



New College  
*of the* Humanities

# New College of the Humanities Governance Structure

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**2018-19**

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## **TESL BOARD OF DIRECTORS (TESL Board)**

### **CONTEXT**

The TESL Board of Directors ('TESL Board') is the statutory board of the legal entity (Tertiary Education Services Limited) that owns the brand 'New College of the Humanities' as well as its subsidiary New College of the Humanities Limited ('NCHL') and through which the College operates, including its relationship with regulatory bodies and partner organisations. TESL Board is a limited liability company established under English and Welsh law. Where applicable the TESL Board's meeting can also constitute a meeting of the NCHL Board as the Boards' membership is the same.

### **TERMS OF REFERENCE**

1. 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.
2. TESL Board has ownership, oversight and management of the regulatory responsibilities and relationships of the College.
  - 2.1. In areas of academic procedures and policies it acts, as necessary, as the conduit for Academic Board (which has no separate legal standing) with the relevant regulatory body.
3. It fulfils its legal and regulatory responsibilities in respect of academic matters through the College Boards Liaison Committee.

TESL Board may establish such committees as it considers necessary to carry out its responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by TESL Board. Reports (at least annually) from these committees shall be received and considered by TESL Board.

### **MEMBERSHIP**

Chair

Master

Chief Operating Officer (Secretary)

Executive Dean

Non-Executive Directors

### **FREQUENCY**

Bi-monthly

### **QUORUM**

Articles of Association set a minimum number of two Directors with no maximum.

### **COMMUNICATING WITH**

College Boards Liaison Committee

**REPORTS FROM**

Academic Board

Executive Committee

College Boards Liaison Committee

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
February 2018	To reduce the number of meetings across the academic year – from monthly to bi-monthly	TESL Board

## ACADEMIC BOARD

### CONTEXT

Academic Board is the academic authority of the College and shall take such measures as shall best promote the academic and professional work of the College, safeguard standards and ensure that students receive a high-quality academic experience while studying at the College. This academic authority is exercised within a budgetary and strategic framework set by TESL Board.

Therefore, Academic Board is responsible for regulating and directing the academic work of the College, including the curriculum, teaching, assessment and research. It has oversight of the College's academic management and all aspects of quality and standards associated with the College, including academic related policies and procedures. It has the powers to make regulations and policies affecting academic practice.

### TERMS OF REFERENCE

1. To consider the strategic planning and development of the academic activities of the College and the resources needed to support them, and accordingly advise TESL Board.
2. To set the criteria for the admission of students and to monitor the access and participation activities (*Executive Dean to be co-opted for such discussions*).
3. To make recommendations to the approving University for the appointment and removal of external examiners.
4. To ratify all academic policies and procedures to support student development and achievement.
5. To consider changes to the curriculum and assessment as proposed by the Teaching, Learning and Enhancement Committee.
6. To approve proposals for new programmes or programme/course modifications prior to them being submitted to the approving University for final approval subject to their being consistent with the strategic and budget objectives of the College as set by TESL Board.
7. To monitor student complaints, academic and non-academic discipline procedures and outcomes, and make recommendations to the relevant committee.
8. To consider honorary awards and conferment of title on individuals meeting criteria determined by Academic Board.
9. To note the outcome of Academic Promotion applications.
10. To consider and monitor policies and procedures for collaborative partnerships with other educational institutions.
11. To oversee the procedure for granting internally-validated qualifications and titles.

12. To review annually the function of the academic governance structure and agree proposals for enhancement.
13. To consider other similar matters essentially concerned with teaching, research and scholarship.
14. To advise on such matters as the College Boards Liaison Committee or the Master may refer to Academic Board.

Academic Board may establish such committees as it considers necessary to carry out its responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by Academic Board. Reports (at least annually) from these committees shall be received and considered by Academic Board.

### **MEMBERSHIP**

Master (Chair)

Registrar (Secretary)

Heads of Faculty

Dean of Careers

Head of Research

Head of Quality Assurance

NCHSU Office for Academic Affairs representative

External Representative

Executive Assistant & Events Coordinator (Minute Secretary)

Plus any other members to be co-opted as required

### **QUORUM**

Meetings will be quorate when the Chair (or alternate Chair) and 50% of the membership are present which includes, for term time meetings, a student representative.

### **FREQUENCY**

Academic Board shall meet at least three times a year.

### **COMMUNICATING WITH**

College Boards Liaison Committee

### **REPORTS FROM**

Destinations Committee

College Boards Liaison Committee

Collegium

Executive Committee

External Examiners

Policy and Compliance Committee (academic)

Research Committee

Teaching, Learning and Enhancement Committee

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
September 2017	To make the Registrar Secretary of AcB and the Executive Assistant and Events Coordinator the Minute Secretary	Academic Board

## **COLLEGE BOARDS LIAISON COMMITTEE (CBLC)**

### **CONTEXT**

The College Boards Liaison Committee (CBLC) is the chief link between Academic Board and TESL Board. Academic Board is autonomous in terms of academic matters within the College and TESL Board is the decision-maker on financial and operational matters. CBLC oversees the co-ordination of the College's strategic plan and of overall institutional risk management. It ensures that there is an effective student engagement structure and that all policies and procedures are reviewed and monitored annually.

### **TERMS OF REFERENCE**

1. To provide a conduit for the flow of information between Academic Board and TESL Board and to ensure questions posed by one body in respect of the other body are dealt with appropriately.
2. To review annually the effectiveness of the College, including academic governance, and to manage a quadrennial review of the academic and management governance structure.
3. To review annual reports received from the key stakeholders including the Student Union and to ensure that accurate and timely information is provided to students, stakeholders and the public about all aspects of College life including academic provision.
4. To review the annual summary reports and the metric data from Academic Board or Senior Management Team, on student performance, student complaints, student and faculty disciplinary cases and academic appeals.

CBLC may establish such committees as it considers necessary to carry out its responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by the committee. Reports (at least annually) from these committees shall be received and considered by CBLC.

### **MEMBERSHIP**

Master (Chair)

Chief Operating Officer (Secretary)

Executive Dean

TESL Board Chair

2 Heads of Faculty

Plus any other members to be co-opted as required

### **FREQUENCY**

Routine meetings are scheduled four times a year.

### **QUORUM**

Meetings will be quorate when the Chair (or alternate Chair) and 50% of the membership are present.

### **REPORTS TO**



Academic Board

TESL Board

**REPORTS FROM**

Academic Board

Executive Committee

TESL Board

Student Union

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
October 2018	Change in membership of the Board – increasing the number of Heads of Faculty.	Academic Board TESL Board

## **FAIR ACCESS AND PARTICIPATION STRATEGY GROUP**

### **CONTEXT**

The Fair Access and Participation Strategy Group (FAPSG) is responsible for overseeing the development and implementation of the College's strategy for fair access and participation. This responsibility is carried out on behalf of Academic Board and Executive Committee. The Group will consider the relevant sections of the UK Quality Code and the conditions of registration for the Office for Students.

### **TERMS OF REFERENCE**

1. To develop, monitor and review:
  - 1.1. The College's Access and Participation Plan, as approved by the Office for Students.
  - 1.2. All metrics relating to the performance of the Access and Participation Plan.
  - 1.3. Other policies and strategies in the areas of fair access and participation, as appropriate ensuring that these remain consistent with each other and enable the College to achieve its objectives in widening participation.
2. To lead on projects for the monitoring and enhancement of the College's widening participation activities.
3. To assess the impact of external trends and internal developments including student funding matters on student recruitment and admissions, including widening participation.

### **MEMBERSHIP**

Executive Dean (Chair)

Head of Quality Assurance (Deputy Chair)

A member of Faculty

A member of NCH Student Union

Academic Services Coordinator

Recruitment and Admissions Adviser

Careers Adviser

Independent member (external specialist)

A member from NU co-opted as required

### **FREQUENCY**

Termly

### **QUORUM**

Meetings will be quorate when the Chair (or Deputy Chair) and 50% of the membership are present which includes the member from NCH Student Union.

**REPORTING TO**

Academic Board

Executive Committee

**ROLLING AGENDA ITEMS**

Access and Participation Plan

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
October 2018	Added to the governance structure	Academic Board TESL Board

## **ASSESSMENT BOARD (AsB)**

### **CONTEXT**

Assessment Board (AsB) will take place in advance of the degree-awarding bodies' Examination Board meetings and the meeting for the NCH Diploma. AsB will consider individual course assessments and identify any anomalous grade ranges or outlying courses or programmes which have low progression rates.

AsB will review Extenuating Circumstances submitted by students which might identify patterns or behaviours where additional support might be required; and to consider any issues regarding assessment results and the assessment process that have been identified by Heads of Faculty, Course Leaders or internal examiners.

AsB is accountable to the degree-awarding bodies' Examination Boards which make the final decisions regarding student progression and awards in accordance with their Memorandum of Agreements and Academic Regulations.

### **TERMS OF REFERENCE**

1. To monitor course and programme performance.
2. To review the individual course assessment data and identify courses with anomalous grade ranges and/or low progression rates, and to explore the rationale for the outlying course(s).
3. To review Extenuating Circumstances submitted by students to make recommendations to the College for further student support, without compromising the confidentiality or revealing the nature of the circumstance.
4. To consider academic misconduct cases and identify any pattern of academic misconduct within the courses.

### **MEMBERSHIP**

Master (Chair)

Registrar (Deputy Chair)

Academic Services Coordinator (Secretary)

Heads of Faculty

Internal examiners

Head of Quality Assurance

### **FREQUENCY**

May: Postgraduate Degrees (Part 1)

June: Undergraduate Degrees

July: Undergraduate Degrees (Resits)

July: NCH Diploma<sup>1</sup>

August: Postgraduate Degrees (Part 1 – resits) September: Postgraduate Degrees (Part 2)

TBA: Postgraduate Degrees (Part 2 – resits)

**QUORUM**

Meetings will be quorate when the Chair (or Deputy Chair) and 50% of the membership are present.

**REPORTS TO**

Academic Board (via the Registrar, after the degree-awarding bodies’ examination boards have met)

**REPORTS FROM**

Internal examiners (verbal)

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
October 2018	Revision of the Diploma Assessment Board membership Update of the Assessment Board Schedule	AcB and TESL Board

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<sup>1</sup> Membership of the NCH Diploma Assessment Board is: Master, Registrar, Diploma Coordinator, Dean of Careers, Diploma Course Leaders, Head of Quality Assurance and Academic Services Coordinator.

## **ACADEMIC PROMOTION PANEL**

### **CONTEXT**

The scope for promotion is by way of academic title. The College is committed to a policy of equal opportunities. In assessing promotion applications, all participants in the process must ensure objective and relevant criteria are used and that there is no discrimination on the grounds of gender, pregnancy and maternity, race, disability, age, religion or political belief, sexual orientation or marital status.

### **TERMS OF REFERENCE**

1. To assess and decide the applicant's request for promotion against the criteria defined in the Academic Promotion Policy and Procedure.

### **MEMBERSHIP**

Master (Chair)

HR and Operations Manager (Secretary)

Registrar

Two Heads of Faculty\*

External member

\*Heads of Faculty not to be related to the applicant's Faculty and as appointed by Master and Registrar

### **FREQUENCY**

The Academic Promotion Panel will meet as required.

### **QUORUM**

Meetings will be quorate when all members are present.

### **REPORTS TO**

None

### **REPORTS FROM**

None

## COLLEGIUM

### CONTEXT

Collegium is the gathering of faculty at the College, full-time, part-time and sessional, plus the Registrar, so that the Master can update on College-wide activities. Collegium is also a forum for faculty to share practices and research activities.

### TERMS OF REFERENCE

1. To iterate points of teaching and Collegiate ethos.
2. To disseminate and discuss the developments and initiatives at the College.
3. To disseminate the outcomes of external reviews and student surveys.
4. To consult on the enhancement activities of the College and to be an open forum for discussion and debate.
5. To share best practice and updates on teaching and learning enhancements within Faculties.
6. To share research activities and opportunities for collaborative research.

### MEMBERSHIP

Master (Chair)

Registrar (Secretary)

All faculty

Plus any other members to be co-opted as required

### QUORUM

Meetings will be quorate when the Chair (or alternative Chair) and 50% of the FTE faculty are present.

### FREQUENCY

Collegium will normally meet at the beginning and end of Michaelmas term, at the end of Hilary term, and at the end of Trinity term.

### REPORTS TO

Academic Board

### REPORTS FROM

None

Date of amendment	Type or summary of amendment	Amendment approved by
June 2017	Minor modification to the terms of committee	Collegium

## **TEACHING, LEARNING AND ENHANCEMENT COMMITTEE (TLEC)**

### **CONTEXT**

The Teaching, Learning and Enhancement Committee (TLEC) reports to Academic Board and has the responsibility to enhance the teaching, learning and assessment for all of the programmes delivered at the College. It has the responsibility of overseeing the programmes and ensuring coherence across the various programmes.

TLEC maintains an overview of the curriculum content, structure, organisation, assessment, learning resources and delivery of all programmes. TLEC is responsible to ensure each Faculty monitors the scrutiny of their examination papers, coursework assessment briefs and practical assessment questions prior to the approval of the degree-awarding bodies' Link Tutors and External Examiners (where appropriate) and publication to the students.

TLEC has the responsibility of ensuring all programmes are reviewed and enhanced on a regular basis, using appropriate student, faculty and external expertise consultation.

### **TERMS OF REFERENCE**

1. To ensure robust academic quality standards of the undergraduate and postgraduate programmes, including the delivery and assessment of the programmes.
2. To ensure a high-quality student experience.
3. To review and enhance the curriculum, delivery and assessment of the programmes, ensuring the application of appropriate pedagogical approaches and the continuity of programme content where possible.
4. To ensure that career development and employability is embedded within the curriculum.
5. To propose to Academic Board any changes to the programme(s) for final approval.
6. To ensure high-quality feedback is given to the students, in line with the College's Feedback Policy.
7. To ensure each Faculty monitors the scrutiny of their examination papers, coursework assessment briefs and practical assessment questions prior to the approval of the degree-awarding bodies' Link Tutors and External Examiners (where appropriate) and publication to the students.
8. To review and propose External Examiner nominations to Academic Board, prior to final approval by the relevant degree-awarding body.

### **MEMBERSHIP**

Registrar (Chair)

Head of Quality Assurance (Secretary)

A member of each Faculty (to be nominated)

Academic Operations Officer



Academic Services Coordinator

NCH Diploma Coordinator

PPE/PPH Coordinator

Quality Manager (Minute Secretary)

Student Wellbeing Coordinator

Student Representative(s) [one undergraduate and one postgraduate representative per major subject]

TLEC may establish working groups as considered necessary to carry out its responsibilities. The number of members of any such working groups and the terms on which they hold and vacate office shall be determined by TLEC. Reports from these working groups shall be received and considered at TLEC meetings.

### **QUORUM**

Meetings will be quorate when the Chair (or alternative Chair) and 50% of the membership are present, including at least three student representatives for term-time meetings.

### **FREQUENCY**

TLEC will meet, at least, on a termly basis.

### **REPORTS TO**

Academic Board

### **REPORTS FROM**

Each Faculty Meeting

NCH Diploma Team Meeting

### **ROLLING AGENDA ITEMS**

Minutes from the reporting Team meetings

Annual Programme Monitoring Report Action Plan for each Faculty

Faculty reports on assessment scrutiny

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
September 2017	To include the new post 'Quality Manager' to the membership of TLEC and made that post the Minute Secretary for the Committee	TLEC
February 2018	To delete #8: To support Course Leaders in the preparation of formative	AcB

	and summative assessments.	
February 2018	To delete #9: To keep summative assessment results under review, looking for irregularities or trends within particular assessments.	AcB
	Revised # 7 and new # 9	AcB
October 2018	Revised ToR #8 to remove reference to admissions and recruitment	AcB and TESL Board

## **FACULTY**

### **CONTEXT**

The various Faculties are responsible for maintaining and promoting excellence in their respective academic disciplines within the College. Each supports its Head of Faculty in the development of plans to ensure that relevant knowledge and skills are state of the art, and in the creation and effective management of the undergraduate and postgraduate programmes specific to their subject. Each Faculty inputs to Academic Board (AcB), via its Head, on matters of strategy, and is responsible to the Teaching, Learning and Enhancement Committee (TLEC) for overseeing the management of the day-to-day academic quality and standards of these programmes. Each Faculty also ensures effective engagement with students on programme-related matters and with other Faculties on matters of common interest in teaching and research.

### **TERMS OF REFERENCE**

1. To ensure that programmes are operating in accordance with the degree-awarding bodies' academic policies and regulatory frameworks, modified where appropriate (with Academic Board ratification and degree-awarding bodies' approval) to suit the specific needs of the programmes.
2. To serve as a channel of communication between faculty and students relating to the operation of the programmes.
3. To develop aims and objectives of the programmes.
4. To ensure a robust academic quality, standards and student learning experience by considering the on-going development, curriculum, design and delivery of the programmes, including research activities of the Faculty.
5. To propose enhancement to the curriculum, teaching, delivery, assessment and feedback for the programmes to TLEC.
6. To initiate and discuss institutional research collaborations and funding and report directly to the Research Committee.
7. Annual Programme Monitoring:
  - 7.1. To generate the Annual Programme Monitoring Report for scrutiny by TLEC and approval by Academic Board.
  - 7.2. To update the action plan as issues arise during the year, including those from the Student:Staff Liaison Committee (SSLC).
  - 7.3. To track progress of all action points as a standing item.
  - 7.4. To ensure effective communication on action outcomes with the student body.
8. To consider all student feedback on the programmes arising from the SSLC, surveys, and focus groups, and to ensure that appropriate actions are recorded and enacted.

9. To keep under review the student profile of the programmes, including retention and progression.
10. To respond to TLEC requests for input to consultations on academic policy and regulation.
11. To propose External Examiner nominations to TLEC for scrutiny and Academic Board for approval.
12. To consider External Examiner Reports and to provide draft responses to TLEC for scrutiny and Academic Board for approval.
13. Inter-faculty subcommittees will be set up where programmes are delivered across faculties, for example Philosophy, Politics and Economics. Minutes of the subcommittees will be circulated to all relevant Faculties.
  - 13.1. For programmes that are being delivered, the inter-faculty subcommittee should meet twice a term, with academic representatives from each related Faculty.
  - 13.2. Where student feedback, which relates to the inter-faculty programmes, is received at Faculty meetings, this feedback should be tabled and actioned at the relevant inter-faculty subcommittee.
  - 13.3. Where inter-faculty subcommittees are set up for the development of new programmes, they will meet on an 'as required' basis, with the minutes of these meetings being circulated to the relevant Faculty.

The Head of Faculty may establish such committees as they consider necessary to carry out their Faculty's responsibilities. The number of members of any such committee and the terms on which they hold and vacate office shall be determined by the Head of Faculty. Reports from these committees shall be received and considered at Faculty meetings.

#### **MEMBERSHIP**

Head of Faculty (Chair)[or nominee]

Faculty

Student Representatives

Office for Academic Affairs representative may be present during the Faculty meeting, with advanced permission of the Chair.

#### **QUORUM**

Meetings will be quorate when the Chair and 50% of the membership are present, including at least one student representative for term-time meetings.

#### **FREQUENCY**

Each Faculty will meet, at least, once per term or more frequently if required.

#### **REPORTS TO**

Teaching, Learning and Enhancement Committee

Inter-faculty subcommittee(s)

**REPORTS FROM**

Student:Staff Liaison Committee

Inter-faculty subcommittee(s)

**ROLLING AGENDA ITEMS**

Action plan from the Annual Programme Monitoring Report

Student feedback

Faculty research activities

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
October 2018	Revision of the Context paragraph and inclusion of research element of faculty and reporting to the Research Committee	AcB and TESL Board

## **NCH DIPLOMA TEAM**

### **CONTEXT**

The NCH Diploma Team is responsible to the Teaching, Learning and Enhancement Committee (TLEC) for overseeing the management of the day-to-day academic quality and standards of the Core Curriculum and LAUNCH courses. The NCH Diploma Team also ensures effective engagement with students on diploma-related matters.

### **TERMS OF REFERENCE**

1. To serve as a channel of communication between faculty and students relating to the operation of the Diploma.
2. To develop aims and objectives of the Diploma and ongoing curriculum development, content and delivery.
3. To ensure a robust academic quality, standards and student learning experience by considering the on-going development, curriculum, design and delivery of the Diploma.
4. To propose enhancement to the curriculum, teaching, delivery, assessment and feedback for the programme to TLEC.
5. Annual Programme Monitoring:
  - 5.1. To generate the Annual Programme Monitoring Report for approval by TLEC and Academic Board.
  - 5.2. To update the action plan as issues arise during the year, including those from the Student:Staff Liaison Committee (SSLC).
  - 5.3. To track progress of all action points as a standing item.
  - 5.4. To ensure effective communication on action outcomes with the student body.
6. To consider all student feedback on the Diploma arising through the SSLC, surveys, and focus groups, and to ensure that appropriate actions are recorded and enacted.
7. To respond to TLEC requests for input to consultations on academic policy and regulation.

### **MEMBERSHIP**

NCH Diploma Coordinator (Chair)

Critical Reasoning Course Leader

Scientific Literacy Course Leader

Applied Ethics Course Leader

Dean of Careers

Student Representatives (one per year group)

### **QUORUM**

Meetings will be quorate when the Chair and 50% of the membership are present, including at least one student representative for term-time meetings.

**FREQUENCY**

The NCH Diploma Team will meet, at least, once per term or more frequently if required.

**REPORTS TO**

Teaching, Learning and Enhancement Committee

**REPORTS FROM**

Student:Staff Liaison Committee

**ROLLING AGENDA ITEMS**

Action plan from the Annual Programme Monitoring Report

Student feedback

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
October 2018	Amendment in the membership of the Committee and the removal of the Enrichment Course Leaders (as now students taking Enrichment will audit minor degree courses)	AcB and TESL Board

## **STUDENT:STAFF LIAISON COMMITTEE (SSLC)**

### **CONTEXT**

The aim of the Student:Staff Liaison Committee (SSLC) is to provide a forum for students to provide feedback and evaluation that will lead to an enhancement of the student experience once resultant actions are implemented.

Student Representatives are the main port of communication between the student body and the College. SSLC is an opportunity for students to identify good practice within the teaching, learning and assessment of programmes as well as areas that they consider in need of review.

### **TERMS OF REFERENCE**

1. To provide the main formal venue for the student body to provide feedback on a range of issues related to the operation of the programmes.
2. To provide the student body with outcomes of the feedback provided and what enhancement of the provision or services of the College has been made as a result of their feedback.
3. To act as a conduit to Faculties for recommendations and/or suggestions, should they arise.
4. To provide a venue for student consultation on the development of policies, procedures, and proposals to enhance the delivery and assessment of the programmes.

### **MEMBERSHIP**

Master (Chair)

Academic Services Coordinator (Secretary)

Student Representatives for each undergraduate major degree subject

Student Representative for NCH Diploma (undergraduate only)

Student Representative for each postgraduate degree subject

### **QUORUM**

Meetings will be quorate when the Chair and 50% of the student representatives are present.

### **FREQUENCY**

SSLC will normally meet once per term, with one meeting held per year group. Separate meetings will be held for postgraduate students.

### **REPORTS TO**

Faculty Meetings

### **REPORTS FROM**

None



<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
October 2018	Revision membership in light of the change to the delivery of Enrichment Courses	AcB and TESL Board

## **POLICY AND COMPLIANCE COMMITTEE (PCC)**

### **CONTEXT**

The Policy and Compliance Committee (PCC) reports to Academic Board (on academic matters) or the Senior Management Team (on non-academic matters) for evaluating the effectiveness of the College's policies and regulations, and the quality assurance framework. It is also responsible for monitoring the expectations of the College's external stakeholders and ensuring the College's current practices are in-line with those expectations. It is responsible for the management of the core regulatory and compliance documentation of the College.

### **TERMS OF REFERENCE**

1. To oversee a programme of audits to evaluate the design and implementation of academic regulations, policies and procedures within the Academic Quality Framework (AQF), and to monitor the implementation of any recommendations.
2. To keep under regular review the alignment of academic regulations, policies and procedures within the AQF to the UK Quality Code, other relevant external reference points and good practice.
3. To oversee a programme of audits to evaluate the design and implementation of all institutional policies, procedures and regulations for the operation of the College.
4. To keep under regular review the alignment of institutional regulations, policies and procedures to relevant external reference points and good practice.
5. To consider proposals for, amendments to, exemptions from and creation of new regulations, guidance, policies and procedures in line with external reference points.
6. To ensure that a complete list of external stakeholders is updated with appropriate contact details and reference points.
7. To ensure that the College is up to date with changes of policy or practice of external stakeholders.
8. To ensure that the College takes appropriate action when changes, if any, are acted upon, and that information is distributed to the appropriate College personnel.

### **MEMBERSHIP**

Chief Operating Officer (Chair)

Executive Assistant & Events Coordinator (Secretary)

Academic Operations Officer and Prevent Officer

Academic Representative (one)

Executive Dean

Head of Admissions

Head of Quality Assurance

HR & Operations Manager

Master

Prevent Officer

Registrar

Additional members may be co-opted as appropriate

### **QUORUM**

Meetings will be quorate when the Chair (or alternative Chair) and the Secretary are present. Substitutes are permitted with permission of the Chair.

### **FREQUENCY**

Routine meetings are scheduled four times a year.

### **REPORTS TO**

Academic Board

Senior Management Team

### **REPORTS FROM**

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
June 2017	Removal of the Dean of Careers from the membership	Policy and Compliance Committee
October 2018	Inclusion of the Prevent Officer to the membership of the Committee	Academic Board and TESL Board

## **PREVENT DUTY REVIEW GROUP**

### **CONTEXT**

The Prevent Duty Review Group (PDRG) is responsible for overseeing the Prevent Duty at the College.

### **TERMS OF REFERENCE**

1. To be responsible for the design, operation and implementation of effective and efficient Prevent policies and related procedures, in compliance with the Counter-Terrorism and Security Act 2015 and related appointed monitoring bodies.
2. To review all new prevent related legislation and frameworks and ensure the College meets or exceeds all requirements.
3. To create, implement, monitor and review the prevent risk assessment action plan and make recommendations on actions to be taken.
4. To consider and respond to the concerns of students and staff about issues influencing Prevent within the College.
5. To act as the focus of a communication network for the conveyance and distribution of findings, information, policies and procedures relevant to the promotion and implantation of best practice prevent systems within the College, in compliance with current legislative guidelines.

### **MEMBERSHIP**

Prevent Lead (Chair)

Prevent Deputy Lead (Secretary)

Facilities Coordinator

Student Wellbeing Coordinator

NCHSU Welfare and Diversity Officer

Faculty Representative from the Health and Safety Committee

### **QUORUM**

Meetings will be quorate when the chair and four other members are present.

### **FREQUENCY**

PDRG will meet at least three times a year.

### **REPORTS TO**

Policy and Compliance Committee

### **REPORTS FROM**

PDC does not receive any direct reports from sub-committees, but may request that working parties be set up to address certain issues as appropriate.

## **DESTINATIONS COMMITTEE**

### **CONTEXT**

The Destinations Committee reports to Academic Board and has responsibility to ensure the provision of a first class careers service for undergraduate and postgraduate students. This includes aligning the work of the dedicated careers department with the support provided by the Faculties and which focuses on subject specific destinations.

### **TERMS OF REFERENCE**

1. To ensure robust careers guidance standards.
2. To ensure an effective employer outreach programme.
3. To maintain excellent understanding of best practice from the HE sector and employers.
4. To deliver a consistently high quality careers experience across the College.
5. To develop and monitor the Careers Strategy.
6. To make sure that careers content on LAUNCH is accurate and up-to-date.
7. To discuss and respond to student feedback relating to careers guidance.
8. To ensure that the careers department is adequately resourced and performs to a high standard.

### **MEMBERSHIP**

Dean of Careers (Chair)

Executive Assistant and Events Coordinator (Secretary)

Executive Dean

A Head of Faculty

A Senior Tutor

Careers Adviser

An undergraduate student representative

### **QUORUM**

Meetings will be quorate when the Chair (or alternative Chair) and 50% of the membership are present.

### **FREQUENCY**

The Destinations Committee will meet, at least, twice a year.

### **REPORTS TO**

Academic Board

### **REPORTS FROM**

None

**ROLLING AGENDA ITEMS**

None

## **RESEARCH COMMITTEE**

### **CONTEXT**

The Research Committee includes undergraduate and postgraduate research that is undertaken as part of programmes delivered by the College or on behalf of the College.

It is active in the development of research and scholarly activities within the College, supporting faculty to underpin the teaching of the programmes with current research.

It is also responsible for developing and engaging in collaborative research with appropriate external bodies and disseminating the research to a wider audience (specialist and non-specialist). The Research Committee also supports the securing of external grants and allocating internal research related resources.

### **TERMS OF REFERENCE**

1. To explore and develop collaborative links with other research institutions at home and abroad, and to support other research initiatives.
2. To foster and encourage the development of a research ethos within the College for students, faculty and professional staff.
3. To identify potential sources of external funding for research projects and to help facilitate grant applications.
4. To encourage and facilitate the dissemination of research findings either through presentation at national and international conferences, or by publication in peer-reviewed journals.
5. To consider research proposals for experiments, trials, investigations and procedures to allow, refer or disallow such proposals, taking into account the ethical implications and degree of risk to researchers and participants in experiments, trials, and investigations.
6. To generate the Annual Research Report and ensure its distribution.

### **MEMBERSHIP**

Research Officer (Chair)

Faculty Research Tutor (one from each Faculty)

Note: The Secretary will be one Faculty Research Tutor.

### **QUORUM**

Meetings will be quorate when the Chair (or alternative Chair) and 50% of the membership are present. Substitutes are permitted with permission of the Chair.

### **FREQUENCY**

The Research Committee will normally meet on a termly basis.

### **REPORTS TO**

Academic Board (annually).

## **EXECUTIVE COMMITTEE**

### **CONTEXT**

The Executive Committee (ExCo) ensures there is effective leadership and management of all the activities undertaken by the College and provides a link between the Tertiary Education Services Ltd (TESL) Board and the Senior Management Team (SMT). It ensures that the strategic priorities as outlined in the NCH Strategic Plan are being met through the operational execution of Academic Board and the SMT.

ExCo supplies TESL Board with reports, draft budgets and accounts, key performance indicators, information on capital investments, and reports on risk management.

### **TERMS OF REFERENCE**

1. To act collectively in ensuring the effective leadership of the College.
2. To advise TESL Board on the key operational and strategic issues facing the College.
3. To approve the principles, methods and practice for allocating resources.
4. To receive quarterly reports on the financial activities of the College.
5. To oversee the strategic planning process and agree the NCH Strategic Plan to be recommended to TESL Board.
6. To recommend to TESL Board annual specific strategic priorities within the context of the NCH Strategic Plan.
7. To review periodically the Risk Register to ensure that key risks are appropriately managed.
8. To review scholarship and bursary applications and agree amounts awarded to prospective students and current students.\*

### **MEMBERSHIP**

Chair of TESL Board (Chair)

Master

Chief Operating Officer (Secretary)

Executive Dean

Executive Director

\*Professional staff will be co-opted to attend the scholarship and bursary meetings as required.

### **QUORUM**

ExCo will be quorate when the Chair (or alternate Chair, as agreed by the Chair) and at least two other members are present.

### **FREQUENCY OF MEETINGS**

ExCo will meet on a fortnightly basis.

### **REPORTS TO**



TESL Board

**REPORTS FROM**

Academic Board (Master's Report)

Senior Management Team

**ROLLING AGENDA ITEMS**

Report from Academic Board (Master)

Report from Senior Management Team

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
October 2017	To make explicit the role of ExCo in the awarding of scholarships and bursaries	Executive Committee

## **AUDIT COMMITTEE**

### **CONTEXT**

By resolution of the TESL Board of Directors (TESL Board), it has been agreed to establish a committee of the Board, to be called the Audit Committee, to review the audit policy, internal procedures and assurances on the use of public funds on behalf of the TESL Board including the recommendation on auditors presented to the Annual General Meeting.

### **MEMBERSHIP**

The Chair and members of the Committee shall be appointed by the Board. The Committee shall be made up of at least three members.

Only members of the Committee have the right to attend Committee meetings. However, other individuals such as external advisers may be invited to attend for all or part of any meeting as and when appropriate, but shall not be members.

Unless the Board resolves otherwise, appointments to the Committee shall be for the term of the director's appointment to the Board.

In the absence of the Committee Chair and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting.

### **QUORUM**

The quorum necessary for the transaction of business shall be two members. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

### **FREQUENCY**

The Committee shall meet at least once a year.

### **ANNUAL GENERAL MEETING**

The Chair of the Committee shall attend the Annual General Meeting ('AGM') prepared to respond to any shareholder questions on the Committee's activities.

### **DUTIES**

The responsibilities of the Committee shall be:

1. External audit
  - 1.1. To assess annually the qualification, expertise and resources, and independence of the external auditor, taking account of relevant Ethical Standards.
  - 1.2. To assess annually the effectiveness of the audit process.
  - 1.3. To review with ExCo the audit fee and audit engagement letter and to ensure that the provision of non-audit services does not impair the external auditor's independence or objectivity.
  - 1.4. To make appropriate recommendations, if considered necessary, to the AGM regarding the continuation of the external auditor, to oversee the selection

process for new auditors and, if an auditor resigns, to investigate the issues leading to this and decide whether any action is required.

1.5. To review the external auditor’s management letter and ExCo’s response.

2. Risk management

2.1. To receive reports from management which enable the Committee to assess the risks involved in the company’s business and to consider the principal risks identified by management and how they are controlled and monitored.

2.2. To review the company’s arrangements for regulatory compliance and consider any material findings from any issues that arise.

3. Public Funds

3.1. an annual opinion on the adequacy and effectiveness of internal control arrangements and also to ensure that any public funds are used for purpose and for securing value for money

**REPORTING RESPONSIBILITIES**

The Committee Chair shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

**OTHER**

The Committee shall, at least once a year, review its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

**AUTHORITY**

The Committee is authorised by the Board to seek any information it requires from any employee of the Company in order to perform its duties.

In connection with its duties the Committee is authorised by the Board to obtain, at the Company’s reasonable expense, any outside legal or accounting advice if it considers this necessary.

The Committee shall have full authority to commission, at the Company’s reasonable expense, any reports which it deems necessary to help fulfil its obligations.

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
October 2018	Revision of the ToR to ensure public funds monitoring is explicit	AcB and TESL Board

## **ALUMNI COMMITTEE**

### **CONTEXT**

The Alumni Committee is responsible for overseeing the management of the alumni community of the College for the benefit of the College. The College is a community that will provide pleasure, intellectual stimulation and utility over a lifetime and values keeping a connection with its alumni. Alumni can also assist their College through participation in careers related activities, recruitment events and giving to the development trust.

### **TERMS OF REFERENCE**

1. To develop, agree and review the strategy for the alumni.
2. To develop, agree and organise a programme of events.
3. To ensure that appropriate resourcing and support is available.
4. To monitor the College's alumni activity and performance of alumni events.
5. To act as a conduit back to the College any feedback or ideas from alumni.

### **MEMBERSHIP**

Dean of Careers (Chair)

Executive Assistant and Events Coordinator (Secretary)

Executive Dean

Director of Marketing

An Alumnus/Alumna of the College

Plus any other members to be co-opted as required

### **QUORUM**

Meetings will be quorate when the Chair (or alternative Chair) and 50% of the membership are present.

### **FREQUENCY**

The Alumni Committee will meet, at least, twice a year.

### **REPORTS TO**

Executive Committee

### **REPORTS FROM**

None

### **ROLLING AGENDA ITEMS**

None

## **SENIOR MANAGEMENT TEAM (SMT)**

### **CONTEXT**

The Senior Management Team (SMT) ensures there is effective leadership, management and coordination of all academic administrative services, marketing, recruitment and support activities undertaken by the College. SMT is responsible for developing detailed operational plans and supporting strategies to deliver the NCH Strategic Plan.

SMT takes key decisions and ensures that the College operates efficiently and effectively. It supplies the Executive Committee and its committees with reports, draft budgets and accounts, key performance indicators, operational updates, information on capital investments, and reports on risk management.

### **TERMS OF REFERENCE**

1. To act collectively in ensuring the effective management of the College.
2. To advise the Chief Operating Officer (COO) on operational issues facing the College.
3. To ensure effective communication with Academic Board.
4. To oversee the annual operational planning cycle, consider the operational plans for the key areas of the College, and ensure that academic, financial and physical planning are properly integrated.
5. To advise the COO on policies and procedures required to ensure the development of the College.
6. To monitor the performance of the College against a range of performance indicators and, where necessary, take corrective action.
7. To ensure that the College responds in a timely manner to emerging threats and takes advantage of new opportunities.
8. To review periodically the operational risks to ensure that key risks are appropriately managed.

### **MEMBERSHIP**

Chief Operating Officer (Chair)HR and Operations Manager (Secretary)

Director of Marketing

Executive Dean

Finance Controller

Head of Quality Assurance

Registrar

### **QUORUM**

SMT will be quorate when the Chair (or alternate Chair, as agreed by the Chair) and at least three other members are present.

### **FREQUENCY OF MEETINGS**

The SMT meets monthly.

**REPORTS TO**

Executive Committee

**REPORTS FROM**

Academic Board (verbal report from Registrar)

Health and Safety Committee

Policy and Compliance Committee (non-academic policies)

Recruitment and Marketing Committee

Remuneration Committee (staff)

Resource Allocation Group

<b>Date of amendment</b>	<b>Type or summary of amendment</b>	<b>Amendment approved by</b>
December 2017	To clarify the role of the Senior Management Team of the decision-making procedures of the College.	Executive Committee
September 2018	To include the Head of Quality Assurance in the membership of SMT	Executive Committee

## **REMUNERATION COMMITTEE (EXCO)**

(for Executive Committee)

### **CONTEXT**

By resolution of the Tertiary Education Services Ltd Board of Directors (TESL Board), it has been agreed to establish a committee of the Board, to be called the Remuneration Committee, to determine and apply policy on behalf of the Board to remuneration and benefits, and to ensure compliance with best practice in the UK (including reporting to shareholders).

### **MEMBERSHIP**

The Chair and members of the Committee shall be appointed by the Board. The Committee shall be made up of at least three members, all of whom are non-executive directors and are, to the extent practicable, independent.

Only members of the Committee have the right to attend Committee meetings. However, other individuals such as external advisers may be invited to attend for all or part of any meeting as and when appropriate, but shall not be members.

Unless the Board resolves otherwise, appointments to the Committee shall be for the term of the director's appointment to the Board.

In the absence of the Committee Chair and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting. The Chair of the Board shall not be Chair of the Committee unless they are also a non-executive director.

### **QUORUM**

The quorum necessary for the transaction of business shall be two members. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

### **FREQUENCY**

The Committee shall meet at least twice a year.

### **ANNUAL GENERAL MEETING**

The Chair of the Committee shall attend the Annual General Meeting ('AGM') prepared to respond to any shareholder questions on the Committee's activities.

### **DUTIES**

In this document, 'Senior Managers' means the Master, other executive directors, executive directors of subsidiaries, any Group employee whose basic salary or on-target earnings exceeds £100,000 (or the foreign currency equivalent), other individuals where the effect may be to limit the discretion of the Committee in determining terms for any other Senior Manager, and such other employees as the Board designates.

The Committee shall:

1. Determine and agree with the Board the framework or broad policy for the remuneration of Senior Managers. No director or manager shall be involved in any decisions as to their own remuneration.
2. In determining such policy, take into account all factors which it deems necessary. The objective of such policy shall be to ensure that members of the executive management of the Company are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the Company.
3. Review the ongoing appropriateness and relevance of the compensation policy.
4. Approve the design of, and determine targets for, any performance related pay schemes operated by the Company and approve the total annual payments made under such schemes.
5. Oversee the policy and review the design and management of all share incentive plans for approval by the Board and shareholders. For any such plans, determine each year whether awards will be made, and if so, the overall amount of such awards, the individual awards and the performance targets to be used.
6. Determine the policy for, and scope of, pension arrangements for each Senior Manager and Group employee.
7. Ensure that contractual terms on termination, and any payments made, are fair to the individual and the Company, that failure is not rewarded and that the duty to mitigate loss is fully recognised.
8. Within the terms of the agreed policy and in consultation with the Chair, determine the total individual compensation package of each Senior Manager including bonuses; incentives; payments and share options or other share awards; and other benefits, compensation payments and conditions of employment.
9. Review and note annually the compensation trends across the Company or its group.
10. Oversee any major changes in employee benefits structures throughout the Company or its group.
11. Agree the policy for authorising claims for expenses from the Chief Operating Officer, Executive Dean, Master and Chair.
12. Be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any compensation consultants who advise the Committee.
13. Where appropriate, obtain reliable, up-to-date information about compensation in other companies.



14. Consider other matters referred to the Committee by the Board regarding the remuneration or terms of employment of each executive director and other members of the executive management.

### **REPORTING RESPONSIBILITIES**

The Committee Chair shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

If required to do so by law or accounting standards, the Committee shall produce an annual report of the Company's compensation policy and practices which will form part of the Company's Annual Report and ensure each year that it is put to shareholders for approval at the AGM.

### **OTHER**

The Committee shall, at least once a year, review its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

### **AUTHORITY**

The Committee is authorised by the Board to seek any information it requires from any employee of the Company in order to perform its duties.

In connection with its duties the Committee is authorised by the Board to obtain, at the Company's reasonable expense, any outside legal or other professional advice, including the advice of independent compensation consultants, to secure the attendance of external advisers at its meetings if it considers this necessary and to obtain reliable and up to date information about compensation in other companies.

The Committee shall have full authority to commission, at the Company's reasonable expense, any reports or surveys which it deems necessary to help fulfil its obligations.

## **REMUNERATION COMMITTEE (STAFF)**

### **CONTEXT**

The Remuneration Committee for Staff is advisory to the Executive Committee (ExCo), and acts to review and agree the remuneration policy and practice for the College.

### **TERMS OF REFERENCE**

1. To determine the policy for total remuneration and benefits, including any bonus payments, for all staff within the College except for those covered by the RemCo (ExCo).
2. To agree on individual salary levels, increments or financial recognition in relation to new roles, job change or personal development.
3. To ensure that payroll costs are managed within available resources.
4. To agree on the sponsorship of external qualifications in the year ahead, according to the needs of the College.

### **AUTHORITY**

The Committee has authority to:

- Set the remuneration for the organisation as a whole, other than members of ExCo and the Senior Management Team, within budgets set by the Tertiary Education Services Limited Board.
- Select internal and/or external benchmarks or systems to inform the correct setting of remuneration, benefits and performance pay, and to obtain relevant external advice if it considers this necessary.

### **MEMBERSHIP**

Master (Chair)

HR & Operations Manager (Secretary)

Chief Operating Officer

Executive Dean

### **QUORUM**

Meetings will be quorate when all members are present.

### **FREQUENCY**

There is one meeting each year in September/October. Further meetings may be arranged as required.

### **CONSULTS WITH**

Senior Management Team

### **REPORTS TO**

Executive Committee

## **HEALTH & SAFETY COMMITTEE (HSC)**

### **CONTEXT**

The Health & Safety Committee (HSC) is responsible for overseeing health and safety matters at the College.

### **TERMS OF REFERENCE**

1. To be responsible for the design, operation and implementation of effective and efficient health and safety systems congruent with the needs of the College, in compliance with current UK health and safety legislation.
2. To monitor existing, and keep abreast of changing, health and safety related legislation and ensure procedures are in place to meet or exceed the requirements.
3. To review accident and incident logs, annual fire risk assessments and other reports, and actions taken. To make recommendations for mitigating risks going forward and ensuring safety of the members of the College and premises..
4. To review all health and safety related policies and procedures, and to recommend any changes to policies and procedures to the Senior Management Team.
5. To consider and respond to the concerns of students and staff about issues influencing health and safety, and facilities within the College, and to make recommendations for improvements to facilities.
6. To consider the environmental impact of the College operations and make appropriate recommendations to achieve an environmentally friendly College.
7. To act as the focus of a communication network for the conveyance and distribution of findings, information, policies and procedures relevant to the promotion and implementation of best practice health and safety systems within the College, in compliance with current legislative guidelines.

### **MEMBERSHIP**

HR and Operations Manager (Chair)

Facilities Coordinator (Secretary)

Student Union Representative

Academic Representative

Additional members may be co-opted as appropriate. All staff should be given the opportunity to be co-opted onto the Committee.

### **QUORUM**

Meetings will be quorate when all members are present.

**FREQUENCY**

HSC will meet twice annually.

**REPORTS TO**

Senior Management Team

**REPORTS FROM**

HSC does not receive any direct reports from sub-committees, but may request that working parties be set up to address certain issues as appropriate.

## **RECRUITMENT AND MARKETING TEAM (RMT)**

### **CONTEXT**

The Recruitment and Marketing Team (RMT) is responsible for overseeing the marketing, PR, internal communications, recruitment and admissions at the College.

### **TERMS OF REFERENCE**

1. To develop, review and revise the College's undergraduate and postgraduate recruitment strategies including:
  - 1.1. Digital/electronic marketing
  - 1.2. Prospective student engagement
  - 1.3. Applications processing
  - 1.4. Awareness raising campaigns
  - 1.5. Affiliation marketing/advertising
  - 1.6. Events and activities (open and visiting days)
  - 1.7. Social media
  - 1.8. Clearing and confirmation
  - 1.9. Schools/colleges liaison (UK, EU & International)
  - 1.10. Responses to UCAS-driven initiatives
  - 1.11. Publications
  - 1.12. Internal marketing and communications
  - 1.13. Widening participation and social inclusion.
2. To monitor success against targets set in these strategies.
3. To develop, approve and review policies and procedures to control practices in each of the core areas above.
4. To help to articulate and communicate the College's core values and visual identity.
5. To ensure consistency in and compliance with the College's visual identity, and to present a strong sense of identity and excellence across all undergraduate and postgraduate recruitment activities.
6. To develop an evidence-based approach to promotional work and responsible recruitment.
7. To identify new methods and media for presenting the College's programmes, thus broadening the awareness and knowledge of the College's portfolio.
8. To monitor the performance of the College's widening participation, and to advise on related targets.

9. To establish and disseminate good practice in recruitment, admissions, marketing and widening access activities.

#### **MEMBERSHIP**

Executive Dean (Chair)

Director of Marketing

Marketing Manager

Head of UK and European Recruitment

Head of International Recruitment

Senior Recruitment and Admissions Adviser

Recruitment and Admissions Adviser

Recruitment and Admissions Assistant

Head of Admissions

Executive Assistant and Events Coordinator (Secretary)

Meetings are recorded for members of the team who are off-site at the time of meetings.

#### **QUORUM**

Meetings will be quorate when all members, who are on site, are present.

#### **FREQUENCY**

RMT will meet fortnightly.

#### **REPORTS TO**

Senior Management Team

#### **REPORTS FROM**

RMT does not receive any direct reports from sub-committees, but may request that working parties be set up to address certain issues as appropriate.

## **RESOURCE ALLOCATION GROUP (RAG)**

### **CONTEXT**

The Resource Allocation Group (RAG) is responsible for making recommendations to the Executive Committee which aim to:

- achieve effective, evidence-based decisions about the College's strategic and operational priorities;
- make staff more aware of the costs of the services that the College provides and receives, and the potential for savings;
- measure and manage performance;
- ensure financial sustainability.

### **TERMS OF REFERENCE**

To make recommendations on:

1. the allocation of operating expenditure to the income targets as proposed by Exco that will form part of the budgeting process of TESL Board e;
2. the allocation of capital expenditure based on strategic priorities and the affordability determined by the College's financial plans and strategy;

### **MEMBERSHIP**

Chief Operating Officer (Chair)

HR & Operations Manager (Secretary)

Executive Dean

Financial Controller

Head of Faculty

Master

Registrar

### **QUORUM**

Meetings will be quorate when the Chair and 50% of the membership are present.

### **FREQUENCY**

RAG will meet two times per year.

### **REPORTS TO**

Executive Committee

## **STUDENT AND ACADEMIC SERVICES TEAM (SAST)**

### **CONTEXT**

The Student and Academic Services Team (SAST) is responsible for the development and delivery of the College's academic administrative services to enhance teaching and learning and the student experience, working in collaboration with students, academic and professional support staff, the Senior Management Team, and the Student Union.

### **TERMS OF REFERENCE**

1. To develop aspects of student life that can enhance students' learning and capability.
2. To provide and enhance the support students need to deal with aspects of student life which can inhibit learning.
3. To monitor and develop the administrative underpinning for the student journey, from induction, through assessment and progression, to graduation.
4. To provide support and advice to academics to enable them to undertake their responsibilities effectively and efficiently.
5. To ensure the College is compliant with its regulatory duties by submitting returns to HEFCE and HESA and other regulatory bodies and their successors.

### **MEMBERSHIP**

Registrar (Chair and Secretary)

Academic Operations Officer

Academic Services Coordinator

Student Wellbeing Coordinator

### **QUORUM**

The meeting will be quorate when the Chair and two other members are present.

### **FREQUENCY OF MEETINGS**

The SAST will meet once a month.

### **REPORTS TO**

Senior Management Team

### **REPORTS FROM**

The SAST does not receive any direct reports from sub-committees, but may request that working parties be set up to address certain issues as appropriate.



Title	NCH Governance Structure	Author	Head of Quality Assurance
Location	NCH Academic Handbook	Approved by	Academic Board (17.10.18) TESL Board (28.11.18)
Version	2.0	Last updated	November 2018
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