy for and submissions to national and international research assessment activities;
10. To consider strategic developments in research and make recommendations to the Academic Board and to advise the Academic Board on its response to national research initiatives;
11. To develop and monitor procedures for assigning the College's Internal Grants System;
12. To approve supervisory teams, research environment and research groups to host, MRes, MPhil, PhD, or DProf degree students;
13. To liaise closely with the Research Degrees Committee especially in matters such as approval of supervisory teams, research environment and research groups to host, MRes, MPhil, PhD or DProf degree students.

## **Constitution of Committee**

<u>Chair</u>	A member of the Academic Board appointed by the Board.
<u>Members</u>	Heads of Academic Departments Vice-Principal for Research and Innovation 1 representative of the College Executive Committee Research Programme Coordinators Up to 2 senior research Professors in the College Head of Knowledge Transfer and Impact Head of the Graduate School Principal (ex officio) External Member(s)
<u>Non-voting Members (Invited to Attend)</u>	Post-Doctoral Researcher Representative Director of Research Administration Head of Knowledge Transfer and Impact Secretary

**Quorum**                    ½ (half) the number of members + 1

### **Standing agenda items**

- 1) Apologies for absence
- 2) Minutes of previous meeting
- 3) Actions/outcomes from previous meeting
- 4) Any other business
- 5) Date and time of next meeting

**Termly agenda items**

Autumn term		Spring term		Summer term
October meeting	December meeting	January meeting	March meeting (full day)	
Membership, terms of reference and cycle of business (to approve)	Strategic decisions made on the internal grant applications (to consider/ approve)	PhD studentship decisions (to consider/ approve)	Analysis and Review of current research group activity (to consider)	Review Membership, terms of reference and cycle of business (including replacement of re-appointment of members including Chair if their term of office has expired) (to consider/ approve)
Broad strategic initiatives for the forthcoming year (to consider/ approve)	Review the value of previous internal grant applications (to consider)		Recommendations for new strategic initiatives (to consider/approve)	Review the broad strategic initiatives taking place subsequent to the Autumn meeting (to consider)
Planning major grant applications (to consider/ approve)				Planning major grant applications (consider/approve)
External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)				External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)
Appraisal of research facilities and their fitness for purpose (to consider)				
Attendance Report covering previous academic year (to consider)				

# Course Proposal and Development Group (CPDG)

## Overview

The Course Proposal and Development Group (CPDG) is an operational group that reports to Academic Board and can review innovative ideas for and involving taught courses arising throughout the College. The Group includes senior representation from across a number of College functions and is charged with guiding the expansion of the College's taught courses portfolio on the basis of the College's agreed strategic direction.

The Group is also involved in the process of approval of new collaborative partnerships (see Section 5 of the College's procedure for [Collaborative Provision](#) for further details).

## Terms of Reference

- To guide the expansion of the College's taught courses portfolio on the basis of the College's agreed strategic direction.
- To initiate/review/recommend for approval proposals for development of new courses.
- To initiate/review/recommend for approval proposals for modification of current courses.
- To initiate/review/recommend for approval proposals for development of new collaborative partnerships.
- To make recommendations for course closure to Academic Board, in agreement with LTAC/RDC (as appropriate).

## Constitution

Chair Agreed by consensus on a rotating (as-needs) basis, from the membership as detailed below.

Members Academic Registrar or nominee  
Associate Dean for Undergraduate Teaching and Learning  
Associate Dean for Postgraduate Teaching and Learning  
Associate Dean for the Student Experience  
College Secretary  
Director of External Relations  
Director of Finance or nominee  
Director of Learning and Wellbeing (Chair)  
Director of RVC Access and International Engagement  
Head of Admissions  
Student Union President or nominee  
Vice Principal (Learning, Teaching & Assessment)  
Vice Principal (Students)

Secretary (Non-voting) (to be nominated by Academic Registrar)

### Non-voting Members (Invited to Attend)

Academic Quality Manager  
Head of Postgraduate Administration  
Secretary appointed by the Academic Registrar or nominee)  
Student Records and Planning Officer

CPDG members are encouraged to co-opt or invite a specific individual or individuals (whether internal or external) for advice should specific considerations arise and requisite expertise be required.

# College Services Forum (CSF)

## Overview

The College Services Forum reports to the Student Development Committee. It provides a forum for the discussion of matters pertaining to College services, both existing services and proposals to change or provide new services. The Forum also allows the service providers to gather evaluations and constructive criticism and float new ideas and proposals. In that respect, the Forum acts as a form of focus group. Proposals arising from these discussions are passed to the CEC for note and approval so that ideas can be put into practice as soon as is feasible, where resources allow.

## Terms of Reference

1. To provide a forum for the identification and discussion of proposals for the enhancement of campus-wide College services and facilities provided by ASD, Estates, HR and Finance.
2. To provide a forum for consultation of staff and students by service providers.
3. To make recommendations to the College Executive Committee and/or Student Development Committee about developments in the provision of College services in the light of discussions between staff, students and College services providers.

## Constitution

### Chair

Associate Dean for the Student Experience

### Members

1 senior representative of each of the following:

- Estates
- Library & Information Services
- Academic Registry
- Graduate School
- e-media
- Finance
- Human Resources
- Learning Development and Wellbeing

SU Vice President for Activities and Campaigns

SU Vice President for Welfare

SU Vice President for Representation and Communications

2 representatives of each academic department

### Non-voting Members (Invited to Attend)

Advice Centre Manager

Representative of Biological Services Unit

At least 1 SU representative from each course

Secretary - appointed by the Head of Learning Development and Wellbeing or their nominee

### Quorum

One third of the number of members + 1

### Standing agenda items

- 1) Progress on action points of previous meeting
- 2) Any Other Business
- 3) Date and time of next meeting

### Termly agenda items

College Services Forum does not have a cycle of business as it is in operation specifically to provide a forum for discussion of new issues and developments with regard to campus wide services. The forum meets every two months, alternating between Hawkshead and Camden.

## Taught Programmes Admissions Committee (TPAC)

### Overview

The Taught Programmes Admissions Committee ensures that there is consistency in the admissions strategy and processes for all RVC taught courses. It is responsible for developing, determining and monitoring the selection processes for all taught programmes at the RVC. It is a sub-committee of LTAC, but liaises closely with the CMCs and the Planning Conference that recommends admissions targets to CEC.

The Committee normally meets three times per year:

- November/December: to review the previous year with a view to make changes, where necessary, in time for the prospectus publication;
- May/June: to review processes during the current year with a view to change any processes ahead of the next admissions cycle;
- August: to reviews the confirmation and clearing processes for courses for the forthcoming academic year.

The Committee does not make decisions or recommendations concerning a course's entry requirements unless the relevant Course Director or CMC Chair is present. TPAC reports to the Learning, Teaching and Assessment Committee, and its recommendations are subject to approval by LTAC.

### Terms of Reference

15. To recommend and monitor admissions policies and procedures for all taught courses including those related to:
  - Entry requirements;
  - Non-UK Qualifications;
  - English language requirements;
  - New qualifications as entry routes to existing or new programmes.
16. To ensure that the RVC's admissions policies and regulations remain consistent with legislation and take account of relevant developments in the sector, including the SPA Fair Admissions Principles.
17. To monitor the effectiveness of admissions policies to ensure that practices remain fair, transparent, promote equality of opportunity and are consistently applied in relation to all taught provision.
18. To monitor the impact of both external trends (e.g. policy developments; patterns of demand for undergraduate or postgraduate study, changes in competitor behaviour) and internal developments on student recruitment and admissions (including widening participation to both undergraduate and postgraduate programmes) and implement changes as necessary.
19. To play an active role in the course development process, making recommendations for admissions policies and procedures for each new taught course that is developed.
20. To be responsible for determining and monitoring processes at Confirmation and Clearing to ensure RVC's targets are achieved, and confirming which applicants should be admitted to undergraduate courses.

## **Constitution of Committee**

### **Chair**

The Chair of LTAC or their nominee

### **Members:**

Course Director for each course or the Chair of the course's CMC

Associate Dean for Postgraduate Teaching & Learning

Associate Dean for Undergraduate Teaching & Learning

An International Tutor

Academic Registrar

Director of RVC Access and International Engagement

Head of Admissions

Head of Widening Participation and Community Engagement

### **Non-voting Members (Invited to Attend)**

Head of Graduate School Administration

Member of the Registry Planning team

Secretary - Admissions Manager

### **Quorum**

One third of the number of members + 1

## Course Management Committees (CMC) 2018/19

These are operational committees that manage the College's courses and ensure that College policies and procedures are put into practice at course level.

The CMCs also provide an important forum for the students' voice and for their concerns to be addressed by the College. Chairs should always ensure that students are encouraged to participate in meetings and that their opinions are treated as objectively as those of staff members.

### Overview

CMCs are sub-committees of LTAC, to which they submit reports of "Actions and Outcomes" for consideration. They also exchange information with other committees and some information is automatically passed to other committees. For example, the action plans from the Annual Quality Improvement Reports will be sent to LTAC for consideration but the full Reports will also be sent to the Teaching Quality Committee, as it oversees the Annual Quality Improvement Report process.

For courses that are run in collaboration with others, an important part of the CMC role is to ensure effective communication and interaction between the RVC and collaborative partner(s) institutions regarding the day to day running of the course.

Core CMC business is defined as:

1. Approval of new modules\*;
2. Approval of significant changes to courses;
3. Consideration of Annual Quality Improvement Reports;
4. Consideration of enhancement-based Action Plans;
5. Consideration of students' views about what has worked well and areas for improvement;
6. Consideration of entry requirements, in order to make any appropriate recommendations to TPAC;
7. Approval of changes to Assessment and Award Regulations;
8. Appointment of Module Leaders;
9. Working in partnership with students to make improvements in the effectiveness of their learning.

### Additional issues pertaining to particular CMCs

*Postgraduate Medicine Course Management Committee:*

Approval of the Code of Practice for Clinical Training Scholars including the appraisal process.

### Course Management Committees for new courses

One of the post-approval requirements for the validation of a new course is to assign the course to the remit of a Course Management Committee (refer to the College's procedure for **Design and Approval of Courses** for more information on validation of new courses).

*\*In the case of BVetMed references to 'modules' relate to strands/electives/rotations.*

## **Course Management Committees**

### **Purpose:**

The core functions of Course Management Committees are:

- i. To “curate” and develop the portfolio of modules in their subject area(s);
- ii. To promote the development and enhance the quality of the courses within their remit.

### **Terms of Reference:**

In respect of modules\* and courses within the CMC’s remit:

1. To share good practice in teaching, learning and assessment in the subject area;
2. To improve students’ learning experience through future development of courses;
3. To keep under review their aims, entry requirements, learning outcomes, content, structure and assessment, in order to ensure that they respond to changing needs;
4. To ensure that the course continues to meet the requirements of appropriate accrediting bodies;
5. To approve within modules changes, new or replacement modules;
6. To consider the closure of modules;
7. To recommend any major changes to courses;
8. To ensure that their academic standards are at the appropriate level of the FHEQ;
9. To recommend enhancement based action plans in response to feedback from students, graduates, employers and External Examiners, and the DLHE;
10. To consider the Annual Quality Improvement Reports;
11. To respond to the recommendations of Periodic Reviews;
12. To identify and exploit opportunities for collaboration between courses;
13. To advise College Executive Committee and/or Heads of Department on the academic resources required;
14. To carry out any other appropriate functions necessary for the courses’ and modules’ success.

*The Postgraduate Medicine Course Management Committee has the following terms of reference in addition to those listed above:*

1. To approve the Code of Practice for Clinical Training Scholars, including the appraisal process.
2. To monitor the accreditation status of the College’s Residency Programmes, ensuring that appropriate action is taken to maintain their accreditation.

*\*In the case of BVetMed references to ‘modules’ relate to strands/electives/rotations.*

### **Constitution of CMCs (excluding Undergraduate Medicine)**

<u>Chair</u>	Relevant Associate Dean
<u>Members</u>	Course Director/s Deputy Course Director Year Leaders Pathway Leaders At least one student representative for each year of each course Representative(s) from each collaborating institution (as appropriate, or as stated in the MoA) At least one external member

*\*(Veterinary Nursing & Graduate Diplomas CMC only) Head of Veterinary Nursing school*

#### **Non-voting Members (invited to attend)**

Relevant Heads of Academic Department  
Relevant Academic Departmental Teaching Coordinators  
Representative of Learning and Wellbeing  
Secretary appointed by the Academic Registrar or nominee

**Quorum**       $\frac{1}{3}$  (one third) the number of Members + 1

Please note that:

- Module Leaders are not included on CMC membership, however they are always able to attend committee meetings although are under no obligation to do so.
- A representative of LIVE should be invited to attend a CMC where the agenda identifies a specific item to which he/she can make a particular contribution.

### **Constitution of Undergraduate Medicine CMC**

<u>Chair</u>	Appointed by Learning, Teaching and Assessment Committee (unless specified otherwise in the Memorandum of Agreement [MoA] for a collaborative course)
<u>Members</u>	Course Director/s Year/Module/Strand Leaders A student representative for each year of each course 1 or more representative(s) from each collaborating institution (as appropriate, or as stated in the MoA) Between 1 and 3 external members (Normally Reps. of employers &/or relevant professions) Relevant Head/s of academic Department or their nominee/s AHMS Director, Director of Rotations, EMS Director, Director of Electives, LIVE member, Professor of General Practice (representing the First Opinion Teaching Practices)

#### **Non-voting Members (invited to attend)**

Relevant Academic Departmental Teaching Coordinators  
Associate Dean – Undergraduate Teaching and Learning Chair of LTAC  
Representative of LIVE  
Representative of Learning and Wellbeing  
Placement Year coordinator, Assessment Leader, Special Species  
Secretary appointed by the Academic Registrar or their nominee

**Quorum**       $\frac{1}{3}$  (one third) the number of Members + 1

### Standing agenda items

- 1) Apologies for absence
- 2) Minutes of previous meeting
- 3) Feedback from SU Course Representatives
- 4) Module/Strand Reviews and/or Module/Strand survey results (as required when section 2.5 of the Module/Strand Review records specific items for CMC attention)
- 5) 'Actions and Outcomes'
- 6) You said...We did...
- 7) Any other business
- 8) Date and time of next meeting

### Termly agenda items

Autumn term	Spring term	Summer term
Membership, terms of reference and cycle of business (to note)	Annual Quality Improvement Report (if available) (to consider)	Membership, terms of reference and cycle of business (including replacement or re-appointment of members inc. Chair and curriculum managers for coming year) (to consider)
Annual Quality Improvement Report (if available) (to consider)		Annual Quality Improvement Report (if available) (to consider)
External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)		External Member's Report (oral or written, during Autumn or Summer as appropriate) (to consider)
Assessment and Award Regulations (to consider/approve)		
Attendance Report covering previous academic year (to note)		
Any proposed amendments to entry requirements for applicants in next recruitment cycle, to be submitted for approval by the 'Taught Programmes Admissions Committee' (to approve)		
NAVLE Score Report (Undergraduate Medicine only) (to consider)		

# Modular Scheme Management Committee

## **Purpose**

To manage the College's modular scheme in order to enhance quality, flexibility and student choice whilst maintaining academic standards.

## **Terms of Reference**

In respect of modular provision:

1. To agree and propose to LTAC appropriate guidance, structures and processes for the coordination of modular provision.
2. To ensure appropriate consistency in the structure, regulations and assessment (including rules for degree classifications) of programmes leading to awards at the same level of the FHEQ, across all modes of study.
3. To recommend the Regulations governing Credit, Credit Accumulation and Modules for approval by LTAC.
4. To approve Assessment & Award Regulations for Modular award-bearing provision on behalf of LTAC.
5. To ensure that timetabling arrangements support the objectives of the Modular Scheme.
6. To facilitate and promote shared teaching and learning between programmes.
7. To facilitate the sharing of good practice in relation to the development of modular programmes.

## **Constitution:**

Chair: Appointed by LTAC

Members: Course Directors  
Pathway Leaders  
Academic Departmental Teaching Coordinators  
Associate Deans  
Head of Exams  
2 SU Course Representatives/SU Officers (at least 1 undergraduate and 1 postgraduate taught)

## Non-voting members (invited to attend):

Secretary appointed by the Academic Registrar or nominee  
Academic Registrar

## APPENDIX 1 – ACADEMIC COMMITTEE PAPER COVERSHEET

<paper number>



### Cover Sheet for all Academic Committee papers

Committee name	
Committee meeting date	
Paper title	
Paper prepared by	[name]
Paper to be presented by	[name]
Other committees approval obtained or required	
Action required by this committee – tick one only (see Academic Committee Handbook for guidance):	
To note	<input type="checkbox"/>
To consider	<input type="checkbox"/>
To approve	<input type="checkbox"/>

#### EXECUTIVE SUMMARY (complete as relevant, no more than one side A4):

1. ISSUE:
2. BACKGROUND:
3. OPTIONS(S)/PROPOSAL(S):
4. RECOMMENDATION:
5. DECISION REQUIRED: [If approval is required include detail of the approval sought]
6. RESPONSIBLE FOR IMPLEMENTATION

## **APPENDIX 2 LIST OF USEFUL DOCUMENTS AND LINKS**

Documents: [Strand/Module Leader Handbook](#) (available from Academic Quality team)

Links: [Academic Quality Regulations and Procedures](#) (including Academic Quality and Assurance Procedures, Exams and Assessment, Research Degrees and Professional Doctorates, Teaching and Learning, General)

### **APPENDIX 3 COURSES WITHIN REMIT OF COURSE MANAGEMENT COMMITTEES**

<b>Course Management Committee (CMC)/Research Degrees Committee</b>	<b>Programmes within remit of CMC</b>
Biological and Biomedical Sciences	MSci Wild Animal Biology
Biological and Biomedical Sciences	BSc Animal Health and Disease
Biological and Biomedical Sciences	BSc Biological Sciences
Biological and Biomedical Sciences	BSc Biological Sciences (Animal Behaviour, Welfare and Ethics)
Biological and Biomedical Sciences	BSc Biological Sciences (Certificate in Work-based Learning and Research)
Biological and Biomedical Sciences	BSc Bioveterinary Sciences
Biological and Biomedical Sciences	BSc Bioveterinary Sciences (Certificate in Work-based Learning and Research)
Biological and Biomedical Sciences	Intercalated BSc Bioveterinary Science
Biological and Biomedical Sciences	Intercalated BSc Comparative Pathology
Biological and Biomedical Sciences	MSci Applied Biological Research
Biological and Biomedical Sciences	MSci Applied Bioveterinary Research
Biological and Biomedical Sciences	MSci Biological Sciences
Biological and Biomedical Sciences	MSci Bioveterinary Sciences
Education	Principles and Practice in Veterinary Education II (PPVE II)
Education	Principles and Practice in Veterinary Education (PPVE I)
Education	Postgraduate Certificate Veterinary Education
Education	Principles & Practice in Science Education 1 (PPSE1)
Education	Principles & Practice in Science Education 2 (PPSE2)
Education	Postgraduate Diploma Veterinary Education
Education	MSc Veterinary Education
Populations (Distance)	MSc/Certificate Intensive Livestock Health and Production
Populations (Distance)	Veterinary Epidemiology and Public Health (University of London distance learning)
Populations (Distance)	Livestock Health and Production (University of London distance learning)
Populations	MSc Wild Animal Biology
Populations	MSc Wild Animal Health
Populations	MSc One Health (Infectious Diseases)
Populations	Postgraduate Diploma Veterinary Epidemiology
Populations	MSc Veterinary Epidemiology
Postgraduate Medicine	Master of Veterinary Medicine
Postgraduate Medicine	Postgraduate Diploma in Veterinary Clinical Practice
Postgraduate Medicine	RCVS Certificate Advanced Veterinary Practice
Research Degrees Committee	Professional Doctorate Agriculture and Food
Research Degrees Committee	Professional Doctorate Veterinary Practice
Undergraduate Medicine	Postgraduate Certificate in Veterinary Clinical Studies

Undergraduate Medicine	Bachelor of Veterinary Medicine Accelerated Programme
Undergraduate Medicine	Bachelor of Veterinary Medicine
Undergraduate Medicine	Veterinary Gateway Programme
Veterinary Nursing & Graduate Diplomas	BSc Veterinary Nursing
Veterinary Nursing & Graduate Diplomas	FdSc Veterinary Nursing
Veterinary Nursing & Graduate Diplomas	Graduate Diploma in Professional and Clinical Veterinary Nursing
Veterinary Nursing & Graduate Diplomas	Graduate Diploma in Equine Locomotor Research