



Senate

Paper Title	Senate members' handbook
Outcome requested	Senate is asked to consider the proposed draft handbook; the handbook was intended to support Senate members in their roles.
Points for Senate members to note and further information	The intention is to produce a version as a pdf and a book on QMPlus when the Senate members' area goes live.
Questions for Senate to consider	Do members think the proposed content is helpful? Is there any additional information that should be included?
Regulatory/statutory reference points	n/a
Strategy and risk	n/a
Reporting/consideration route for the paper	Senate to approve final content by circulation.
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Queen Mary

University of London

Senate Members' Handbook
2016 – 17

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Version: 1.0 (November 2016)

The information contained in this handbook was correct at the time of publication. Any changes approved over the course of the academic year will be reflected on QMUL's Senate website – <http://www.arcs.qmul.ac.uk/governance/senate/index.html>. Consequential changes of a minor nature may be introduced without reference to an approving body. A version of this handbook will be available on Senate's QMPlus pages.

This handbook will be reviewed on an annual basis.

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Introduction from the President and Principal

QMUL Governance and Strategy

Charter and Ordinances

Queen Mary University of London is a chartered institution whose Royal Charter was most recently revised in 2013 changing Queen Mary and Westfield College, University of London to Queen Mary University of London and granting QMUL degree awarding powers.

The Charter and Ordinances are the primary governing instruments of QMUL, and are the framework within which the governance structure of the institution operates and the high-level principles of its academic and executive structure.

The Charter enshrines the principles on which QMUL was founded, and the organisational mergers and affiliations culminating in the Queen Mary of today. In addition, the Charter identifies the purpose and 'objects' of the institution in its broadest sense and the powers and composition of Council as the governing body.

As an organisation incorporated by Royal Charter, a request to revise the Charter requires the approval of The Privy Council. QMUL Council is empowered to make amendments to the Ordinances. The Privy Council approved the amendment of the Charter in early 2008 when QMUL was granted degree-awarding powers. In 2013, the Charter was amended to legally change the name of Queen Mary and Westfield College, University of London to Queen Mary University of London.

Council

Council is the governing body of QMUL with responsibility for overseeing the strategic mission, direction and affairs of QMUL. Council convenes on six occasions each year and comprises 22 members, 11 of whom are external. In order to undertake its duties effectively, Council delegates decision making in certain areas to a sub-committee. The sub-committees of Council are as follows:

- Audit and Risk Committee
- Finance and Investment Committee
- Governance Committee
- Honorary Degrees and Fellowships Committee
- Remuneration Committee

Executive authority for the development and implementation of QMUL's Strategy and wider strategic framework rests with Queen Mary Senior Executive (QMSE). QMUL's delegation framework (add link or appendix?) details authority for decision-making in both the executive and governance spheres.

More information on the work of Council can be found at its website: <http://www.arcs.qmul.ac.uk/governance/council/index.html>

Senate and its relationship to corporate governance

The Senate is nominated in the Charter as the body responsible for the academic activity of QMUL, subject to the general superintendence and control of Council. Council's oversight of Senate is regulated by its commitment, through the Committee of University Chairs (CUC) *Higher Education Code of Governance*, to the principles of collegiality and academic freedom. The responsibilities of Council in relation to academic governance are as follows:

- to approve QMUL's strategy and oversee the educational character of the institution;
- to assure itself that QMUL has an effective framework, overseen by Senate, to manage the quality of learning and teaching and to maintain academic standards;
- to have oversight of all major academic partnerships involving significant institutional-level risks
- to assure itself that student complaints are addressed effectively, to encourage student engagement in academic governance and to ensure that appropriate provision is made for the general welfare of students, in consultation with Senate.

QMUL Strategy

In May 2014, Council formally approved the *Queen Mary University of London Strategy 2014 – the Next Five Years*.

For this five-year period, QMUL has set itself six challenges building on the aims and the achievements of the Queen Mary Strategic Plan, 2010-2015; recognising the defining and differentiating characteristic of QMUL as an institution equally committed to the achievement of the highest international standards in education and research, and to the service of its local communities through public engagement and the promotion of opportunity to individuals less favoured by financial or social background.

The six strategic targets outlined in the plan are:

1. People
Recruiting students and staff of the highest intrinsic talent and potential, and to nurture their careers.
2. Research
Achieving the highest standards in research, using disciplinary strengths and multi-disciplinary approaches to tackle the most challenging and pressing research problems.
3. Education
Providing all our students, wherever based, an education that is judged internationally to be of the highest quality, and which exploits innovations in teaching, learning and assessment
4. International
Embedding an international dimension in all QMUL activities and further enhance our stature as a leading global university.
5. Public Engagement
Achieving maximum impact from our academic work through public engagement and partnerships with businesses, government, charities, cultural organisations, and others in the wider community.
6. Sustainability
Achieving and sustain financial strength to enable our academic ambitions, through a balanced portfolio of activities.

Electronic copies of *Queen Mary University of London Strategy 2014 – the Next Five Years*:
<http://www.qmul.ac.uk/strategy/docs/167243.pdf>

The Senate of Queen Mary University of London

Introduction

QMUL's Senate is established by the QMUL Charter and its constitution, terms of reference and membership are established by Ordinance A15 and included here/appendix etc.

Senate is supported by Boards that have a specific remit for the management of academic standards or provide for structured peer review processes that require more detailed discussion than is feasible at meetings of Senate. The Boards of Senate are as follows and more details can be found in Appendix 2:

Taught Programmes Board
Education Quality Board
Partnerships Board
Degree Examinations Boards
Research Degrees Programmes and Examinations Boards
Ethics of Research Committee

Terms of Reference

As the body with primary responsibility for oversight of the academic activity of Queen Mary, Senate carries out the following duties, outlined in Ordinance A15, and listed below.

- To approve the following:
 - regulations relating to the admission, assessment and operation of all programmes, modules and awards, including postgraduate research programmes;
 - procedures for approval and amendment of programmes and modules leading to awards of QMUL and the University in addition to the withdrawal of programmes and modules;
 - structures and procedures for the consideration of research ethics;
 - policies to support and foster academic freedom in relation to the academic activity of Queen Mary;
 - provisions for the operation and award of prizes as applicable.
- To advise:
 - on applicable strategies and policies designed to ensure the academic quality of programmes, including the teaching, learning and assessment strategy and research strategy and policies for research;
 - the President and Principal and the Council on matters related to the academic organisation of Queen Mary;
 - Council on the conferral of Honorary Fellows of QMUL and award of Honorary Degrees of the University;
 - on other matters referred to it by the Council or other relevant matters that have a bearing on the academic policy of QMUL.

In addition Senate will:

- establish the requirements for degrees and other awards made under the Charter and to put in place procedures and boards for the consideration of such awards;
- receive reports on procedures that relate to academic standards, academic quality and the quality of the student experience and recommend appropriate action in the light of these reports;
- regulate the conduct of students and receive reports from the Student Disciplinary and Fitness to Practise Committees.

Membership

Senate has a total membership of 67, comprising of ex-officio and elected members of academic staff and two representatives from the Students' Union.

The ex-officio members are as follows:

The Principal and President as Chair
The Vice-Principals
The President of the Students' Union
The Students' Union VP Education
Heads of School/Institute (School of Medicine and Dentistry)
Faculty Deans of Research and Taught Programmes

Elected members of Senate

There are a total of 34 elected positions to Senate made up of three constituencies. Each constituency is made up of staff from one of the three faculties of Queen Mary. The size of each constituency is dependent on the number of Heads of School & Institutes. All three faculties are to have the same number of members made up of Heads of Schools & Institutes and elected members

Therefore the number of elected members for each constituency is as follows:

Nine members from Humanities and Social Sciences
Twelve members from the School of Medicine and Dentistry
Thirteen members from the Faculty of Science and Engineering

Membership is open to all academic staff within their respective constituency, who are appointed to full time or part time posts on either a permanent academic contract or a fixed-term academic contract extending at least two years beyond the point at which the call for nominations is made.

Although members are elected from particular staff groups, they do not act as a representative of those groups. Senate members have a responsibility to act in the best academic interests of the Queen Mary as a whole and not as representatives of particular staff, School or Faculty.

Attendance at Senate meetings

Apologies will be asked for a month in advance of each meeting and again 10 days before when the papers are circulated.

It is the responsibility of all members to ensure that their apologies are given. If members have assistants or executive officers who maintain or have access to their diaries they can send apologies on behalf of members. Members will be asked to confirm who these are at the start of each academic year.

It is expected that each School and Institute is represented at every meeting of Senate.

Elected members of Senate can, with the permission of the Chairman, nominate a deputy if they will be away from Queen Mary for an extended period of time.

An elected member of Senate who does not attend a meeting for twelve consecutive calendar months shall be deemed to have resigned their membership.

Equality & Diversity

QMUL is an international and diverse community. Promoting equality is essential to making QMUL a world-class institution. Equality and diversity is at the core of QMUL's strategic plan.

As a College that has both international reputation and recruitment QMUL seeks to ensure our students gain the skills and understanding they will need for work and study in a diverse workforce and a global economy. QMUL believes that an inclusive approach to diversity benefits all, not only the protected groups and enables everyone to contribute to our community. QMUL is committed to providing an environment for students and staff where respect is shown to all and where everyone is enabled to achieve their full potential.

Meetings of Senate

Ordinary meetings of Senate

Senate meets four times an academic year in: October, December, March and June. The first three meetings are usually held at Mile End with the fourth at Whitechapel. Senate will use the Colette Bowe room when meeting at Mile End and location at Whitechapel will be confirmed at the start of each academic year.

Venues can sometimes change but members will be notified well in advance.

Senate meets between 3 and 5pm unless advertised otherwise.

Extraordinary meetings of Senate

In certain circumstances an extraordinary meeting of Senate may be called by the Chairman at any time or by the secretary to Senate at the written request of no less than one third of the members. This extraordinary meeting will be held within a maximum of 21 days.

Circulation of agendas and papers

All members are sent the full agenda electronically 10 days in advance of a meeting. The Agenda as individual items is available on the Senate website, with the exception of confidential items.

At the start of each academic year members will be asked to confirm whether they would like a hard copy of the Agenda in addition to the electronic version.

Conduct of meetings of Senate

Proposals or recommendations appearing on the agenda or in a report submitted to the meeting shall be put to Senate for resolution. Any amendments to the proposal shall be considered in turn before the overall proposal. If an amendment is carried, the proposal shall be amended accordingly and the amended version considered for approval.

It shall be within the discretion of the Chairman to set a limit to the length of time to be spent on debate, provided that the mover of any proposal, motion, amendment or item of business has the right of final reply before it is put.

Voting at meetings shall be normally by show of hands of those present, not including the Chairman. The decision shall be taken in accordance with the majority votes. When equal numbers of votes are cast, the Chairman shall have the casting vote.

Conflicts of Interest

At the start of each meeting the Chairman will ask members of declare any potential declarations of interest.

Acts during vacancies

No act or resolution of the Council or any committee or board constituted by it or one of its committees or boards can become invalid by reason only of any vacancy in the body doing or passing it or by reason of any want of qualification by or invalidity in the election or appointment of any de facto member of the body whether present or absent, or by reason of the accidental omission to give any member notice of the meeting or the non-receipt by any member of that notice.

Minutes

Minutes of each meeting are unconfirmed until approved at the following meeting. The Chairman agrees the unconfirmed minutes which are then circulated to members in advance of the meeting where they are to be confirmed.

Any amendments to the unconfirmed minutes agreed at the meeting shall be incorporated into a final version which becomes the confirmed minutes and the formal record of the discussion and decisions.

Role of a member of Senate

The majority of Senate members are drawn from academic schools and institutes and their role is to act in the general interest of QMUL, rather than to represent the view of any individual constituency within it.

Senate members are expected to read the full agenda in advance of each meeting and to contribute to the discussion and consideration of agenda items.

Senate members may be asked to contribute to a task and finish group. Task and finish groups may be convened by Senate, QMSE, a Vice-Principal or the Chief Operating Officer to give detailed consideration to a specific project or strategic priority. Task and finish groups comprise staff with appropriate experience of the issue under consideration and will include student members where appropriate. Members will be invited to contribute to these groups on a voluntary basis, and members' input into these groups is very much welcomed.

Additional roles of Senate members

All members of Senate are eligible to serve on student casework panels (assessment offences, academic appeals, discipline and complaints). Senate members make an important contribution to this growing area of work and although membership is voluntary, Senate members' availability is often crucial to ensuring that students have a timely hearing.

Panels comprise a Senate appointed Chair or Deputy Chair, one of the four Students' Union Sabbatical Officers and two members of Senate. One of the Senate members must be a member of academic staff of a cognate department to that of the student (normally in the same faculty).

Appeal and Assessment Offence panels may be called at any point during the year although they are usually convened from May through to July as this is when most assessment offence allegations are made and students submit their appeals. There are usually a far higher number of Assessment Offence panels than Appeal panels.

The Appeals, Complaints & Conduct office will contact members during the main Summer Examination period to request availability to serve on panels. It is appreciated that this period also coincides with one of the busier periods for members but members' contributions to casework panels are greatly appreciated since a student may not be able to receive an award or progress to the next academic year until an assessment offence allegation is heard. In addition to the impact on the student experience, any delay in hearing such cases may result in complaints from students to the Office of the Independent Adjudicator, the independent body which considers all complaints submitted by students in the Higher Education sector.

Training will be provided on a one-to-one basis for members who have not previously served on panels.

Useful Contacts

The Secretary to Senate is Jonathan Morgan but Jane Pallant (j.pallant@qmul.ac.uk ext. 5527), should be contacted in the first instance with regard to queries relating to the work and agenda of Senate.

The Academic Governance & Student Casework Officer, Dan Burke (d.burke@qmul.ac.uk ext. 3454) should be contacted for matters relating to the administration of Senate.

All information communicated to Senate members can also be found on the Senate website: <http://www.arcs.qmul.ac.uk/governance/senate/index.html>

For contact details relating to the sub-boards of Senate and Advisory groups, please see Appendix 2.

Appendix 1 – Academic Governance framework

Academic Governance Framework

Introduction

1. The Academic Governance Framework describes QMUL's policy for effective academic governance. QMUL operates a comprehensive framework of academic governance that provides structured opportunities for staff and students to engage on issues at all levels of the institution.
2. The aim of QMUL's approach to academic governance is to minimise bureaucracy and establish a clear distinction between management and governance by making the Vice-Principals individually accountable for decisions and strategic delivery, consultation and communication in their areas of responsibility and for providing assurance through regular reports to Senate and Council.

QMUL Academic Governance Framework

3. The academic governance framework at QMUL is based on the following principles:
 - a) Senate is the body responsible for the academic activity of QMUL with a particular emphasis on safeguarding academic standards and promoting academic freedom;
 - b) the clear distinction between management and governance through the Vice-Principals who are individually accountable for their areas of responsibility;
 - c) the use of focused task and finish groups as required, and advisory groups for the Vice-Principals, in place of a complex structure of standing committees;
 - d) the appointment of individuals with responsibility for taught programmes and for research at the executive, faculty, and school and institute levels.

Relationship to Corporate Governance

4. The Senate is nominated in the Charter as the body responsible for the academic activity of QMUL, subject to the general superintendence and control of Council. Council's oversight of Senate is regulated by its commitment, through the CUC Code of Governance, to the principles of collegiality and academic freedom. The responsibilities of Council in relation to academic governance are therefore:
 - a) to approve QMUL's strategy and oversee the educational character of the institution;
 - b) to assure itself that QMUL has an effective framework, overseen by Senate, to manage the quality of learning and teaching and to maintain academic standards;
 - c) to have oversight of all major academic partnerships involving significant institutional-level risks;
 - d) to assure itself that student complaints are addressed effectively, to encourage student engagement in academic governance and to ensure that appropriate

provision is made for the general welfare of students, in consultation with Senate.

Delegation Framework

5. A delegation framework provides detail on the authority of decision makers at each level of the academic governance framework and the areas for which they are accountable. A decision which falls outside the purview of Senate, or is required in order to implement a decision of Senate, will be made by the relevant individual with appropriate authority as delegated by the President and Principal.

Senate

6. The Senate is established by the QMUL Charter and its constitution, terms of reference and membership are established by Ordinance A15.

Boards of Senate

7. The Boards of Senate have a specific remit for the management of academic standards or provide for structured peer review processes that require more detailed discussion than is feasible at meetings of Senate. The Boards of Senate are as follows:
 - a) Taught Programmes Board
 - b) Degree Examinations Boards
 - c) Research Degree Programmes and Examinations Board
 - d) Education Quality Board
 - e) Partnerships Board
 - f) Ethics of Research Committee

Task and Finish Groups

8. Senate, Queen Mary Senior Executive (QMSE), a Vice-Principal or the Chief Operating Officer may convene a task and finish group to give detailed consideration to a specific project or strategic priority. Task and finish groups comprise staff with appropriate experience of the issue under consideration and will include student members where relevant. These groups are normally supported by staff from the Academic Registry and Council Secretariat (ARCS) and are required to report to QMSE or Senate once the task and finish group has formulated its recommendations and action plan.

Vice-Principals' Advisory Groups

9. Each Vice-Principal has delegated authority from the President and Principal for a specific area of academic activity. Decision making for each area is located with the appropriate individual, unless the issue is a matter for Senate or one of its boards. The Vice-Principals with cross-cutting responsibilities (International; Public Engagement and Student Enterprise; Student Experience, Teaching and Learning; Research) each have an advisory group (or equivalent) to provide a forum for consultation and the dissemination of information. The Vice-Principals' Advisory Groups are normally supported by staff from ARCS.

Deans for Taught Programmes and Deans for Research

10. Each Faculty has a nominated Dean for Taught Programmes (a Dean for Education in the School of Medicine and Dentistry) and a Dean for Research. The Deans have a range of responsibilities including student recruitment, the academic standards of the

provision in their area, any matters relating to the quality of the student experience, and research impact. These roles are supported by Advisory Groups which comprise the Director of Taught Programmes/Director of Research from each school and institute. The Deans' Advisory Groups provide an important forum for consultation and communication and are supported by staff from ARCS who circulate agendas and take brief notes of the meetings. The Vice-Principal and Executive Dean may appoint additional Faculty officers, including Deans and Deputy Deans, to support strategic priorities within the Faculty.

Directors of Taught Programmes and Directors of Research

11. All schools and institutes appoint a Director of Taught Programmes and a Director of Research. These individuals have responsibility for the academic standards of either taught or research provision within their school or institute, they are also responsible for matters relating to the student experience. The Directors of Taught Programmes/Research are members of the school/institute management board (or equivalent) and represent their academic area at the relevant Dean's Advisory Group.

Student Engagement in Academic Governance

12. QMUL seeks to ensure that the student voice is represented at all levels of the academic governance framework. Students are members of Senate and its sub-boards (with the exception of examination boards) and are invited to join task and finish groups. Student-Staff Liaison Committees are required for all taught programmes or groups of cognate programmes and are embedded in the academic governance structures of schools and institutes. ARCS and the Students' Union work together to ensure that the course representative system is working effectively and that student membership of boards of Senate is reviewed annually.

Faculty, School and Institute Structures

13. The Vice-Principal and Executive Dean has responsibility for the operation of academic governance structures at Faculty level and holds a regular Faculty executive group (or equivalent, supported by administrative staff from the Faculty). The Vice-Principal and Executive Dean makes regular written reports to Senate both to provide assurance in relation to their areas of responsibility and to invite comment from members on current issues and developments.
14. The Head of School/Institute is responsible to the Vice-Principal and Executive Dean for the operation of appropriate structures for academic governance at school/institute level. Each school/institute is required to operate the following groups: school/institute board; teaching and learning committee; student-staff liaison committee and a research group. Schools/institutes may establish additional boards/groups to meet local requirements.

Cross-Faculty Structures

15. The Doctoral College provides support for postgraduate research students and post-doctoral researchers across the three Faculties. Its work is overseen by the Deputy Deans for Research from each Faculty, with one Deputy Dean acting as Director on a rotating basis. All postgraduate research students and post-doctoral researchers are situated within schools and institutes, where formal responsibility for them lies.
16. QMSE may establish other cross-Faculty structures, provided that formal responsibility for individual students always lies within schools and institutes.

Evaluation Processes

17. QMUL will remain alert to the effectiveness of the academic governance framework, including the capability of existing structures to keep pace with strategic initiatives and the external landscape. The following mechanisms are embedded in the framework to facilitate an annual evaluation process:

- members of Senate and its sub-boards will complete a brief evaluation questionnaire at the end of each academic year. The outcomes of the evaluation will be reported to Senate, or Council in the case of Senate, together with any recommendations for amendments to terms of reference/remit;
- members of Faculty Executive Groups (or equivalent) will complete a brief evaluation questionnaire at the end of each academic year;
- schools/institutes will provide assurances on their structures for academic governance through the Planning and Accountability Review;
- external members of Degree Examination Boards provide annual reports on the operation and effectiveness of each Board.

Appendix 2 – Sub-boards/Advisory Groups of Senate

The following boards and committees report to Senate:

Degree Examination Boards

Secretary: Simon Hayter

<http://www.arcs.qmul.ac.uk/quality/examination-boards/index.html>

Partnerships Board

Secretary: Raluca Vasiliu-Mclver

<http://www.arcs.qmul.ac.uk/quality/EPB/index.html>

Educational Quality Board

Secretary: Simon Hayter

<http://qplus.qmul.ac.uk/course/view.php?id=6851>

Research Degree Examinations and Awards Board

Secretary: Mary Childs

<http://www.arcs.qmul.ac.uk/research-degrees/research-degree-supervisors/examination-entry-staff/index.html>

Ethics of Research Committee

Secretary: Hazel Covill

<http://connect.qmul.ac.uk/research/ethics-of-research-committee/index.html>

Taught Programmes Board

Secretaries: Rachel Davies/Ruth Wilkinson

<http://www.arcs.qmul.ac.uk/quality/taught-programmes-board/index.html>

Vice-Principal's (Research) Advisory Group

Secretary: Mary Childs

Vice-Principal's (International) Advisory Group

Secretary: Raluca Vasiliu-Mclver

Vice-Principal's (Public Engagement and Student Enterprise) Advisory Group

Secretary: Katherine Bevan

<http://qplus.qmul.ac.uk/enrol/index.php?id=5478>