

# Code of practice for academic governance

Academic year 2019/20

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## Introduction and scope

1. For the purposes of this *Code of practice* academic governance can be defined as the structures, policies and processes that are in place to assure the setting and maintaining of academic standards and the quality of the student experience. This *Code of practice* sets out how the University's academic governance works in relation to structure, function and operation. It is informed by the previous advice from the Quality Assurance Agency that.

*"In order to secure their academic standards, degree-awarding bodies establish transparent and comprehensive academic frameworks and regulations to govern how they award academic credit and qualifications."*

## Academic governance - structure

2. Senate is the governing body of the University for all academic matters. It is supported by five committees<sup>1</sup> and a sub-structure below that which extends to Faculty and School/Department level as follows. A diagram of the committee structure is shown on the following page:

### Senate committees

- University Learning and Teaching Committee (ULTC)
- University Research and Innovation Committee (URIC)

### ULTC Sub-committees

- Academic Integrity Officers Forum
- Quality and Standards Sub-committee
  - Validation and Review Panels
  - Regulations Working Group
- Student Experience Sub-committee
- Student Progression and Awards Board (for taught awards)

### URIC Sub-committees

- Doctoral College Board
- Research Integrity and Governance Committee
- Research Management Committee
- Student Progression and Awards Board (for postgraduate research awards)

### Faculty committees

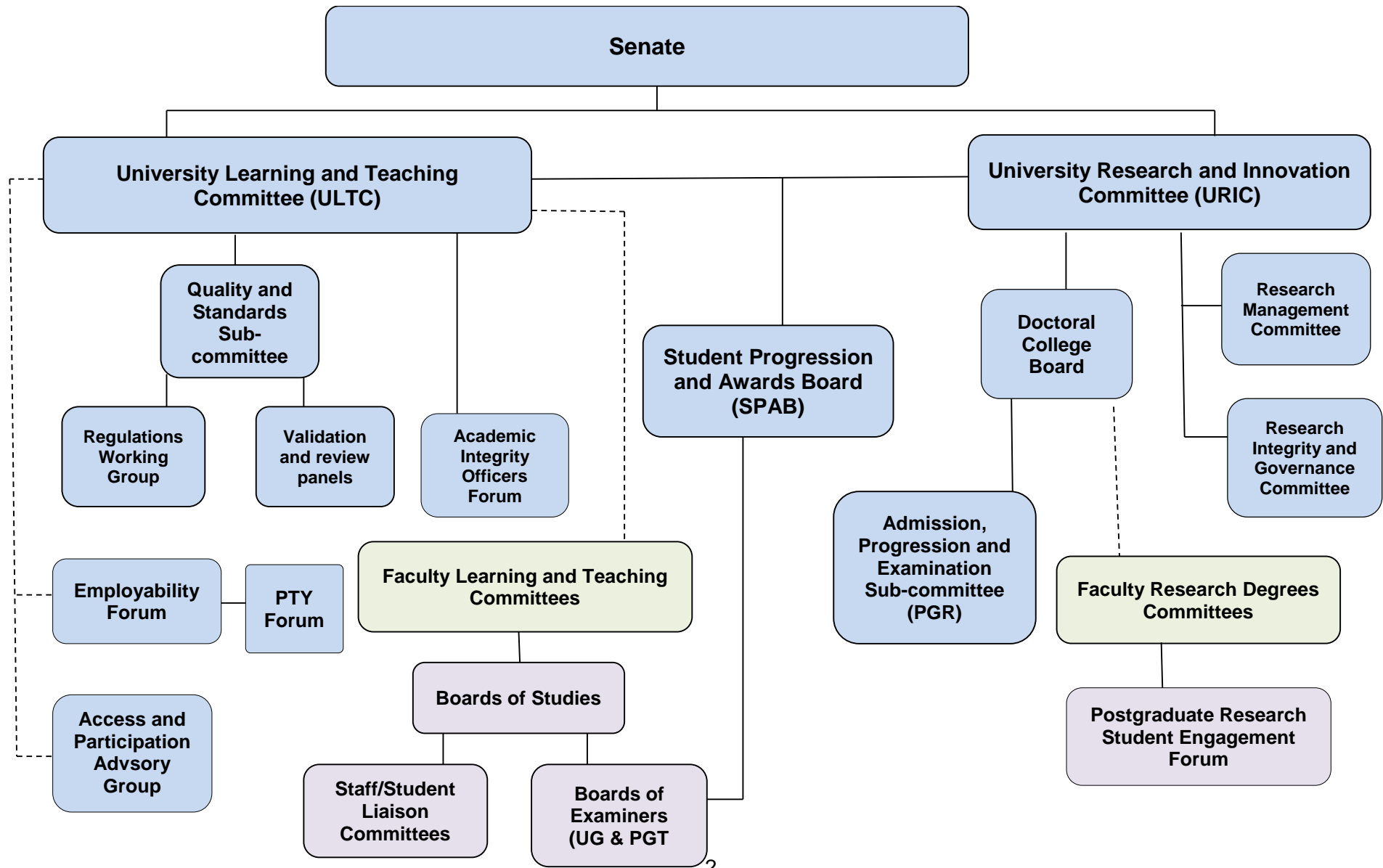
- Faculty Learning and Teaching Committees (FLTCs)
- Faculty Research Degrees Committees (FRDCs)

### School/Department committees

- Boards of Studies
  - Boards of Examiners
  - Staff/Student Liaison Committees
- Postgraduate Research Student Engagement Fora

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<sup>1</sup> The Ethics Committee, the Academic Promotions Committee and the Honorary Degrees Committee also report to Senate but their operation is outside the scope of this *Code of practice*.



3. In addition to Senate and its sub-structure the Employability Forum and the Access and Participation Advisory Group have a dual management and academic governance function and have a dotted reporting line to ULTC in respect of the latter. In management terms the Forum reports to the Executive Board and the Advisory Group to the Access and Participation Governance Panel.
4. ULTC has established a time-limited group, the Captured Content Steering Group, which will help with the navigation of the next phase of the implementation of the Policy for the use of Captured Content.

### Academic governance - function

5. The [Charter](#) is the overall instrument of governance of the University and sets the University's objects in the pursuit of learning and the advancement and dissemination of knowledge. The [Statutes](#) and [Ordinances](#) provide detailed information about the running of the University in terms of its governance. They present information on the roles and responsibilities of the officers of the University, including the Chancellor, the Vice-Chancellor and, also the core statutory bodies and committees.
6. The academic governance structure is responsible for the consideration and approval of academic-related strategies, [Regulations](#), [Codes of practice](#), policy statements and related information and committee terms of reference and membership. Strategies set out the high level approach to achieving a particular set of aims. Regulations provide the framework under which the academic activities of the University are carried out. They are structured into two areas: academic regulations which govern programmes of study, and student regulations which govern student behaviour and procedures for student complaints and appeals. Policy statements clarify the University's position on a particular matter, often prior to developing a *Code of practice*. [Codes of practice](#) set out policy and provide operational advice on how, a particular process is carried out. Terms of reference and membership describe the activities of a committee, the limits of its authority and those who attend the committee in a particular capacity.
7. The following table sets out the levels of authority for the approval of the various types of documents.

Type of document	Considered by <sup>2</sup>	Approved by
New strategy	ULTC / URIC	Senate
Amendments to existing strategies	ULTC / URIC	ULTC and/or URIC – Senate informed of amendments
Regulations – new and amended	ULTC / Doctoral College Board	Senate
Codes of practice	ULTC and its sub-committee(s) Doctoral College Board	ULTC and/or URIC – Senate informed of new Codes
Policy statements	ULTC / URIC	Senate
Amendments to terms of reference and membership – ULTC and URIC	ULTC and URIC	Senate

<sup>2</sup> Depending on the subject, documents are considered by either ULTC or URIC/Doctoral College Board or all.

Amendments to terms of reference – ULTC sub-committee	Relevant sub-committee	ULTC
Amendments to terms of reference – URIC sub-committee	Relevant sub-committee	URIC

### Academic governance - operation

8. Senate's mode of operation and membership are prescribed in the [University Ordinances](#). Within its terms of reference Senate takes oversight of academic matters but delegates considerable responsibility for detailed consideration of policy issues and the management of quality assurance to its sub-committees.
9. The terms of reference and membership for academic governance committees are set out in the Appendices below. Students are represented on all levels of committees in the structure (with, the exception of those dealing with examination matters and research management and governance). Further information on student involvement in academic governance and quality assurance is given in the [Code of practice for student engagement](#).

### The role of Chair

10. For senior academic staff the chairing of University-level committees is an expectation of the role. It is normally the case that ULTC and URIC are chaired by the relevant Vice-Provost. In their role as chair they appoint the chairs of the committee's sub-committees. The chairing of Faculty Learning and Teaching and Research Degrees is a specification in the role descriptors for the Associate Dean (Education) and the Associate Dean (Doctoral College) respectively. Staff who chair validation and review panels, Boards of Examiners and Boards of Studies are provided with appropriate briefing by the University in support of those roles.



## **Appendix 1 - University Learning and Teaching Committee**

### ***Terms of reference***

#### **General**

The Learning and Teaching Committee has oversight of educational strategies and policies and reviews the University's performance against its aims and objectives. The Committee considers external and internal factors that will enhance or limit the University's ability to deliver a high quality educational provision.

#### **Specific**

1. To review and advise on external trends and influences on learning and teaching.
2. To develop and oversee the implementation of strategies for learning, teaching and assessment, in alignment with the overall University strategy defined by the Executive Board.
3. To promote innovation in learning, teaching and assessment.
4. To develop and oversee the implementation of the University's regulatory and quality framework in respect of taught programmes, making revisions as required on an annual basis and to ensure that the framework takes account of sector requirements.
5. To develop and oversee the implementation of University policies and practices to enhance the quality of the student learning experience.
6. To review and monitor key performance indicators of the quality of academic standards and the student experience and determine any necessary interventions.
7. To oversee the University's submission to the Teaching Excellence Framework (TEF) or similar national exercises.
8. To exercise undergraduate and postgraduate taught degree awarding powers on behalf of the Senate.
9. To establish as required, sub-committees, fora and task and finish groups to conduct particular areas of business within the remit of the Committee and to receive regular reports on these activities.
10. To report to each meeting of Senate on activities within its area of responsibility.

#### ***Membership***

##### Chair

Vice-Provost (Education)

##### Ex-officio members

- Associate Dean (Education) FASS
- Associate Dean (Education) FEPS
- Associate Dean (Education) FHMS
- Head of the Department of Higher Education
- Head of the Department of Technology Enhanced Learning
- Head of the Department of Widening Participation and Outreach

- Academic Director of Student Progression and Learning Gain
- Academic Registrar
- Chief Student Officer
- Director of Library and Learning Support Services
- Head of Employability and Careers
- Director of the Doctoral College
- Vice-President Voice, Students' Union
- Head of Europe and International Mobility, Global Engagement Office

#### Nominated members

One from each Faculty, nominated by the Faculty Executive and drawn from the membership of Senate.

#### In attendance

Staff from Quality Enhancement and Standards (*one to act as Committee Secretary*)

The Committee can co-opt additional members as required for specific purposes.

#### Period of appointment

Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Nominated members shall serve an initial term of two years and shall be eligible for re-election for one further year. In any event a maximum of three years may be served.

Co-opted members remain as members for as long as their purpose on the Committee is required.

### ***Operation***

#### Quoracy

The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote.

#### Frequency of meetings

Meetings are held six times a year, one every two months. Exceptional meetings may be held at the discretion of the Chair.

#### Decision making outside of meetings

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

In such instances, for such a decision to be valid, not less than 75% of the membership must reply to the Secretary to confirm their agreement. The Secretary shall forward a compilation of responses to the Chair and shall confirm to all members that the decision has been passed. A copy of the decision signed by the Chair shall be treated as properly passed by a meeting duly convened and held.

The date of the decision shall be the date upon which the Secretary confirms to all members that it has been passed. The Secretary shall be responsible for ensuring that decisions made by email are reported to the next meeting and for retaining an appropriate record.

Reports to  
Senate

Sub-structure

Academic Integrity Officers Forum

Quality and Standards Sub-committee

Student Experience Sub-committee

Student Progression and Awards Board (for taught awards)<sup>3</sup>

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<sup>3</sup> The Board reports to the University Research and Innovation Committee for postgraduate research awards.

## **Appendix 2 – Academic Integrity Officers Forum**

### ***Terms of reference***

The Academic Integrity Officers' Forum works to identify, promote and affirm the values of academic integrity among students, staff and the Student Union through the following:

1. To promulgate campus-wide support for ensuring an awareness of academic integrity.
2. To provide a platform to discuss academic integrity issues and potential resolution.
3. To help to ensure that issues of academic misconduct are treated in a consistent manner.
4. To work in designing ways in which information about academic integrity can be disseminated across the University.
5. To advise on the prevalence and attitudes towards academic dishonesty at the University through dissemination of data acquired by Student Services and Administration.

### ***Membership***

#### Chair

Senior member of academic staff appointed by the Vice-Provost (Education)

#### Members

- School/Department Academic Integrity Officers
- Vice-President Voice, Students' Union
- Staff of the Students' Union
- Head of Quality Enhancement and Standards
- Regulatory Compliance Manager (OIA)
- Academic Registrar
- Head, Assessment and Awards
- Faculty Assessment Managers
- Staff from Library and Learning Support Services
- Staff from the Department of Technology Enhanced Learning
- Staff from the Office for Student Complaints, Appeals and Regulation

#### Period of appointment

All members remain as members of the Forum for the term of their appointment in their role

### ***Operation***

#### Frequency of meetings

Meetings are held normally three times a year.

#### Reports to

University Learning and Teaching Committee

There is also a dotted line reporting to SPAB for the purposes of reporting data on cases of academic misconduct.

## **Appendix 3 - Quality and Standards Sub-committee**

### ***Terms of reference***

1. To support the implementation of the University's Education Strategy through consideration of matters relating to quality and standards and to make recommendations as necessary to the University Learning and Teaching Committee (ULTC).
2. To be responsible to (ULTC) for the management, evaluation and development of the validation and periodic review processes for all award-bearing programmes of study delivered by the University and its Associated Institutions and to report to ULTC on good practice identified and key issues arising with suggestions for action.
3. To be responsible to ULTC for the management, evaluation and development of the annual programme review (APR) process, to include consideration of an overview report and to report to ULTC on good practice identified and key issues arising with suggestions for action.
4. To consider matters raised by external examiners and report to ULTC on good practice identified and key issues arising with suggestions for action.
5. To have oversight of the relevant monitoring requirements for Degree Apprenticeships
6. To receive and consider reports on Professional, Statutory and Regulatory Body accreditations and to report to ULTC on good practice identified and key issues arising with suggestions for action.
7. To consider proposals from Faculties, central departments and external examiners for amendments to the Regulations and Codes of practice relating to learning and teaching and to make recommendations for change as necessary to ULTC.
8. To consider proposals for medium and high risk collaborative provision activity and to make recommendations for approval necessary to ULTC.
9. To consider the annual reports from the University's Accredited and Associated Institutions and to report to ULTC on good practice identified and key issues arising with suggestions for action.
10. To prepare regular reports on the work and progress of the Sub-committee to ULTC.
11. The Subcommittee may devolve any specific functions to a member or group of members.

### ***Membership***

#### Chair

An Associate Dean (Education) or Director of Learning and Teaching as appointed by the Vice-Provost (Education)

#### Ex-officio members

- Academic Director of Student Progression and Learning Gain
- President, Students' Union
- Head of Quality Enhancement and Standards

- Head of the Department of Higher Education or nominee
- Head of the Department of Technology Enhanced Learning or nominee
- Academic Registrar

#### Nominated members

- Two Faculty representatives, FASS
- Two Faculty representatives, FEPS
- Two Faculty representatives, FHMS

#### In attendance

Staff from Quality Enhancement and Standards (one to act as *Committee Secretary*)

The Sub-committee can co-opt additional members as required for specific purposes.

#### Period of appointment

Ex-officio members remain as members of the Sub-committee for the term of their appointment in their role.

Nominated members are appointed for three years and are eligible for re-nomination for one further year. In any event a maximum of four years may be served.

Co-opted members remain as members as long as their purpose on the Sub-committee is required.

### ***Operation***

#### Quoracy

The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote.

#### Frequency of meetings

Meetings are held at least four times a year or more frequently as business dictates.

#### Decision-making outside of meetings

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

#### Reports to

University Learning and Teaching Committee

#### Sub-structure

Regulations Working Group

Validation Panels

Periodic Review Panels

### ***Validation and Periodic Review Panels***

These Panels operate in accordance with the [Code of practice for programme lifecycle processes](#)

## **Appendix 4 –Regulations Working Group**

### ***Terms of reference***

The Group meets as requested by the Quality and Standards Sub-committee to consider proposed changes to Regulations and Codes of practice relating to learning and teaching.

Specific terms of reference will be provided for particular tasks as determined by the Quality and Standards Sub-committee.

### **Membership**

- Academic Registrar (Chair)
- Membership to be determined by the Quality and Standards Sub-committee and to include academic, professional services and Student Union representatives

### Period of appointment

Members remain as members of the Group for a period as determined by the Quality and Standards Sub-committee.

### **Operation**

#### Frequency of meetings

The Group meets as often as is necessary

#### Reports to

Quality and Standards Sub-committee

## **Appendix 5 - Student Experience Sub-committee**

### ***Terms of reference***

1. To advise the University Learning and Teaching Committee (ULTC) on all matters related to the student experience.
2. To give strategic leadership to the student experience.
3. To review, monitor and report to ULTC on the quality of the student experience, using as appropriate, national benchmarks such as the NSS, PTES and i-graduate, and internal benchmarks such as MEQs.
4. To review, monitor and report to ULTC all policies related to the student experience.
5. To review, monitor and report to ULTC the effectiveness of student services as a mechanism of enhancing and supporting the student experience.
6. To prepare regular reports on the work and progress of the Sub-committee to ULTC.

### ***Membership***

#### Chair

Associate Dean (Education), FEPS

#### Ex-officio members

- Head of Student Support Services
- Vice-President Voice, Students' Union
- Vice-President Support, Students' Union
- Director of Traded Services and Business Support Services or nominee
- Learning Development Manager, Student Personalised Learning and Support Hub (SPLASH)
- Director of Quality Enhancement and Standards
- Head of the Department of Technology Enhanced Learning or nominee
- Client Services and Academic Engagement Manager, Library and Learning Support Services
- Disabilities Manager, Additional Learning Support
- Central Facilities and Project Manager, Estates and Facilities Management
- Executive Policy Lead, Division of the Vice-Provost (Education)
- Head of Learning Spaces Technology, IT Services
- Head of Customer and Business Services, Estates and Facilities Management
- Chief Executive Officer, Surrey Sports Park
- Head of Student Administration
- Student Engagement Officer, Student Marketing, Recruitment and Admissions

#### Nominated members

- Faculty representative, FASS
- Faculty representative, FEPS
- Faculty representative, FHMS

#### In attendance

Staff from Quality Enhancement and Standards (*one to act as Committee Secretary*)

The Sub-committee can co-opt additional members as required for specific purposes.



Period of appointment

Ex-officio members remain as members of the Sub-committee for the term of their appointment in their role.

Nominated members are appointed for three years and are eligible for re-nomination for one further year. In any event a maximum of four years may be served.

Co-opted members remain as members for as long as their purpose on the Sub-committee is required.

***Operation***

Quoracy

The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote.

Frequency of meetings

Meetings are held at least twice each semester or more frequently as business dictates.

Decision-making outside of meetings

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

Reports to

University Learning and Teaching Committee

## Appendix 6 – Student Progression and Awards Board

### ***Terms of reference***

1. To receive final award marks and award classifications for taught degrees, diplomas and certificates as recommended by Boards of Examiners.
2. To approve on behalf of the University Learning and Teaching Committee, the award of degrees diplomas and certificates attained on completion of taught programmes of study.
3. To receive the outcome of viva voce examinations for research degrees as recommend by Research Examination Panels.
4. To approve on behalf of the University Research and Innovation Committee the award of degrees attained on completion of research programmes of study.
5. To monitor academic standards and compliance of Boards of Examiners and Research Examination Panels with the [Regulations](#) and [Codes of practice](#) and within the spirit of equity, consistency and transparency through the consideration of data on student achievement, progression and award.
6. To report on the outcomes of the consideration of such data and any recommended actions to the University Learning and Teaching Committee and the University Research and Innovation Committee.
7. To receive reports from Boards of Examiners on any action taken to remedy anomalous mark distributions in accordance with the [Code of practice for assessment and feedback](#).
8. To take action if deemed necessary, in consultation with the Chair of the relevant Board of Examiners and the external examiner(s), to remedy anomalous mark distributions in accordance with the [Code of practice for assessment and feedback](#) if such action has not previously been taken by Boards of Examiners.
9. To receive annual reports from Boards of Examiners on the outcomes of Academic Misconduct Panels and from investigations into allegations of research misconduct where they pertain to postgraduate research students
10. To receive notification from Faculties of the award of prizes.
11. In consideration of any of the terms of reference, the Board may delegate any of its functions to the Chair or a sub-group to undertake on its behalf.

### ***Membership***

#### Chair

Academic Director of Student Progression and Learning Gain

#### Vice-Chair

Vice-Provost (Education)

#### Ex-officio members

- Associate Dean (Education) FASS
- Associate Dean (Education) FEPS

- Associate Dean (Education) FHMS
- Associate Dean (Doctoral College) FASS \*
- Associate Dean (Doctoral College) FEPS \*
- Associate Dean (Doctoral College) FHMS \*
- Academic Registrar
- Head, Assessment and Awards
- Head of Quality Enhancement and Standards
- Head of the Department of Higher Education

\*Associate Deans (Doctoral College) are only required to attend those meetings where postgraduate research matters are considered

#### In attendance

- Awards Manager (*Committee Secretary*)
- Chief Student Officer
- Assessment Managers
- Research Degrees Manager
- Representatives from the Associated and Accredited Institutions (one per institution)

Associate Deans can send an alternate to the meeting if they cannot attend, the alternate to be a member of academic staff from the Faculty. Alternates will have full voting rights.

#### Period of appointment

All members are ex-officio and remain as members of the Board for the term of their appointment in their role.

### ***Operation***

#### Quoracy

The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote. The Associate Deans (Doctoral College) do not count towards quoracy requirements at the meetings they are not required to attend.

#### Frequency of meetings

Meetings are held at least four times a year. Exceptional meetings may be held at the discretion of the Chair.

#### Decision making outside the meeting

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

#### Reports to

University Learning and Teaching Committee (for taught awards)

University Research and Innovation Committee (for postgraduate research awards)

#### Sub-structure

Boards of Examiners (for taught awards)

Doctoral Awards Examination Panels (for postgraduate research awards)

## **Appendix 7 - University Research and Innovation Committee**

### ***Terms of reference***

#### **General**

The Research & Innovation Committee has oversight of research & innovation strategies and policies and reviews and advises on the University's performance against its research & innovation aims and objectives. The Committee considers external and internal factors that will enhance or limit the University's ability to deliver high quality and impactful research & innovation.

#### **Specific**

1. To review and advise on strategies and policies supporting the delivery of high quality and impactful research & innovation, in alignment with the overall University Corporate Strategy as endorsed by the Executive Board.
2. To review research & innovation performance against the aims and objectives of the Research & Innovation Strategic Plan and advise on strategies and policies for its improvement.
3. To oversee the University's performance in the Research Excellence Framework (REF), Knowledge Excellence Framework (KEF), or similar national or international assessment and ranking exercises.
4. To review and advise on external trends and influences on research & innovation.
5. To review and advise on the engagement of the University's research & innovation with key stakeholders, such as major funders, collaborators, companies and benefactors.
6. To review and advise on the generation and exploitation of Intellectual Property and Technology Transfer in general, on Knowledge Transfer and Enterprise and on other activities relating to innovation.
7. To consider and advise on the University's research & innovation support mechanisms and resources to ensure their effectiveness, including but not limited to the Doctoral College, Research & Innovation Services, Research Finance, and the Surrey Research Park.
8. To exercise research degree awarding powers on behalf of the Senate.
9. To establish, as required, sub-committees, fora and task-and-finish groups to conduct particular areas of business within the remit of the Committee and to receive regular reports on these activities.

#### ***Membership***

##### Chair

Vice-Provost (Research and Innovation)

##### Ex-officio members

- Associate Dean (Research and Innovation) FASS

- Associate Dean (Research and Innovation) FEPS
- Associate Dean (Research and Innovation) FHMS
- Vice-President External Engagement
- Chair of the University Ethics Committee
- Director of the Doctoral College
- Director of Innovation Strategy
- Director of Research and Innovation Services
- Director of Research Strategy
- Director of Surrey Research Park
- Director of Research Finance and Partnering
- Head of Research Performance (REF)
- Research Theme Leaders
- Academic Lead for Research Culture and Integrity
- Director of Library and Learning Support Services
- VP Voice of the Students' Union

#### Nominated members

One postgraduate research student representative nominated by the Students' Union

One representative of Surrey Early Career Researchers nominated by the Doctoral College

#### In attendance

Secretary to the Committee

The Committee can co-opt internal members as required for specific purposes.

#### Period of appointment

Ex-officio members remain a Member of the University Research & Innovation Committee for the term of their appointments.

Nominated members shall serve an initial term of up to two years and shall be eligible for re-election for one further year. In any event, a maximum of three years in total may be served.

Co-opted members will only remain as members for as long as their participation is required.

### ***Operation***

#### Quoracy

The quorum for the Research & Innovation Committee shall be half of current members. In the case of an equal vote, the Chair shall have a casting vote.

#### Frequency of meetings

Four meetings per academic year. Exceptional meetings may be held at the discretion of the Chair.

#### Decision making outside of meetings

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided all members are copied into the electronic exchange.

In such instances, for such a decision to be valid, not less than 75% must reply to the Secretary to confirm their agreement. The Secretary shall forward a compilation of responses to the Chair and shall confirm to all members that the decision has been passed. A copy of the decision signed by the Chair shall be treated as properly passed by a meeting duly convened and held.

The date of the decision shall be the date upon which the Secretary confirms to all members that it has been passed. The Secretary shall be responsible for ensuring that decisions made by email are reported to the next meeting and for retaining an appropriate record.

Reports to  
Senate

Sub-structure

Doctoral College Board

Research Integrity and Governance Committee

Research Management Committee

Student Progression and Awards Board (for postgraduate research awards)<sup>4</sup>

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<sup>4</sup> The Board reports to the University Learning and Teaching Committee for taught awards.

## **Appendix 8 – Doctoral College Board**

### ***Terms of reference***

#### **General**

The Doctoral College Board is responsible for formulating policy and strategy that will support the Doctoral College in meeting its objectives. The Doctoral College Board will oversee key aspects of the postgraduate researcher and early career researcher experience with a particular focus on building a cohesive community and research environment, providing first class training, facilitating excellent supervision, and enhancing employability skills.

#### **Specific**

1. To oversee the strategic aspects of the Doctoral College.
2. To consider and formulate University policy and strategy relating to the quality assurance and enhancement of postgraduate research degree provision ensuring that it is aligned with external expectations. In particular this includes admission procedures; training and development frameworks; expectations for supervision; progression monitoring; assessment procedures; and academic and pastoral support structures.
3. To develop strategies to integrate doctoral and early career researchers into the research environment and facilitate the development of a community of researchers.
4. To develop frameworks to support the enhancement of doctoral and early career researchers' employability skills ensuring that these are aligned to external expectations.
5. To champion the interests of postgraduate researchers and early career researchers throughout the University.
6. To consider outcomes of postgraduate researcher and early career researcher feedback by making recommendations for improvement as appropriate.
7. To bring in best practice from the sector through engagement with relevant interest groups and funders.
8. To develop the external-facing profile of the University's doctoral and early career researcher training with key stakeholders including, but not restricted to, the key funders.
9. To make recommendations to the University's Research and Innovation Committee to improve the doctoral and early career researcher experience.
10. To oversee and monitor the effective implementation of policy and strategy through agreed action plans.
11. To receive and consider reports on the Doctoral College's key performance indicators.
12. To receive and consider reports and recommendations from sub-committees.

## ***Membership***

### Chair

Director of the Doctoral College

### Ex-officio members

- Associate Dean (Doctoral College) FASS
- Associate Dean (Doctoral College) FEPS
- Associate Dean (Doctoral College) FHMS
- Chief Student Officer
- Academic Registrar
- Doctoral College Manager
- Head of Library and Learning Support Services
- Head of Researcher Development Programme
- Director of People, Culture and Inclusion
- Research Degrees Manager
- Vice-President Voice, Students' Union

### Nominated members

- Postgraduate Research Student affiliated with the Postgraduate Society
- Early Career Researcher from the ECR forum

### In attendance

Secretary to the Board

The Board can co-opt additional members as required for specific purposes.

### Period of appointment

Ex-officio members remain as members of the Board for the term of their appointment in their role.

Nominated members shall serve an initial term of two years and shall be eligible for re-election for one further year. In any event a maximum of three years in total may be served.

Co-opted members remain as members for as long as their purpose on the Board is required.

## ***Operation***

### Quoracy

The quoracy requirements shall be half of current members. In the case of an equal vote, the Chair shall have a casting vote.

### Frequency of meetings

Meetings are held four times a year, one every three months. Exceptional meetings may be held at the discretion of the Chair.

### Decision making outside of meetings

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided all members are copied into the electronic exchange.

### Reports to

University Research and Innovation Committee



## **Appendix 9 – Research Integrity and Governance Committee**

### ***Terms of reference***

#### **General**

The Research Integrity and Governance Committee (RIGC) is responsible for overseeing all aspects of research integrity and governance at the University of Surrey. The committee aims to foster a culture of excellence in research and to ensure that research conducted under the auspices of the University is carried out to the highest standards of rigour and integrity and within a framework of its institutional values. The committee directs the development and implementation of policies and procedures to ensure compliance with regulatory, governance and research integrity frameworks including, but not limited to, the following areas:

- Animals (Scientific Procedures) Act (ASPA)
- Export Control Legislation (including dual-use)
- Human Tissue Act (HTA)
- International research governance frameworks including GCRF due diligence
- Medical Devices Regulations
- Medicines for Human Use (Clinical Trials) Regulations
- Nagoya Protocol
- Non-ASPA research
- Research Data Management including compliance with Data Protection Legislation
- UK Code of conduct for data-driven health and care technology
- UK Policy Framework for Health and Social Care
- UKRI Policy and Guidelines on Governance of Good Research Conduct
- UUK Concordat to Support Research Integrity

#### **Specific**

1. Policy creation, review and approval, as necessary, to account for developments in research integrity and governance within the UK higher education research sector, subject to appropriate consultation.
2. Oversee the correct implementation of research integrity and governance policies through mechanisms that demonstrate to stakeholders that the University of Surrey is compliant with regulatory and governance frameworks. Approve, subject to appropriate consultation, related operational procedures.
3. Ensure the University of Surrey has robust mechanisms in place to meet the obligations set out in the Concordat to Support Research Integrity.
4. Oversee the operation of the University Animal Welfare and Ethical Review Body (AWERB) and the University Ethics Committee (UEC) Steering Group.
5. To ensure that research integrity and governance policies and procedures are being effectively communicated to the academic research community.
6. Oversight of and responsibility for ensuring allegations of research misconduct and breaches of governance procedures are handled appropriately and in-line with funders terms and conditions, the Concordat and any relevant regulatory requirements and where necessary, to refer to the Secretariat or Provost's Office.

7. To refer to the UEC steering group, Secretariat or Provost's Office any research ethics-related matters which may have wider implications for institutional-level ethical policies or processes or which the committee considers should be brought to the attention of the UEC steering group, Secretariat or Provost's Office.
8. To provide advice and guidance to the University Research and Innovation Committee (URIC) on issues relating to research integrity and governance that may impact on the University.
9. To receive, review and approve an annual research integrity statement from the Research Integrity and Governance Office (RIGO) for publication on the University's external webpage.

### ***Membership***

#### Chair

Vice-Provost, Research and Innovation (VPRI)

#### Ex-officio members

- Vice-Provost, Research and Innovation (VPRI) Chair
- Associate Deans of Research and Innovation (ADRI) Deputy Chair-rotating annually between ADRI
- Director of Doctoral College
- Director of Clinical Trials Unit (CTU)/Clinical Research Facility (CRF)
- Director of Health and Safety
- Chief Information and Digital Officer
- Head of Research Integrity and Governance (RIS)
- Head of Legal Contracts (RIS)
- Head of Pre-awards
- Chair of University Ethics Committee (human, non-clinical)
- Chair of AWERB (animal)
- Academic Lead for Research Culture and Integrity
- Open Research Manager (Library)
- Head of Research Finance
- Data Protection Officer
- Hub Person Designate (PD) for HTA licence

#### Nominated members

Early Career Researcher (ECR) representative (nominated by the Doctoral College)

Post-graduate Researcher (PGR) representative (nominated by the Student's Union)

#### In attendance

Secretary to the Committee (provided by RIS)

The Committee can co-opt additional members as required for specific purposes.

#### Period of appointment

Ex-officio members remain a Member of the Research Integrity and Governance Committee (RIGC) for the term of their appointments.

Nominated members shall serve an initial term of up to two years and shall be eligible for re-nomination for one further year. In any event, a maximum of three years in total may be served.

Co-opted members will only remain as members for as long as their participation is required.

## ***Operation***

### Quoracy

The Committee will be considered quorate with a third of current members, to include the Chair and at least one ADRI (this may be in the capacity of Deputy Chair), one other academic and one member of RIS. If the Committee is not quorate any decisions should be ratified at the next meeting or through email communication.

### Frequency of meetings

RIGC will meet 3 times per year: September, February and June.

### Decision making outside of meetings

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided all members are copied into the electronic exchange.

### Reports to

University Research and Innovation Committee

## **Appendix 10 – Research Management Committee**

### ***Terms of reference***

#### **General**

The Research Management Committee will ensure that the policies, strategies and sub-strategies introduced by the University's Research and Innovation Committee are implemented. The Committee will also advise the University's Research and Innovation Committee on emerging strategic or operational issues, performance and propose ways to enhance the quality and reputation of research.

#### **Specific**

1. To monitor and drive the implementation of the policies, strategies and sub-strategies introduced by the Research and Innovation Committee. Reporting on progress to the Research and Innovation Committee.
2. To review research output quality, including but not limited to bibliometric indicators.
3. To monitor and comment on research bids, awards data, and report strategic issues and opportunities to the Research and Innovation Committee.
4. To have operational oversight of the lifecycle for research grants/projects.
5. To identify opportunities of good practice from Faculty Research Committees.
6. To review the delivery of training and development associated with research at the University.
7. To review the development of support and resources for increasing and enhancing impact, including but not limited to impact capture systems, posts, training and funding.
8. To provide expert advice and analysis on emerging issues in dissemination of research, including scholarly outputs and data. Providing reports to the Research and Innovation Committee.
9. To oversee the support and resources required to ensure the University's compliance with funder requirements, including but not limited to archiving, preservation and access to research data generated.
10. To embed good research data management and scholarly output practices.
11. To recommend and develop institutional responses to external issues, such as open access publication, journal subscription pricing and government requirements for dissemination.
12. To oversee the development and operation of research information systems, repositories, and highlighting issues and opportunities to the Research and Innovation Committee.
13. To oversee the Open Access publication fund and compliance with funder requirements.

14. To identify and discuss opportunities that are of corporate material interest (i.e. in excess of £1m require match funding, include development of “centres”).

### ***Membership***

#### Chair

Director of Research and Innovation Services

#### Ex-officio members

- Director of Strategic Partnerships (Research)
- Research Finance Representative
- Head of Research Policy, Projects and Engagement
- Head of Programme Management – Research Strategy and Development
- Library and Learning Support Services Representative
- Research Facilitation and Engagement Manager
- Research Facilitation Officers

#### In attendance

Secretary to the Committee

The Sub-committee can co-opt additional members as required for specific purposes.

#### Period of appointment

Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Co-opted members remain as members for as long as their purpose on the Committee is required.

### ***Operation***

#### Quoracy

The quoracy requirements shall be half of current members. In the case of an equal vote, the Chair shall have a casting vote.

#### Frequency of meetings

Meetings are held ten times a year, one every month, allowing for August and December break. Exceptional meetings may be held at the discretion of the Chair.

#### Decision making outside of meetings

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided all members are copied into the electronic exchange.

#### Reports to

University Research and Innovation Committee

## **Appendix 11 - Admission, Progression and Examination Sub-committee**

### ***Terms of reference***

1. To receive reports from the Faculties on the admission of postgraduate researchers including applications, conversions and turnaround times.
2. To monitor the progression of postgraduate researchers through their programme by:
  - receiving summary reports of student progress through the taught components of Practitioner Doctorates and Integrated PhD programmes from Boards of Examiners;
  - receiving summary reports of six-monthly and annual reviews for a Progression Board meeting held twice a year;
  - receiving reports of progression through the confirmation stage;
3. To consider requests for changes to registration status including: changes of mode of attendance; changes to continuing status; temporary withdrawal; and extensions;
4. To consider and approve nominations for examination panels of the final *viva voce* examination;
5. To consider requests for the termination of postgraduate researchers' registration;
6. To take action where concerns have been raised through reports or other means.

### ***Membership***

#### Chair

Doctoral College Manager

#### Ex-officio members

- Associate Dean (Doctoral College) FASS
- Associate Dean (Doctoral College) FEPS
- Associate Dean (Doctoral College) FHMS
- Research Degrees Manager

#### In attendance

- One Postgraduate Research Administrator for each Faculty
- Staff from Student Services and Administration (*Committee Secretary*)

The Committee can co-opt additional members as required for specific purposes.

#### Period of appointment

Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Co-opted members remain as members for as long as their purpose on the Committee is required.

***Operation***

Quoracy

The quoracy requirements shall be not less than one-third of the members.

Frequency of meetings

Meetings are held once a month or more frequently as business dictates.

Reports to

Doctoral College Board

## Appendix 12 - Faculty Learning and Teaching Committees

### *Terms of reference*

1. Within the context of the University policy and strategy, to consider and formulate a strategy for the Faculty relating to the development, evaluation and enhancement of learning and teaching at undergraduate and taught postgraduate levels; this will include teaching processes, learning support, assessment, research, innovations, facilities, resources and professional development for Faculty staff.
2. To oversee and ensure the implementation within the Faculty of the University's *Regulations* and *Codes of practice* and other University policies, guidelines and initiatives.
3. To recommend to the appropriate bodies on an annual basis the Faculty priorities and targets in learning and teaching and monitor progress towards these, ensuring that Faculty priorities are operationalised at Departmental/School level.
4. To make recommendations to the appropriate bodies about the refreshment and development of the portfolio of programmes, including methods of delivery, in consultation with relevant areas of the University and scrutinize proposals for new programmes.
5. To receive and comment upon annual programme reviews and prepare the Faculty consolidated annual programme review overview report on programmes and associated action plans for submission to University Learning and Teaching Committee (ULTC).
6. To monitor and prepare action plans with respect to specific areas of teaching and learning identified by the University such as entry tariff, progression, good degrees, employability, and NSS performance. Reporting on such action plans to be included as part of the annual programme review overview report.
7. To consider and make recommendation as appropriate to the University for revisions to the University policy and strategy for learning and teaching and the *Regulations* and *Codes of practice*.
8. To take an overview of student welfare matters and consider and recommend support requirements for particular groups such as mature students, part-time and distance learning students and students with special learning needs and disabilities.
9. To monitor the accuracy of information published internally and externally regarding the Faculty's undergraduate and taught postgraduate provision, including Unistats data.
10. To consider and recommend improvements to Faculty-based teaching and learning resources, including computing and experimental laboratories.
11. To consider, recommend and implement activities to evaluate and enhance the quality of teaching and learning provision in the Faculty.
12. To communicate with other bodies that might impinge on the Committee's work, to ensure optimal and coordinated practice.



13. To establish from time to time as appropriate, working groups to consider and advise on specific issues and, where relevant, to deal with accreditation visits from professional and regulatory bodies.
14. To strengthen links between learning and teaching and research by identifying new opportunities for each to influence and interact with each other.
15. To report and make recommendations to the Faculty Executive Board and other Faculty bodies as appropriate.

### ***Membership***

#### Chair

Associate Dean (Education)

#### Ex-officio members

- Members from Schools/Departments as representative of the Faculty structure and provision
- One representative from each of the ULTC Sub-committees
- One representative from the Department of Higher Education
- One representative from the Department of Technology Enhanced Learning
- Faculty Engagement Librarian(s)
- Faculty Professional Training Year Senior Tutor
- Faculty Student Services Manager
- Academic Registrar or nominee
- Widening Participation Support Officer
- Faculty Marketing Officer
- A nominated deputy of the President of the Students' Union

Executive Deans of Faculty and Faculty Associate Deans may also receive papers and attend meetings.

#### In attendance

Other staff as required

The Committee can co-opt additional members as required for specific purposes.

#### Period of appointment

Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Co-opted members remain as members for as long as their purpose on the Committee is required.

### ***Operation***

#### Quoracy

The quoracy requirements shall be ten members or not less than one-third of the members, whichever may be the less. In the event of a tied vote, the chair shall have a casting vote.

#### Frequency of meetings

Meetings are held at least three times per academic year or more frequently as business dictates.

Reports to

Faculty Policy and Strategy Group/Faculty Management Group

University Learning and Teaching Committee

Sub-structure

Boards of Studies

## Appendix 13 - Faculty Research Degrees Committees

### *Terms of reference*

1. Within the context of the University policy and strategy, to consider and formulate a strategy for the Faculty relating to the development, evaluation and enhancement of research degree provision; this will include admission, training and development, supervision, progression, assessment, researcher support, research environment, innovations, funding opportunities, and facilities and resources
2. To oversee and ensure the implementation within the Faculty of the University's *Regulations* and *Codes of practice* and other University policies, guidelines and initiatives.
3. To make recommendations about the refreshment and development of the portfolio of postgraduate research programmes, including methods of delivery, in consultation with relevant areas of the University.
4. To receive and comment upon annual programme reviews and prepare the Faculty consolidated annual programme review overview report on programmes and associated action plans for submission to the Doctoral College Board.
5. To receive reports from the Postgraduate Research Student Engagement Fora on how postgraduate researchers view their learning experience and to receive the view of supervisors, through Committee representatives, on postgraduate research matters. In doing so, the Committee will take an overview of student welfare matters and consider and recommend support requirements for particular groups such as mature students, part-time and distance learning students and students with special learning needs and disabilities.
6. To implement action plans to address any concerns raised by postgraduate research students.
7. To consider and make recommendation from time to time to the University for revisions to the University policy and strategy for postgraduate research and the [\*Regulations\*](#) and [\*Codes of practice\*](#).
8. To take a view on the training provision within the Faculty and to feed training needs into the relevant committee for further development and enhancement.
9. To monitor the accuracy of information published internally and externally regarding the Faculty's postgraduate research provision.
10. To oversee the management of all Research Council funding for doctoral research as well as Faculty scholarships.
11. To be responsible for monitoring the Faculty's postgraduate research applications, admissions against targets, mid-session and annual student progress reviews, confirmation reviews, higher degree awards made, and completion rates.
12. To consider, recommend and implement activities to evaluate and enhance the quality of postgraduate research provision in the Faculty.
13. To communicate with other bodies that might impinge on the Committee's work, to ensure optimal and coordinated practice.

14. To establish from time to time as appropriate, working groups to consider and advise on specific issues.
15. To report and make recommendations to the Faculty Research Committee and University Research Degrees Committee.

### ***Membership***

#### Chair

Faculty Associate Dean (Doctoral College)

#### Nominated members

- Members of Schools/Department/Research Centres as representative of the Faculty structure and provision, who, as part of their duties, are responsible for issues around postgraduate research
- Appropriate professional services representation from the Faculty
- At least one postgraduate research student

#### In attendance

- One representative from the Researcher Development Programme
- Other staff as required

The Committee can co-opt additional members as required for specific purposes.

#### Period of appointment

Nominated members are appointed for three years.

Co-opted members remain as members for as long as their purpose on the Committee is required.

### ***Operation***

#### Quoracy

The quoracy requirements shall be not less than one-third of the members. In the event of a tied vote, the Chair shall have a casting vote.

#### Frequency of meetings

Meetings are held at least three times per academic year or more frequently as business dictates.

#### Reports to

Doctoral College Board

## Appendix 14 - Boards of Studies

For each programme of study at undergraduate and taught postgraduate level and for the taught components of practitioner doctorates, there shall be a Board of Studies. Cognate programmes can be grouped under the same Board of Studies.

References to the Chair shall be construed as referring to the Vice-Chair in the absence of the Chair.

### ***Terms of reference***

1. To be responsible for the academic standards, quality assurance and quality enhancement of the programme(s) of study within its remit.
2. To consider the development of new programmes in accordance with Faculty strategy
3. To consider statistics relating to admission to the programme(s) of study.
4. To consider and approve the annual programme review report for submission to the Faculty.
5. To consider the outcomes of student surveys (NSS, PTES if relevant, MEQs) and develop action plans in response.
6. To consider student performance-related data (progression, degree outcomes, DHLE) and develop action plans as necessary.
7. To receive reports from Staff/Student Liaison Committees and take action as necessary.
8. To consider external examiners' reports for the programmes and modules within its remit and develop action plans as appropriate.
9. To consider and approve major and minor modifications to modules and programmes in accordance with the relevant University [Codes of practice](#).
10. To consider such matters as may be referred to it by the Faculty Learning and Teaching Committee and report back as appropriate.
11. To ensure that a record is taken and kept of each meeting by the Secretary and any action and/or decisions taken under delegation of functions.
12. A Board of Studies may delegate any of its functions to the Chair, Vice-Chair, an individual or group of members.

### ***Membership***

#### Chair

Appointed by the Executive Dean of Faculty or Head of School/Department; the Chair would normally be the Director of Learning and Teaching or a Programme Leader

#### Vice-chair

Appointed by the Executive Dean of Faculty or Head of School/Department

#### Ex-officio members

- Head of School/Department
- School/Department Director of Learning and Teaching
- Programme Leader(s)
- Module Leaders for modules contributing to the programme(s)
- Chair(s) of the Boards of Examiners that report to the Board of Studies
- Other staff from the School/Department who teach on the programme(s) to include academic staff, all levels of Teaching Fellows, Associate Tutors
- Postgraduate research students who support teaching on the programme(s)
- Staff from other Schools/Departments who teach on the programme(s) to include academic staff, all levels of Teaching Fellows, Associate Tutors
- At least one elected student per level from each of the programmes reporting to the Board.
- Representatives from professional services areas as determined by the Chair.

In addition, the Faculty Associate Dean (Education) is entitled to attend any Board of Studies in their Faculty as a full member.

#### In attendance

Academic Registry staff (*Secretary*)

#### Period of appointment

The Chair and Vice-Chair are appointed for a period not exceeding three years and are eligible for re-appointment for not more than one further consecutive period of up to three years.

If a member ceases to teach on the programme they consequently cease to be a member of the Board of Studies.

Student representatives shall be appointed for a period of one academic year and shall be eligible for re-appointment.

### ***Operation***

#### Quoracy

The quoracy requirements shall be ten or not less than one third of the members whichever may be the less. Those present shall include the Chair or Vice-Chair.

#### Frequency of meetings

A Board of Studies shall meet as and when appropriate but, in any case, shall meet not less than twice a year. The Chair shall be responsible for the arrangement of meetings, at least seven days' advance notice being given to all members. A meeting of the Board of Studies shall be arranged if five or more members request this in writing to the Chair.

Should it prove necessary to vote on any matter, it shall be determined by a simple majority. Each member present shall have one vote and in the case of equality the Chair shall have an additional casting vote.

Reserved business

The business of a Board of Studies shall be subject to the University's convention on reserved business<sup>5</sup>. The Chair shall decide whether an item of business should be regarded as reserved business. The Chair's decision shall be final.

Reports to

Faculty Learning and Teaching Committee

Sub-structure

Boards of Examiners

Staff/Student Liaison Committees

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<sup>5</sup> 'Reserved Business' may be taken to include matters affecting the personal position of members of staff and students and the admission and academic assessment of individual students. Wherever possible the Chair shall denote in the agenda prior to the meeting those items deemed to be reserved business in accordance with that convention. Where reserved items of business do occur, student representatives should be advised of the general nature of these items and should be advised subsequently of the Board's decision(s) on them.

## Appendix 15 - Boards of Examiners

The terms of reference, membership and operation of Boards of Examiners shall be read in conjunction with the [Regulations for taught programmes](#), the [Code of practice for assessment and feedback](#) and the [Code of practice for external examining: taught programmes](#). Terms used shall have the same meanings as defined in those [Regulations](#).

For each programme of study at undergraduate and taught postgraduate level and for the taught components of practitioner doctorates, there shall be a Board of Examiners. Cognate programmes can be grouped under the same Board of Examiners.

References to the Chair shall be construed as referring to the Vice-Chair in the absence of the Chair.

### **Terms of reference**

1. To be responsible for the general conduct of the assessment of the programme of study, in accordance with the [Regulations for taught programmes](#) and the [Code of practice for assessment and feedback](#).
2. To ensure that suitable arrangements are made for the setting, holding and marking of examinations and other forms of assessment in conjunction with the Assessment and Awards Office of the Student Services and Administration Directorate.
3. To consider and determine for each candidate at each stage of the programme the marks/grades for each examination paper or other form of assessment.
4. To consider unusual distributions of marks and degree classifications and to take corrective action as necessary in accordance with the [Code of practice for assessment and feedback](#).
5. To report to the Student Progression and Awards Board (SPAB) any action taken to remedy anomalous mark distributions.
6. To consider the views of the external examiner(s) on any matter concerning the assessment of the programme, whether they are given verbally or in the form of a written report.
7. To recommend to SPAB whether each candidate should be awarded a Degree, Diploma or Certificate and with what class of honours or other mark of credit or distinction, in accordance with the [Regulations for taught programmes](#).
8. To ensure that a record is taken and kept of each meeting by the Secretary and any action and/or decisions taken under delegation of functions. This shall include:
  - the marks/grades for each candidate
  - the recommendations to SPAB in respect of each candidate
  - the result of any vote
  - any other matter the Board of Examiners shall deem necessary
9. To ensure that a copy of the agreed award report, together with the recommendation in respect to each candidate, is signed by the Chair and, in the case of the final examination or any other stage which is externally assessed in accordance with the [Code of practice for assessment and feedback](#) and the [Code of practice for external](#)



[examining: taught programmes](#), by the external examiner(s). If an external examiner is unwilling to sign an agreed award report, he/she shall report the reasons to the Director of Student Services and Administration at the earliest opportunity, who shall inform the Vice-Provost (Education and Students) and the Director of Quality Enhancement and Standards.

10. To ensure that, in addition to the agreed award report, a list of the Board of Examiners' recommendations is submitted to the Assessment and Awards Office for submission to SPAB.
11. A Board of Examiners may delegate any of its functions to the Chair, Vice-Chair, Faculty/Departmental Examinations Officer or to a group of members working with Faculty professional services staff, provided that no recommendation for the award of a Degree, Diploma or Certificate shall be made without the involvement of an external examiner. If such a group is unable to reach unanimous agreement on a recommendation for an award, a full meeting of the Board of Examiners shall consider the matter.
12. The Chair shall be responsible for informing the Board of Examiners of any special circumstances which might have affected a candidate's performance and of which the candidate has informed the Executive Dean of Faculty/Head of Department in accordance with the relevant *Regulations*.

### ***Membership***

#### Chair

Appointed by the Executive Dean of Faculty or Head of School/Department from members of academic staff of the School/Department who teach on the programme.

#### Vice-chair

Appointed by the Executive Dean of Faculty or Head of School/Department from members of academic staff of the School/Department who teach on the programme.

#### Ex-officio members

- Members of the academic staff<sup>6</sup> of the School/Department who teach on the programme(s)
- Members of academic staff of other Schools/Departments who teach on the programme on the recommendation of the Board of Studies
- Other persons who teach on the programme on the recommendation of the Board of Studies
- Head(s) of the Schools/Department(s) responsible for the programme, if not otherwise a member
- The external examiner(s) (see [Code of practice for external examining: taught programmes](#));

In addition, the Executive Dean of the Faculty or their nominee, normally the Associate Dean (Education) is entitled to attend any Board of Examiners in their Faculty as a full member.

#### In attendance

- A member of the Academic Registry (Secretary)
- The Faculty/School/Departmental Examinations Officer(s), if not already a member(s)

#### Period of appointment

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<sup>6</sup> Academic staff are as defined in Regulation 5 of the *Introduction to the Regulations*.

The Chair and Vice-Chair are appointed for a period not exceeding three years and are eligible for re-appointment.

If a member ceases to teach on the programme they consequently cease to be a member of the Board of Examiners provided that such a person shall continue to be a member until the end of the academic year.

### ***Operation***

#### Quoracy

The quoracy requirements shall be not less than one third of the members. Those present shall include the Chair or Vice-Chair and, in the case of a meeting to recommend the award of Degrees, Diplomas or Certificates, at least one external examiner.

#### Frequency of meetings

Meetings are held at least once a year. Additional meetings may be held at the discretion of the Chair.

At a meeting of a Board of Examiners every effort shall be made to reach a decision by consensus. If it proves necessary to vote on any matter it shall be determined by a simple majority; each member present shall have one vote and in the case of equality the Chair shall have an additional casting vote.

#### Confidentiality

The proceedings of a Board of Examiners shall be confidential to members of the Board and appropriate officers of the University except in relation to the release of results in accordance with the [\*Code of practice for assessment and feedback\*](#).

#### Reports to

Student Progression and Awards Board for the consideration of overall mark profiles and the award of Degrees, Diplomas and Certificates  
Board of Studies for the local operation of assessment practices

## **Appendix 16 - Staff/Student Liaison Committees**

Each School/Department shall operate a Staff/Student Liaison Committee (SSLC). Depending on the size and/or particular requirements of the School/Department, there can be separate Committees for undergraduate and taught postgraduate students.

SSLC meetings should be conducted in an open and constructive manner. SSLCs are intended primarily to be a forum for discussion; they can take operational decisions about how to make day to day improvements but decisions that would require changes to module and programme specifications, for example, can only be taken by the Board of Studies.

### ***Terms of reference***

1. To serve as an informal arena for students to raise matters of concern with School/Departmental and Professional Services staff and for staff to share with students general matters pertaining to the programme(s) and the student learning experience.
2. To consider the outcomes of student surveys (MEQs, NSS, PTES if relevant,) and contribute to the development of action plans in response.
3. To consider external examiners' reports and contribute to the development of action plans as appropriate.
4. To develop and articulate the School/Department's approach to the use of captured content (see [Policy for the use of Captured Content](#)).
5. To report to the Board of Studies and raise matters for consideration at the Board.
6. To identify areas of good practice for report to the Board of Studies.

### ***Membership***

#### Chair

Normally the Director of Learning and Teaching or a Programme Leader or one of the student representatives

#### Members

- All student representatives for the programmes covered by the Committee
- The School/Department should decide on the appropriate numbers and designations of staff to be members but should aim to have an even number of staff and students. Staff members should not greatly outnumber student members.
- Professional Services staff as required

#### In attendance

Notes of the meeting can either be taken by a member of the Academic Registry staff or one of the student representatives.

#### Period of appointment

All members will remain on the Committee for as long as they hold their particular roles.

***Operation***

Frequency of meetings

It is recommended that there are four meetings a year, two per semester to take place several weeks before and after the Board of Studies. Where this is not practicable the second meeting per semester can be a virtual meeting.

Reports to

Board of Studies

## ***Guidance on the protocols for Staff/Student Liaison Committees, including template agendas and minutes***

### **Purpose**

Staff/Student Liaison Committees are informal meetings where students can raise matters of concern with staff and where staff can talk to students about their experiences.

### **Membership**

It is important that students feel able to raise matters at the meetings and so the composition of the Committee should be such that staff do not greatly outnumber students.

Consideration should be given to having a student chair the meeting. The membership of the Committee is deliberately flexible to allow for the different sizes of Schools/Departments. The Committee should decide which Professional Services staff should attend but bear in mind that such staff might also be attending Boards of Studies and so avoid duplication.

### **Frequency of meetings**

It is recommended that there are four meetings a year, two per semester, the first to take place before the Board of Studies and the second after; this second meeting could be a virtual one to provide an update on matters considered at the Board of Studies. Dates for meetings should be set in advance at the beginning of the academic year and notified to all students (via SurreyLearn).

### **Raising of issues**

Major issues of concern should not wait to be raised at the SSLC meeting but notified to the School/Department as they happen. Students should be asked for topics that need to be addressed ahead of the SSLC meeting so that an informed discussion and possible solutions can be considered at the meeting. This could also flag up whether particular professional services staff should be invited where an issue has arisen in their particular area. Consideration should be given as to whether a pre-meeting with the chair and the reps would be helpful in this respect.

Advance notification will filter out issues that are not within the remit of the School/Department to solve which should be escalated upwards within the Faculty and/or University by the SSLC Chair.

### **Conduct of meetings**

Students and staff should approach the meetings in a constructive manner and be respectful of all views (in accordance with the spirit of the Student Charter). Students should be aware that it is not always possible to make the changes they request, and staff should report back to students the reasons why a particular change cannot be made. Those reps not able to attend the meeting should be able to send in comments either written to the chair or via another rep. In addition to discussing matters of concern, it is also important to identify areas of good practice for report to the Board of Studies and upwards to the Faculty.

### **Agendas and minutes**

Agendas for the meeting can either be produced by the student reps or via a Committee Secretary from Student Services and Administration. It is up to the School/Department how they want to arrange this and communicate the arrangements to all concerned. Agendas for meetings should be made available in advance of the meeting on SurreyLearn. A template for an agenda is given below; this covers the items that are expected to be covered, although not all of them might be relevant for all meetings. Schools/Departments are free to add additional items, although care should be taken not to duplicate matters that are discussed at Boards of Studies.

Staff/Student Liaison Committees do not require formal minutes, rather brief notes should be made. Individual students should not be identified. Again, it is up to the School/Department to agree whether the notes should be taken by one of the student reps or by a Committee Secretary from Student Services and Administration. A template for meeting notes is given below:

Notes should ideally be produced within 10 days of the meeting, and once agreed by the Chair, published on SurreyLearn with a copy being sent to the Student Union. This helps the Union to take an overview of issues being raised by students across the University. It is important to ensure that the feedback loop is closed following an issue being raised. This might not need to wait until the notes of the meeting are available but could happen via a targeted newsletter or other quick effective way of communicating with students.

**Template agenda for Staff/Student Liaison Committees**

**School of [ ]  
Staff/Student Liaison Committee**

**The next meeting of the Staff/Student Liaison Committee will be held at [time] on  
[date] in [location]**

Please send apologies to [*name and email address*]

**AGENDA**

1. Apologies for absence
2. Terms of reference and scope of SSLC [*first meeting of the academic year*]
3. Notes of the previous meeting held on [ ]
4. Actions taken in response to issues raised at the previous meeting
5. Matters raised by representatives of each cohort [*year groups, PTY students, postgraduate students, distance learning students, as appropriate. Note that there is merit in varying the order in which these groups report, eg to sometimes have matters raised by final year students prior to matters raised by first year students, and vice versa*]
6. Matters raised by staff members [*to include improvements to the student learning experience, with particular emphasis on future planning, including curriculum development.*]
7. NSS results and action plan [*the first meeting of the year would receive the results and talk about what actions might be required to address any issues; subsequent meetings would receive any updates on action plans*]
8. PTES results and action plan [*the first meeting of the year would receive the results and talk about what actions might be required to address any issues; subsequent meetings would receive any updates on action plans*]
9. Student evaluation of learning and teaching (eg MEQ outcomes).
10. External examiner's reports and responses [*Boards of Studies are formally responsible for considering external examiner's reports and agreeing actions, but the reports should be received here so that all student reps have an opportunity to see them and contribute to any required actions*]
11. Learning resources matters [*some Committees may choose to invite relevant Professional Services staff to these meetings in addition to the Board of Studies*]
12. Use of captured content [*discussion of the School/Department's approach, examples of existing practice for sharing*]
13. What's going well
14. Any other business
15. Date, time and place of next meeting

**Template notes for Staff/Student Liaison Committees**

**School of [ ]  
Staff/Student Liaison Committee**

**Notes of the meeting of the Staff/Student Liaison Committee held at [time] on [date] in [location]**

**NOTES**

**1. PRESENT (list all members by name and category and asterix those not in attendance)**

Mr X (Chair)	3rd year rep, BSc Policy Making
Dr Y	Module Leader, Change in the Modern World
Ms Z*	1st year rep, BSc International Development

**2. APOLOGIES FOR ABSENCE**

2.1 Apologies for absence were received from Ms Z.

**3. TERMS OF REFERENCE AND SCOPE OF SSLC (paper reference number; give any papers received a unique reference number; numbers run sequentially from the beginning of the academic year)**

3.1 The terms of reference were received and had not been changed from the previous year

**4. Notes of the previous meeting held on [date]**

4.1 The notes were agreed as a true record of the meeting

OR

The notes were agreed subject to the following amendment to note 16.2

“.....”

**5. ACTIONS TAKEN IN RESPONSE TO ISSUES RAISED AT THE PREVIOUS MEETING**

**5.1 Feedback**

The Programme Leader confirmed that feedback was now being returned to students in accordance with University requirements.

**5.2 Lecture Theatres**

The Programme Leader reported that they had met with Estates and that it was not possible to make the necessary improvements this current academic year due to financial constraints. However, a schedule of improvements will take place over the summer.

**6. MATTERS RAISED BY REPRESENTATIVES OF EACH COHORT**

**6.1 First year**

Students are finding the Introduction to World Economics module difficult because of .....and reported that the reading lists are not very extensive.

The Module Leader agreed to .....



**7. MATTERS RAISED BY STAFF MEMBERS**

7.1 The following were noted:

- Periodic programme review to take place next academic year – a chance for students to input into future developments. Further information to be provided at the next meeting
- Dr K has been awarded a Teaching Excellence Award and will be holding some lunchtime seminars to talk about his ideas for the future development of assessment methods – all staff and students in the School welcome to attend and input to the discussion. Details to be advertised on SurreyLearn

**8. NSS RESULTS AND ACTION PLAN (paper reference number)**

8.1 The NSS results were received and it was noted that .....

8.2 The following actions for improvement were suggested to report to the Board of Studies:

**9. STUDENT EVALUATION OF LEARNING AND TEACHING**

9.1 MEQ results for semester ? showed that .... Student reps from year 2 are particularly concerned about .....Dr J agreed to look into this and report back to the next meeting.

**10. EXTERNAL EXAMINER'S REPORTS AND RESPONSES (paper reference number)**

10.1 Three of the four external examiners' reports due have been received. A common theme this year has been .....Student reps in year 3 suggested that ..... which would be taken to the Board of Studies by the Programme Leader for further discussion.

**11. CAPTURED CONTENT**

11.1 The Committee was informed that the Policy for the use of Captured Content had been introduced this year and SSLCs were asked to consider the School's approach to the use of digital content within each module.

11.2 It was noted that module XXX provided a good example of some interesting ways to use digital content which could be shared with other modules. Ideas for future developments included ...

**12. LEARNING RESOURCES MATTERS**

12.1 The Library and Learning Support member updated the Committee on the following developments:

**13. WHAT'S GOING WELL**

**13.1 Masters students**

Students have found the induction sessions on academic integrity very helpful.

**14. PTY students**

Reported via comments sent to the Chair – the new format for the visits from tutors is very successful.

**15. ANY OTHER BUSINESS**

There were no items of any other business

OR

Student reps from year 3 asked for an update on .....and it was noted that the following arrangements are being put in place:

**16. DATE, TIME AND PLACE OF NEXT MEETING**

16.1 The next meeting will be held at [time] on [date] in [location]

## **Appendix 17 - School/Department/Research Centre Postgraduate Research Student Engagement Forum**

### ***Terms of reference***

1. To engage with the postgraduate research student body and discuss feedback on their learning experience.
2. To use postgraduate research student feedback to improve provision.
3. To discuss the findings of student experience surveys with postgraduate research students and produce action plans to address any issues.
4. To discuss the annual programme review with postgraduate research students to ensure that they have an opportunity provide feedback on the proposed actions.
5. To report on key issues and areas of good practice identified by students to the Faculty Research Degrees Committee. The member of academic staff will be responsible for reporting on these matters.

### ***Membership***

#### Chair

One postgraduate research student

#### Members

- Academic and professional services members from Schools/Departments/Research Centre as representative of the structure and provision
- Postgraduate research students from the School, Department or Research Centre

The Committee can co-opt additional members as required for specific purposes

#### In attendance

Other staff as required

### ***Operation***

#### Frequency of meetings

At least three times per academic year or more frequently as business dictates.

#### Reports to

Action minutes to the Faculty Research Degrees Committee

## **Appendix 18 – Employability Forum**

### ***Terms of reference***

The Employability Forum will drive the strategic development of employability across all areas of the University, both within academic and professional service areas. The Forum will be led by a senior member of the University and aims to support the evaluation and further improvements for employability, including Professional Training and its strategic development. The Forum will further champion the importance of employability as a partnership between the Employability and Careers team, professional services and academic Schools/Departments.

1. To oversee and contribute to the development of a University-wide Employability Strategy.
2. To ratify and oversee the implementation of the Employability Strategy.
3. To provide strategic leadership and outreach of the Employability and Careers team with academic Schools/Departments.
4. To monitor the development and implementation of the Surrey Graduate Attributes framework.
5. To analyse and monitor key data on employability at an institutional, Faculty and School/Department level, specifically: Professional Training Year (PTY) improvements, graduate outcomes and the increased emphasis on employability within the TEF and further moves towards Subject Level TEF.

### ***Membership***

Membership will consist of representation from the following areas of the University:

- Vice-Provost (Education)
- Chief Student Officer
- Strategic Planning
- Employability and Careers
- Faculty Senior PTY Tutors
- Associate Deans (Education)
- Directors of Learning and Teaching
- Student Progression and Learning Gain
- Widening Participation and Outreach
- Department of Higher Education
- Department of Technology Enhanced Learning
- Quality Enhancement and Standards
- Advancement
- Library and Learning Support Services
- Student Enterprise
- Student Services
- Global Engagement
- Doctoral College
- Students' Union

## ***Operation***

### Frequency of meetings

The Employability Forum will normally meet three times a year – October, February and June, except at the discretion of the Chair who may call additional meetings or meetings of sub-groups for specific purposes.

### Reports to

Executive Board for management, financial and operational matters.

University Learning and Teaching Committee for matters affecting University regulations, quality assurance, teaching and learning and the student experience.

## ***Sub-groups***

There may be occasion to undertake additional sub-groups to complete a specific piece of work. Any formed sub-groups will report to the Employability Forum, who will agree and lead on the strategic direction of the activity being undertaken.

A sub-group of the Forum for PTY will consist of Faculty Senior PTY Tutors, Head of European and International Mobility, PT Manager and Head of Employability and Careers. The sub-group will meet to consider matters regarding the oversight and management of Professional Training and will report to the Employability Forum.

The focus of the group will be to;

1. To review and support the coordination and administration needed for Professional Training.
2. To support the development of good practice across the faculties and make recommendations to improve Professional Training within faculties and across the institution as a whole.
3. To keep abreast of national and international developments with regard to placements, careers and employability to ensure that the Professional Training community and the University as a whole, remain at the forefront of developments.

## **Appendix 19 – Access and Participation Advisory Group**

The Access and Participation Advisory Group (APAG) undertakes the operational work of preparing the University's Access and Participation Plan, analysing and reviewing data, defining appropriate targets, and considering/evaluating plans for the implementation of interventions to address these. The membership comprises representatives from key teams (including Widening Participation & Outreach, Student Services, Careers & Employability and LLSS) and also academic and student members

### ***Terms of reference***

1. To develop the Access and Participation Plan to recommend to the Access and Participation Governance Panel who will recommend the Plan to Executive Board and Council for approval prior to submission to the Office for Students (OfS).
2. To ensure that the University responds to OfS guidance on widening participation.
3. To review annually whether there are further existing activities that could be considered within the Plan to support access, success and progression.
4. To monitor milestones and targets outlined in the Access and Participation Plan and to ensure appropriate action is taken where they are not being met.
5. To ensure effective use of student data, working with colleagues in Strategic Planning, to identify differential performance and to develop action plans to address differential performance as part of Access and Participation Plan targets.
6. To ensure that effective consultation takes place with the student body, through the Students' Union.
7. To ensure that there is a coordinated and systematic approach to the delivery and evaluation of access, student success and progression measures across all Departments.
8. To develop and agree the Access and Participation impact report prior to sign off by the Access and Participation Governance Panel and then submission to the OfS.
9. Through the Fees, Bursaries and Scholarships Group develop recommendations to the Governance Group relating to the level of bursaries.

### ***Membership***

#### Chair

Academic Director, Student Progression and Learning Gain

#### Members

- Head of Widening Participation and Outreach
- Head of Employability and Careers
- Director of Library and Learning Support Services
- Research, Evaluation and Data Manager, Strategic Planning
- Member from Financial Planning and Analysis, Finance Department
- Head of home/EU recruitment
- Head of Student Support Services
- Associate Dean (Education)

- Vice-President Voice, Students' Union

Period of appointment

All members will remain members of the Group for the term of their appointment in their role.

***Operation***

Frequency of meetings

The Group will normally meet once a month.

Reports to

Access and Participation Governance Panel for accountability in relation to the Access and Participation Plan, its targets and accountable spending.

Through the Student Access, Progression and Attainment (SAPA) Group to the University Learning and Teaching Committee on all aspects relating to the academic student journey such as student progression and success.

University Learning and Teaching Committee for wider issues relating to widening participation, outreach, student progression and success

## **Appendix 20 – Captured Content Steering Group**

A Captured Content Steering Group has been set up to help navigate the next phase of implementation of the Policy for the use of Captured Content.

### ***Terms of reference***

1. To identify the needs of the University in embedding captured content and make recommendations as appropriate to other working groups and committees to ensure appropriate facilities, support and resources are available.
2. To encourage the sharing of good practice in relation to captured content.
3. To ensure the wording of the Policy and implementation are compliant with GDPR.
4. To ensure the Policy and practice aligns with inclusion and accessibility regulations and recommendations.
5. To review support and development provision for embedding captured content as the norm.
6. To work with Faculties and Schools/Departments to review and evaluate the implementation of the Policy and report to ULTC.
7. To receive regular updates from the Lecture Capture Project Team on the roll-out of Panopto as part of the AV rolling replacement programme.

### ***Membership***

#### Chair

Executive Policy Lead

#### Members

- President, Students' Union
- Vice-President Voice, Students' Union
- Faculty representative, FHMS
- Faculty representative, FASS
- Faculty representative, FEPS
- Head of the Department of Higher Education
- Head of the Department of Technology Enhanced Learning
- Digital Projects Learning Manager, TEL
- Digital Projects Learning Co-ordinator, TEL
- Learning Development Manager, Library and Learning Support Services
- Disability and Inclusivity Manager, Library and Learning Support Services
- Two nominees of the Chief Information and Digital Officer
- Disabled Students Liberation representative

#### In attendance

Staff from DHE/TEL to act as Group *Secretary*

#### Period of appointment

All members will remain members for the duration of the life of the Group.



***Operation***

Frequency of meetings

Meetings are held four times a year or more frequently as business dictates.

Decision-making outside of meetings

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

Reports to

University Learning and Teaching Committee.

Sub-structure

The existing Lecture capture Project Team will continue to focus on the roll-out of Panopto across the University and will report to the Steering Group.