

Division of Responsibilities within NCH¹

1. New College of the Humanities or NCH is made up of three legal bodies that constitute the College. New College of the Humanities Limited (NCHL), Tertiary Education Services Limited (TESL), and New College of the Humanities Trust (NCHT), the latter is a charity which exists to raise an endowment for the educational purposes of the College.² TESL Board of Directors ('TESL Board') is the statutory board of the legal entity TESL that owns the brand 'New College of the Humanities' as well as its subsidiary NCHL and through which the College operates, including its relationship with regulatory bodies and partner organisations.
2. Overall legal, and therefore regulatory, responsibility for the College rests with the TESL Board, who have ultimate fiduciary responsibility.
3. However as both a business and as a self-critical academic institution there is a clear division of responsibilities between TESL Board and the academic community as constituted in Academic Board.
4. TESL Board has oversight and management of the strategic, financial and operational areas of the College's activities and all other aspects of the College's existence save for responsibilities of the Academic Board in respect of the regulating and directing of the academic work of the College, including teaching (undergraduate and postgraduate) and research. Therefore, Academic Board has sole purview and responsibility for all matters academic. Academic Board is the ultimate academic authority within the College. It is responsible for regulating and directing all aspects of academic work. It oversees the College's academic management, quality, enhancement and standards.
5. TESL Board reviews and approves a business plan and budget for the coming year and projections for at least two further years, these are prepared jointly by the Master and the other executive directors. The business plan and budget covers the revenue, costs and cash-flow implications of the forecast performance of the College and would include new courses and programmes that the Academic Board proposes. The executive directors (including the Master) present the business plan and budget to the Board for approval at least one month before each financial year.
6. Once the business plan/budget is approved, Academic Board has complete flexibility as to how the academic aspects of the business plan are executed, as

¹ This document should be read in conjunction with the Terms of Reference of the TESL Board and Academic Board.

² NCHL will be dissolved once all ULIP students have finished their studies.

long as they are in compliance with TESL's constitutional documents such as the Articles of Association, including the recruitment and monitoring of academic staff and the designing and launching of new programmes. This accords with the principle of academic freedom in curriculum design, teaching, examining and research. All proposed variations to the budget require prior Board approval.

7. The other executive directors will have responsibility for the execution of the business aspects of the plan, within the constraint of the agreed budget, including sales and marketing, resource procurement, professional staff appointments, the monitoring of expenditure and financial reporting.
 8. The Master and executive directors report to TESL Board at board meetings covering sales and marketing, an updated profit and loss and cash-flow forecast, and academic, student and personnel issues.
 9. The Chair of TESL Board is responsible for ensuring this division of responsibilities is followed.
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Title	Division of Responsibilities within NCH	Author	Chair of TESL Board
Location	NCH Academic Handbook	Approved by	TESL Board
Version	2	Last updated	April 2018
Publication date	April 2018	Review date	April 2021
Related policies	NCH Governance Structure (Terms of Reference)		
External Reference Point	CUC Code of Governance		