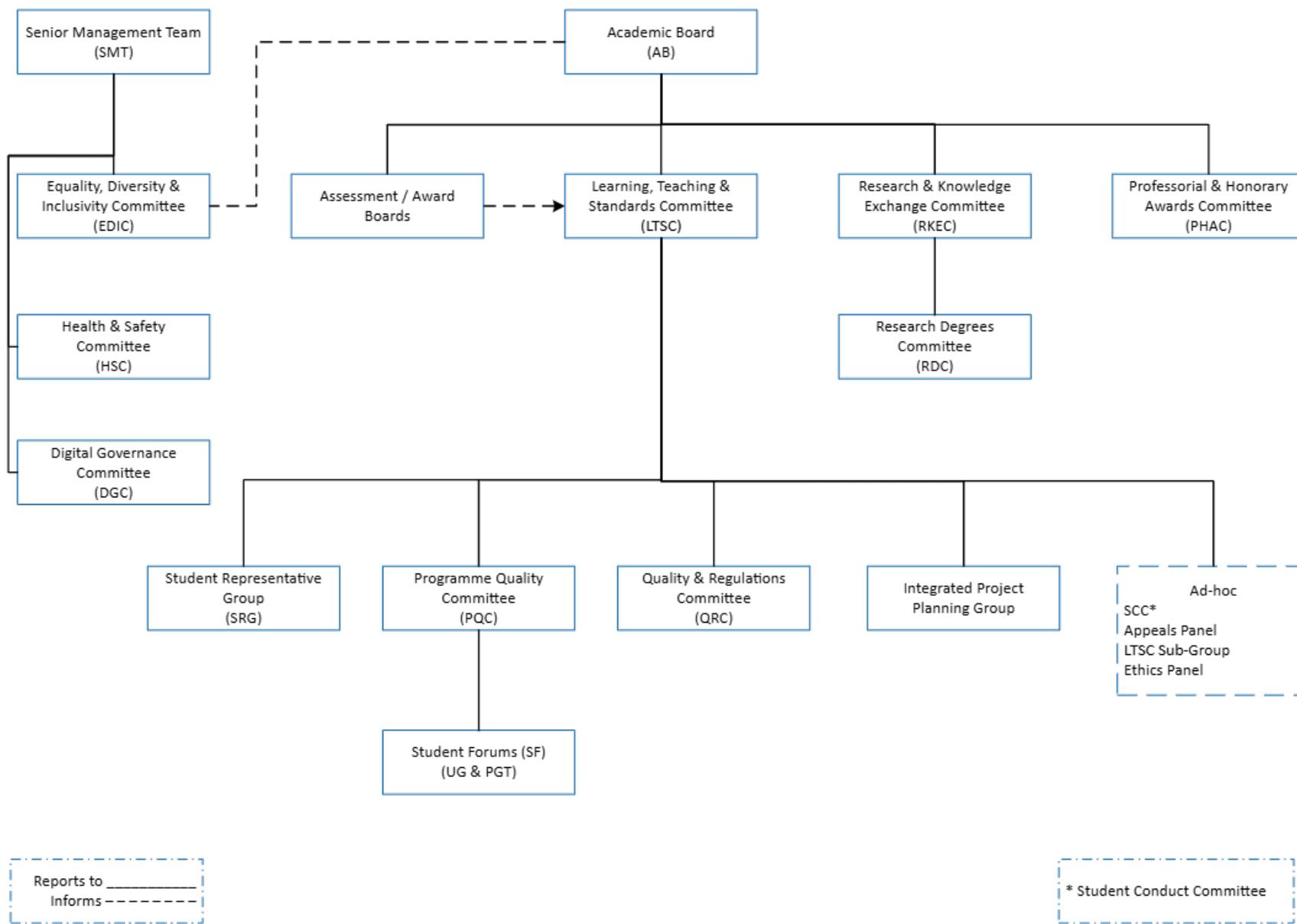**NORWICH UNIVERSITY OF THE ARTS**
QUALITY MANAGEMENT AND ENHANCEMENT – SCHEDULE OF UNIVERSITY ACADEMIC COMMITTEES
University Committee Terms of Reference and Membership and Structure Diagram

1. The Committee Structure

A diagrammatic representation of the relationship between the Academic Board and other University academic committees and a schedule of the Terms of Reference and Memberships of University committees are set out below.

Quoracy shall be one third of the membership plus the Chair, except where otherwise specified. Where membership is not divisible by 3, it shall be rounded down to the nearest whole. Where a board / committee or group consists of 6 members or fewer, the quorum will be 2 members plus the Chair.

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Senior Management Team
(SMT)

Academic Board
(AB)

Equality, Diversity &
Inclusivity Committee
(EDIC)

Assessment / Award
Boards

Learning, Teaching &
Standards Committee
(LTSC)

Research & Knowledge
Exchange Committee
(RKEC)

Professorial & Honorary
Awards Committee
(PHAC)

Health & Safety
Committee
(HSC)

Research Degrees
Committee
(RDC)

Digital Governance
Committee
(DGC)

Student Representative
Group
(SRG)

Programme Quality
Committee
(PQC)

Quality & Regulations
Committee
(QRC)

Integrated Project
Planning Group

Ad-hoc
SCC*
Appeals Panel
LTSC Sub-Group
Ethics Panel

Student Forums (SF)
(UG & PGT)
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Reports to _____
Informs – – – – – – – –

* Student Conduct Committee

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2. Academic Board

2.1.1 Terms of Reference:

- To implement the University's Strategic Plan.

- To be responsible for providing assurance to the governing body (University Council) on matters related to the management of the University's academic activities, and the academic quality and standards of its provision.

- To determine the University's academic policies and procedures.

- To ensure that the University's academic standards are maintained and the quality of its academic provision continuously enhanced.

- To co-ordinate the design, approval, monitoring and review of academic programmes of study.

- To ensure compliance with procedures for student progression, the award of qualifications, and for nominations for honorary awards or fellowships.

- To commission, approve and monitor the sub-strategies of the Strategic Plan.

- To approve external examiner nominations.

- To define the University's policies for marketing, admissions and recruitment.

- To advise on any other matters which the Vice-Chancellor may refer to the Academic Board.

2.1.2 Membership:

Vice-Chancellor *(Chair)*

Deputy Vice-Chancellor

Pro Vice-Chancellor (Student Experience) and Academic Registrar

Chief Operating Officer

Dean of Creative Education

Dean of Research and Knowledge Exchange

Teaching Resources Manager

Library Manager

Associate Director Student Support

Programme Directors

Quality Manager

Students' Union President of Education and Representation

Students' Union President of Community and Welfare

One Professor – Pathway (Elected by the Professoriate and nominated through the PVCA)

Two Course Leaders (Elected by Course Leaders and nominated through the Dean of Creative Education)

Two Academic Staff (Elected Lecturers or Senior Lecturers)

Two Professional Services Staff (Elected)

The Administrator for the PVCSE & Academic Registrar will act as Convening Secretary.

2.2   Academic Board Sub-Committees

2.2.1   The Academic Board will establish such committees as it considers necessary to enable it to carry out its responsibilities provided that each establishment is approved by the Vice-Chancellor. So far as is practicable the Academic Board will delegate specified functions to its sub-committees.

2.2.2   The following sub-committees are approved for operation in 2025-26:

3. Academic Board sub-committees

3.1.1 Appeals Committee Stage 1 and Stage 2

Terms of Reference Stage One:

- To meet as appropriate to consider appeals against assessment decisions.

- To meet as appropriate to consider appeals against decisions to terminate students' studies on academic grounds.

- To meet as appropriate to consider appeals against the decision of the Student Conduct Committee.

- To hear representations from the student, their representative and appropriate staff in consideration of the appeal.

- To decide on the outcome of the appeal and to make recommendations on the action to be taken.

3.1.2   Membership Stage One:

A Pro Vice-Chancellor or the Quality Manager (Chair)

Two (2) academic staff members of the Academic Board (neither of whom shall be involved or connected to the course which is subject to the appeal)
A member of the Academic Support Office will attend in an advisory capacity to the Committee.

The Chair may co-opt an external independent member to the committee.
This may be an External Examiner not involved with the appellant's course, or it may be another external advisor with relevant expertise. The Chair exercises discretion when considering (a) whether an external member of the Committee is required, and (b) whether it is necessary to involve external examiner(s) from the appellant's course in the appeals procedure.

The Administrator for the PVCSE & Academic Registrar will act as Convening Secretary to the Committee.

3.1.3   Terms of Reference Stage Two:

- To meet as appropriate to consider Stage 2 appeals.

- To consider new evidence not available at Stage 1.

- To hear representations from the student, their representative and appropriate staff in consideration of the Stage 1 outcome.

- To decide on the outcome of the Stage 2 appeal.

3.1.4   Membership Stage Two:

Vice-Chancellor or a PVC (Chair)

3 members of Academic Board not previously involved or connected to the course which is subject to the appeal

A member of the Academic Support Office will act as Convening Secretary.

3.2   Assessment and Award Boards

(UG PABs & FABs, PGTA&AB, MArchA&AB, MACE & PGCHE:CEA&AB, PRS:CEA&AB, SCABs, Resubmission Boards)

Chairs for the Assessment and Awards Boards may be drawn from the following lists:

3.2.1   Undergraduate Programme Assessment Boards and Short Course Assessment Boards

- Deputy Vice-Chancellor
- A Pro Vice-Chancellor, or
- A Dean, or
- A Programme Director

3.2.2   Undergraduate Final Award Boards, PGT Assessment and Award Boards, MArch Assessment & Award Boards, MA Education Assessment and Award Boards (including PGCertHE and PRS: Creative Education), Resubmission Boards

- Deputy Vice-Chancellor
- A Pro Vice-Chancellor, or
- A Dean

3.3   **Final Award Board** *(Undergraduate)*

3.3.1   Terms of Reference:

- To consider the whole student profile of final marks from all components of the award.

- To approve final aggregated marks and agree final awards.

- To agree the award of exit qualifications as appropriate.

- To receive a verbal report from the external examiner.

3.3.2   Membership:

Chair from the above list (3.2.2)
Undergraduate Course Leaders (or nominee)
PVCSE & Academic Registrar or their representative
One (1) or more undergraduate external examiner (to be identified by the University)

The quorum for the board will be three members plus the Chair.

A Course Administrator will act as convening secretary to the Board.

3.4 PGT Assessment and Award Board

3.4.1 Terms of Reference

- To consider the performance of full- and part-time students on the course at the end-of-year, including final assessment.

- To agree the marks for course units at the end-of-year.

- To agree the marks for course units which contribute to final assessment.

- To agree the award of credit.

- To receive recommendations from the Extenuating Circumstances Panel and to determine any provision for mitigation in accordance with the Student Regulations and Procedures.

- To take decisions and agree actions and conditions in respect of failure, marginal failure, cheating and plagiarism, or any other circumstances in which the award of a Pass mark or grade is not possible.

- To decide on the terms of Referral and Resubmission and to determine conditions to be imposed in cases of monitoring periods (for undergraduate courses) or academic intermission.

- To approve final marks and agree final awards.

- To agree the award of exit qualifications as appropriate.

- To receive verbal reports from external examiners.

3.4.2 Membership:

Chair from the above list (3.2.2)

Postgraduate Taught Course Leader (or nominee)
Unit Leaders (or nominee)
External examiners
PVCSE & Academic Registrar or their representative

The quorum for the board will be three members plus the Chair, except where the Board consists of six members or fewer, in which case the quorum will be two members plus the Chair.

A member of the Course Administration Team will act as convening secretary to the Board

3.5 Master of Architecture; Architecture (MArch) Assessment and Award Board

3.5.1 Terms of Reference

- To consider the performance of full- and part-time students on the course at the end-of-year, including final assessment.

- To agree the marks for course units at the end-of-year.

- To agree the marks for course units which contribute to final assessment.

- To agree the award of credit.

- To confirm the professional standards on behalf of the Architects Registration Board (ARB)

- To receive recommendations from the Extenuating Circumstances Panel and to determine any provision for mitigation in accordance with the Student Regulations and Procedures.

- To take decisions and agree actions and conditions in respect of failure, marginal failure, cheating and plagiarism, or any other circumstances in which the award of a Pass mark or grade is not possible.

- To decide on the terms of Referral and Resubmission and to determine conditions to be imposed in cases of monitoring periods (for undergraduate courses) or academic intermission.

- To approve final marks and agree final awards.

- To agree the award of exit qualifications as appropriate.

- To receive verbal reports from external examiners.

3.5.2 Membership:

Chair from the above list (3.2.2)

Course Leader MArch Architecture (or nominee)
Unit Leaders (or nominee)
External examiners
PVCSE & Academic Registrar or their representative

The quorum for the board will be three members plus the Chair, except where the Board consists of six members or fewer, in which case the quorum will be two members plus the Chair.

A member of the Course Administration Team will act as convening secretary to the Board

3.6   MA Creative Education & PGCHE: Creative Education Course Assessment and Award Board

3.6.1   Terms of Reference

- To consider the performance of students on the course at the end-of-year, including final assessment.

- To agree the marks for course units at the end-of-year.

- To agree the marks for course units which contribute to final assessment.

- To agree the award of credit.

- To award the appropriate category of Fellowship on behalf of Advance HE as recommended by the Internal Moderator

- To receive recommendations from the Extenuating Circumstances Panel and to determine any provision for mitigation in accordance with the Student Regulations and Procedures.

- To take decisions and agree actions and conditions in respect of failure, marginal failure, cheating and plagiarism, or any other circumstances in which the award of a Pass mark or grade is not possible.

- To decide on the terms of Referral and Resubmission and to determine conditions to be imposed in cases of monitoring periods (for undergraduate courses) or academic intermission.

- To approve final marks and agree final awards.

- To agree the award of exit qualifications as appropriate.

- To receive verbal reports from external examiners.

3.6.2   Membership:

Chair from the above list (3.2.2)
PVCSE & Academic Registrar (or nominee)
Dean of Creative Education (or nominee)
Educational Development Coordinator
Course Leader(s)
Internal Moderator
External Examiner

The quorum for the board will be two members plus the Chair, one of whom must be a Senior Fellow

A member of Academic Registry will act as convening Secretary to the Board.

3.7   Professional Recognition Scheme: Creative Education Panel (PRS: CE Panel)

3.7.1   Terms of Reference

- To seek explicit assurance from internal and external members that the requirements of the Professional Recognition Scheme: Creative Education (PRS: CE) have been adhered to as accredited by Advance HE

- To confirm the requirements for professional recognition have been addressed by Internal Reviewers for participants who have submitted an application through the PRS: CE

- To award the appropriate category of Fellowship on behalf of Advance HE as recommended by the Internal Reviewers

- To agree summative feedback statements for applicants

- To receive External Examiner commentary on assessment practices, internal assessment procedures and decisions on the quality of the fellowship judgement process.

- To confirm the outcome of applications as recommended by the Internal Reviewers

- To confirm resubmission due for confirmation via Chairs Action.

- Reports to Academic Board

3.7.2   Membership:

Chair from the above list (3.2.2)

Dean of Creative Education (or nominee)
Educational Development Coordinator
Internal Reviewers, all holding at least Fellow status
External Examiner

The quorum for the board will be two members plus the Chair, one of whom must be a Senior Fellow. All Internal Reviewers will hold a minimum 'Fellow' status.

A Senior Quality Officer will act as convening Secretary to the Panel.

3.8   Programme Assessment Board *(undergraduate)*

3.8.1   Terms of Reference:

- To consider the performance of full- and part-time students on the programme at the end-of-year, including final assessment.

- To agree the marks for programme units at the end-of-year.

- To agree the marks for programme units which contribute to final assessment, for forwarding to the Final Award Board.

- To agree the award of credit.

- To receive recommendations from the Extenuating Circumstances Panel and to determine any provision for mitigation in accordance with the *Student Regulations and Procedures.*

- To take decisions and agree actions and conditions in respect of failure, marginal failure, cheating and plagiarism, or any other circumstances in which the award of a Pass mark or grade is not possible.

- To decide on the terms of Referral and Resubmission and to determine conditions to be imposed in cases of monitoring periods (for undergraduate courses) or academic intermission.

- To receive verbal reports from external examiners

3.8.2   Membership:

Chair from the above list (3.2.1)

Course Leader(s) (or nominee)
Unit Leaders (or nominee)
External examiner(s)
PVCSE & Academic Registrar or representative

The quorum for the Programme Assessment Board will be three members plus the Chair, except where the Board consists of six members or fewer, in which case the quorum will be two members plus the Chair.

A nominated Course Administrator will act as convening secretary to the Board

3.9   Resubmission Board (all undergraduate and postgraduate awards)

3.9.1   Terms of Reference:

- To consider the performance of students in all components of the course at Resubmission (and Referral if appropriate).

- To agree the marks for all components of the course which contribute to unit, level or final assessment at Resubmission (and Referral if appropriate).

- To recommend, where appropriate, progression to the next stage of the course.

- To agree final awards where appropriate.

- To recommend, where appropriate, termination of a course due to failure at Resubmission.

- To receive recommendations from the Extenuating Circumstances Panel (where appropriate).

- To decide on the terms of Referral and Resubmission and to determine conditions to be imposed in cases of monitoring periods (for undergraduate courses) or academic intermission.

- To approve final marks and agree final awards as appropriate.

- To agree the award of exit qualifications as appropriate.

3.9.2   Membership:

Chair from the above list (3.2.2)

Dean of Creative Education (or nominee)
Undergraduate Course Leaders (or nominee(s))
Programme Directors
For MA awards: Course Leaders of PGT courses / MArch and Educational
Development Coordinator as appropriate (or nominee(s))
PVCSE & Academic Registrar or their representative
One (1) undergraduate external examiner (to be identified by the University and
agreed with the examiner at the commencement of the academic year)
One (1) MA external examiner (to be identified by the University and agreed with
the examiner at the commencement of the academic year)

The quorum for the board will be three members plus the Chair, except where the Board consists of six members or fewer, in which case the quorum will be two members plus the Chair.

A Course Administrator will act as convening secretary to the Committee

3.10   Short Course Assessment Board *(undergraduate)*

3.10.1 Terms of Reference:

- To consider the performance of full- and part-time students on the course(s) at the end-of-course, including final assessment.

- To agree the marks for the unit(s) at the end-of-course.

- To agree the marks for the unit(s) which contribute to final assessment.

- To agree the award of credit.

- To receive recommendations from the Extenuating Circumstances Panel and to determine any provision for mitigation in accordance with the *Student Regulations and Procedures.*

- To take decisions and agree actions and conditions in respect of failure, marginal failure, cheating and plagiarism, or any other circumstances in which the award of a Pass mark or grade is not possible.

- To decide on the terms of Referral and Resubmission and to determine conditions to be imposed in cases of monitoring periods (for short courses) or academic intermission.

- To receive verbal reports from external examiners.

3.10.2 Membership:

Chair from the above list (3.2.1)

Course Leader(s) (or nominee) or
Unit Leader(s) (or nominee)
External examiner(s)
PVCSE & Academic Registrar or representative

The quorum for the Short Course Assessment Board will be three members plus the Chair, except where the Board consists of six members or fewer, in which case the quorum will be two members plus the Chair.

A nominated Course Administrator will act as convening secretary to the Board

3.11   Digital Governance Committee

3.11.1   Terms of Reference:

- Build digital capability and maturity.

- Support digital delivery and innovation in teaching, learning, research, and other university activities.

- Ensure systems and services deliver excellent user experiences, overseeing service development, investment and improvement.

- Develop a data strategy to drive institutional insight and decision-making.

3.11.2   Membership:

Chief Operating Officer (Chair)
Vice Chancellor (Deputy Chair)
PVC Student Experience and Academic Registrar
Dean of Creative Education
Director of Marketing and Student Recruitment
IT Services Manager
Project and Administration Manager (Committee Secretary)
Director of Finance and Planning
Head of Technical Services

A quorum consists of three members, including either the Chair or Deputy Chair.

The Committee will meet every six weeks, alternating between in-person and virtual meetings. Additional attendees may be invited to meetings as required.

3.12 Disability Support Group

3.12.1 Terms of Reference

- To meet as appropriate to consider applicants who have declared a disability and establish appropriate support arrangements for their study needs.

3.12.2 Membership:

Pro Vice-Chancellor (Student Experience) and Academic Registrar (Chair)
Dean of Creative Education
Student Support Representative
Estates Manager
Health and Safety Officer
Resources Manager

A member of Student Support will convene the meeting

3.13   Equality, Diversity and Inclusivity Committee

3.13.1 Terms of Reference:

- To gain assurance from relevant University departments on our compliance with relevant legislation relating to equality, diversity and inclusion.

- To oversee implementation of the Equality Diversity and Inclusion Strategy and set University-wide KPIs in order to evaluate progress.

- To monitor the progress in achieving the milestones and targets set out in the University's Access and Participation Plan.

- To promote awareness and increasing understanding of equality and diversity issues throughout the University by leading on training programmes and planned communications.

- To monitor the effectiveness of these communications and training delivered in this area through regular engagement with staff and student feedback.

- To encourage all areas of the University to engage with good practice frameworks to ensure that all policies and procedures that impact on the student and staff experience are designed with equality, diversity and inclusivity as fundamental principles.

- To monitor relevant external developments, consider their implications for the University, and make recommendations for refinements to University policy and practice to the Senior Management Team.

- To receive reports from other university decision-making committees on progress against EDI matters that fall under their respective remits.

- To report to the Senior Management Team

3.13.2 Membership:

Deputy Vice-Chancellor (Chair)

Director of Human Resources
1 Dean (alternating)
2 Programme Directors
Associate Director Student Support
Estates Manager (or representative)
Up to 5 staff members to be appointed through an application process (term of office 3 years)
Students' Union representative (proposed by the Students' Union)

A Project Officer and Administrator of the Senior Management Team will provide secretarial support to the Committee.

The quorum for the committee will be the Chair plus 3 members

3.14   Health & Safety Committee (HSC)

3.14.1   Terms of Reference

- To ensure that the University's health and safety policies, procedures and management arrangements are fit for purpose, accessible, and regularly reviewed, updated and communicated as necessary.

- To ensure that health and safety is at the core of the University's operations, across all activities and premises, for the benefit of staff, students, visitors and contractors.

- To promote a culture of proactive health and safety management through careful design of processes taking account of best practice appropriate to the area of operation.

- To monitor and report on the University's performance in respect of health and safety compliance.

- To monitor the occurrence of health and safety related incidents, including near misses, and identify any improvements to our health and safety polices and procedures.

- To ensure that the University delivers a comprehensive programme of health and safety training to staff, students, visitors and contractors as appropriate.

- To advise on management of the University's health and safety risks and ensure that effective mitigations are in place or remedial actions taken to minimize risks.

- To act as the formal consultative committee of the University in relation to health and safety matters.

- To engage with staff and students regarding any health and safety concerns; reviewing, responding or escalating as appropriate.

- To ensure that the safeguarding and wellbeing of staff, students and visitors are considered alongside the development of health and safety policy, procedures, management arrangements and culture.

- To report to the Senior Management Team, minutes of each meeting will be received by the Senio Management Team

3.14.2   Membership:

Vice-Chancellor (Chair)

Chief Operating Officer (Deputy Chair)
Health and Safety Manager
Director of Human Resources
Director of Finance and Planning
Estates Manager
Teaching and Resources Manager
Associate Director, Student Support
A Students' Union President
1 x Workshop Manager – rotate every two years
2 x Academic Representatives (Deans or Academic Programme Directors) – rotate every two years
Trade Union representation – one from each Union

The Committee will normally meet four times a year; once per term and once over the summer.

A quorum will be the Chair (or Deputy Chair) plus three members.

The Health and Safety Manager will act at the convening secretary of the committee.

Urgent matters or proposals will be brought to the attention of the Senior Management Team as necessary outside of the regular Committee meeting cycle.

The Committee will oversee the annual reporting of health and safety matters and performance to the University Council's Audit Committee, or urgent reporting in the even of a serious incident or compliance issue.

3.15   Learning, Teaching and Standards Committee (LTSC)

3.15.1   Terms of Reference:

- To monitor the implementation of the Strategy for Creative Learning and achievement of targets, ensuring that developments in learning and teaching reflect the aims and targets of the Strategic Plan.

- To promote continuous enhancement and innovation in learning and teaching and the student experience.

- To promote sustainability, inclusivity and equality through learning, teaching and the student experience

- To monitor external indicators and metrics that will be used to inform external assessments of quality assurance and teaching excellence and advise the Academic Board of action which should be taken to maintain and enhance the quality of the student experience.

- To monitor relevant external developments, consider their implications for the University, and make recommendations for refinements to University policy and practice to the Academic Board and/or the Senior Management Team.

- To take responsibility delegated from the Academic Board to maintain oversight of the University's systems, policies and processes for quality management and enhancement and the annual monitoring of the quality of the University's taught provision

- To report to the Academic Board.

3.15.2   Membership:

Deputy Vice-Chancellor (Chair)
Pro Vice-Chancellor (Student Experience) and Academic Registrar (Deputy Chair)
Dean of Creative Education
Dean of Research and Knowledge Exchange
Director of Knowledge Exchange and Employability
Associate Director Student Support
Two Programme Directors (nominated by Dean of Creative Education – fixed term two years)
Two Course Leaders (nominated by Programme Directors – fixed term two years)
Two Academics (nominated by Programme Directors – fixed term two years)
Quality Manager
Educational Development Coordinator
Teaching Resources Manager
Deputy Registrar
Library Manager
Students' Union President of Education and Representation
Students' Union President of Community and Welfare

The QME Office will act as Convening Secretary for the Committee

3.16 LTSC Sub-Group

The LTSC Sub-Group (LTSC-SG) can be convened as a sub-group of LTSC to serve on an ad hoc basis to undertake specific functions within the remit of LTSC, including but not limited to:

- Course review

- Course approval (validation)

- Partnership review

- Partner course evaluation (Annual Monitoring)

The LTSC-SG are required to satisfy themselves that the institutional and course documentation presented to it are effective in assuring the academic standards and quality of the award(s) to be conferred. In particular, they will ensure that the course design / review team and all relevant stakeholder inputs have ensured that the terms of reference are met.

The LTSC-SG may carry out its business through desk-based review of documentation or convene a meeting of the panel at the discretion of the Chair.

3.16.1 Terms of Reference

- That the course(s) under review meet the requirements for the relevant award(s) and (proposed) academic standards are appropriate, taking account of the Sector Recognised Standards, Quality Code and other relevant external reference points.

- That the course(s) offers a coherent educational experience with relevant subject-specific and generic knowledge and skills.

- That the teaching and learning methods described in the course(s) documentation (will) enable students to achieve the learning outcomes.

- That the course(s) admission requirements and entry qualifications are appropriate and equivalent to those of similar University courses.

- That the course(s) promotes development of employability and transferable skills in relation to relevant industries and / or communities.

- To report outcomes to LTSC

3.16.2 Membership:

Deputy Vice-Chancellor or a Pro Vice-Chancellor (Chair)
Dean of Creative Education (or nominee)
A Director of Programme (excluding any Director of a Programme including the course(s) under review).
An academic member of staff from outside any of the Programmes with course(s) under review
Quality Manager (or nominee)

A member of the Course Review / Development team may attend to present, and respond to queries relating to, the course documentation.

The QME Office will act as Convening Secretary to the Group.

3.17 Professorial and Honorary Awards Committee

3.17.1 Terms of Reference

- To consider applications and make decisions on the conferment of the titles of Professor, Visiting Professor and Emeritus Professor.

- To consider nominations for the award of Honorary Doctorate to be conferred by the University of the Arts London.

- To advise the Vice-Chancellor, the Academic Board, and the University Council on any matters relating to the conferment of the titles of Professor, Visiting Professor or Emeritus Professor.

3.17.2 Membership:

Vice-Chancellor (Chair)
Deputy Vice-Chancellor
Director of Research and Knowledge Exchange
At least 2 senior academic staff (normally with a Professorial title)
At least one and up to two external assessors (Professors or equivalent)
appointed by the Vice-Chancellor (external meeting only)

The Pro Vice-Chancellor (Student Experience) & Academic Registrar shall act as convening secretary to the Committee

3.18   Programme Quality Committee

Programme Quality Committee (PQC) for undergraduate and postgraduate courses hold delegated authority from LTSC to approve Course Enhancement Plans and major modifications to Unit Handbooks. The PQC will meet at a minimum thrice annually.

3.18.1 Terms of Reference:

- To oversee the continual enhancement of matters relating to the quality and student experience of all taught courses within the programme, making recommendations as appropriate to the LTSC.

- To take responsibility for consideration, monitoring and approval of Course Enhancement Plans

- To review feedback from Students' Forums

- To report on themes arising from the PQCs to the LTSC, and

- To undertake annual review and approval of Unit Handbooks and engage with the unit modifications process.

3.18.2 Membership:

Dean of Creative Education (Chair)
Programme Directors
Associate Programme Directors
Quality Manager and/or Senior Quality Officer

Senior Project and Administration Officer – Academic Leadership will act as convening secretary to the Committee, supported by a Senior Quality Officer.

3.19   Quality & Regulations Committee

Quality & Regulations Committee (QRC) hold delegated authority from LTSC to develop and monitor the University's systems, procedures and regulations for quality assurance. The QRC will meet at a minimum thrice annually.

3.19.1 Terms of Reference:

- To develop and monitor the University's regulatory framework, ensuring sector and statutory currency are maintained

- To develop University systems, policies and procedures for quality management and enhancement

- To monitor the operation of University systems, and procedures for quality management and enhancement

- To ensure University systems and procedures meet the expectations of external regulators, professional statutory and regulatory bodies (PSRBs), validating institutions and accrediting bodies

- To monitor and report annually on the quality of the University's taught provision, including external review, and

- To report to the Learning, Teaching and Standards Committee (LTSC).

3.19.2 Membership:

Pro Vice-Chancellor Student Experience & Academic Registrar (Chair)
Deputy Vice-Chancellor
Dean of Creative Education
Head of Registry Services or nominee (Registry Services)
Two Programme Directors (nominated by Dean of Creative Education – fixed term two years)
Quality Manager or Senior Quality Officer
Assistant Registrar (Academic Support)
A Students' Union Representative

The Director of Marketing and Student Recruitment and members of LTSC may be co-opted as necessary.

QME Office will act as convening secretary to the Committee.

3.20   Research and Knowledge Exchange Committee

3.20.1 Terms of Reference:

- To promote and encourage research and knowledge exchange throughout the University.

- To identify and report on significant research and knowledge exchange projects and partnership opportunities.

- To monitor the development of the University's research and knowledge exchange culture, including the standard and volume of research and knowledge exchange activity within the University.

- To monitor and evaluate staff research and knowledge exchange activity and support the Programme Directors in the development of research and knowledge exchange within their programmes.

- To monitor the implementation of the Research and Knowledge Exchange Strategy.

- To receive and review applications to the University's Research and Knowledge Exchange Sabbatical Leave Scheme and make sabbatical leave award decisions.

- To review and approve staff ethics applications

- To monitor applications by staff for external research funding

- To receive updates on the annual programme of events and monitor its impact on the research and knowledge exchange environment.

- To receive and review reports from the Gallery Curator on the effectiveness and future development of the East Gallery programme and fellowships

- To report on local, regional and national policy developments relevant to research and knowledge exchange

- To develop and promote the University's research and knowledge exchange profile locally, regionally, nationally and internationally.

- To receive reports from, and monitor the business of the Research and Knowledge Exchange Strategy Group

- To receive reports from, and monitor the business of the University's Research Degrees Committee.

- To monitor reports from the Research and Knowledge Exchange Institutes

- To report to the Academic Board.

3.20.2 Membership:
Deputy Vice-Chancellor (Chair)
Dean of Research and Knowledge Exchange
Dean of Creative Education
Head of Research Operations
Head of Research Degrees
Director of Knowledge Exchange and Employability
Director of Research Management
Two Programme Directors
Institute Director for Creative Technology
Institute Director for Sustainable Worlds

Gallery Curator
Development Curator (Bank Plain)
Library Manager or their representative
Six RKE programme group representatives or their nominee (each programme to be represented)
One Early Career Researcher

NB Members of staff may be co-opted as required by the Chair.
The Knowledge and Exchange Manager will act as convening secretary to the Committee.

The quorum for the committee will be six members plus the Chair.

3.21   Research Degrees Committee

3.21.1 Terms of Reference:

- To oversee the applications process to the research degree programme and monitor recruitment and completion rates in line with the Norwich and University of the Arts London (UAL) admissions criteria and regulations.

- To oversee the University's PGR Studentship and Bursary scheme and make award decisions.

- To ensure that PGR processes and resources are appropriate and meet all UAL requirements.

- To receive and assess student applications for key milestones including registration, confirmation and examination teams and approve them subject to UAL Research Degrees Sub-Committee ratification.

- To receive and approve PGR annual monitoring reports in line with the partnership agreement with UAL.

- To receive and approve student research ethics applications when these represent minimal ethical risk, referring applications that represent more than minimal ethical risk to UAL Research Ethics Sub-Committee.

- To monitor students' progress, and the effectiveness of the operation of quality assurance procedures.

- To receive feedback from the PGR student representative and monitor notable achievements from the cohort.

- To monitor and oversee the delivery of training for research degree students and supervisors.

- To ensure that research degree supervision is appropriate.

- To report to the University's Research and Knowledge Exchange Committee and UAL's Research Degrees Sub-Committee.

3.21.2 Membership:

Deputy Vice-Chancellor (Ex-Officio)
Dean of Research and Knowledge Exchange (Chair)
Dean of Creative Education
Head of Research Degrees Programmes
Head of Research Operations
Up to 6 Directors of Studies or Co-Supervisors (appointed for a renewable 3 year period)
Institute Director for Sustainable Worlds
Institute Director for Creative Technology
Postgraduate Taught Coordinator
Library Manager or their representative
Teaching Resources Manager or their representative
A member of Academic Registry
Representative of the University of the Arts London
Relevant members of academic and QME staff to be co-opted as required
Research degrees student representative (for identified agenda items only)

The quorum for the committee will be three members plus the Chair.

The Senior Research Administrator will act as convening secretary to the Committee.

3.22   Student Conduct Committee

3.22.1 Terms of Reference:

- To investigate cases of academic misconduct including cheating and plagiarism where the student has denied any form of academic misconduct at an informal meeting; or the matter has not been resolved at the informal meeting; or where the student is no longer registered at the University at the time the allegation is made.

- To investigate complaints or concerns about student behaviour where the behaviour of the student is perceived to be antisocial as set out in Table 2 Section L of the Student Regulations and Procedures and/or where behaviour conflicts with the University's Equality, Diversity and Inclusion Policy as set out in the Introduction of the Student Regulations and Procedures.

- To investigate reported incidents of damage to University property including student residences and to recover damages incurred as a result of damage where the student is found to be responsible.

- To investigate matters regarding the conduct of students where this constitutes a criminal offence and has taken place on University property or where the conduct or work of the student has caused offence.

- To take appropriate action where a student is found to be in breach of the Student Regulations and Procedures, including terminating the student's studies.

3.22.2 Membership:

Deputy Vice-Chancellor or a Pro Vice-Chancellor (Chair)
A Director of Programme or their nominee (not connected with any of the students involved in the case under discussion)
A member of Academic staff (not connected with any of the students involved in the case under discussion)

The Project and Administration Officer to the Pro Vice Chancellor (Student Experience) & Academic Registrar will act as convening secretary to the Committee. A member of the Academic Support Office will also attend to provide advice on regulatory and other matters.

3.23   Student Representatives Group

3.22.2   Terms of Reference:

- To discuss matters relating to the quality of the student experience, making recommendations as appropriate to the Learning, Teaching and Standards Committee.

- To promote the continual enhancement of the student experience.

- To undertake tasks and projects in line with the aims of the University's Strategic Plan and QME procedures.

- To report to the Learning Teaching and Standards Committee.

3.22.3   Membership:

Deputy Vice-Chancellor (Lead)
PVCSE & Academic Registrar
Students' Union President Education and Representation
Elected Student Representatives
Resource Manager (or their representative)
Associate Director Student Support (or their representative)

The Project and Administration Officer to the Pro Vice Chancellor (Student Experience) & Academic Registrar will act as convening secretary to the Committee.

4   Management Groups

4.2   Senior Management Team

4.2.1   Terms of Reference

- To take overall responsibility for the strategic and operational management of the University.

- To discuss University business and other matters proposed by members of the group.

- To make decisions concerning the University's management and development including the planning and allocation of resources.

- To discuss national policy, legislative changes and initiatives relating to the Higher Education sector and consider the implications for the University.

- To consider and resolve issues affecting the operation of the University.

- To approve guidelines and procedures to support the delivery of policy.

4.2.2   Membership:

Vice-Chancellor (Chair)
Chief Operating Officer
Deputy Vice-Chancellor
Pro Vice-Chancellor Student Experience & Academic Registrar
Dean of Creative Education
Dean of Research & Knowledge Exchange
Director of Human Resources
Director of Marketing and Student Recruitment
Director of Finance & Planning
Director of Knowledge Exchange and Employability

4.3   Other Operational Groups

The University enlists a variety of task groups to address specific areas of work such as:

- Risk Management Group

- AI Working Group

- Sustainability Group

- Integrated Project Planning Working Group