Summary of Business for
Council Effectiveness and Statutes Review
Project Board

Title	**Project manager's report**
Author/ Comments	Christine Cartwright (E) christine.cartwright@rhul.ac.uk
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Status	For information
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Summary	This paper outlines the progress of the project since the last board meeting, covering the working groups, academic benchmarking, communications and the recommendations
Previous consultation	18 February 2013, 11 March 2013, 20 March 2013, 10 April 2013, 20 May
Resource implications	None
Risk analysis	See attached risk register
Effective date of introduction	Immediate
Recommendation	**The Project Board is asked to** **NOTE the progress of the project,** **ADVISE on the publication of Council minutes, and** **CONSIDER future staff membership of this Board**

Council Effective and Statutes Review Project Board
Project manager's report

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1. Working Groups
Since the last meeting of the Project Board on 20 May 2013, the working groups still have not met and the Students' Union has withdrawn its participation in the groups. Christine Cartwright and Emm Johnstone will be meeting with the incoming President of the SU in the coming week and hope to get renewed agreement to take part.

The proposed approach of the Statutes working group is outlined in CESPB/13/19 and the academic governance group will hold its first meeting in mid-late August.

There are also plans to form a separate consultation group with all three of the trade unions recognised on campus which will look at proposed changes before the Project Board finalises any plans. This group will run alongside the Project and will not directly be part of the Project machinery, but will feedback to the Board the unions' perspective on any proposals ahead of any presentation of proposals to Council.

2. Academic Governance
The benchmarking exercise is now complete and 17 out of the 25 universities approached responded to the questions asked. An anonymised draft report has been created and sent to Anna Sendall who is chairing the working group. The findings of the survey are attached to this report.

3. Communications
There has been no further communication with stakeholders as the end of the academic year has meant that both students and a large percentage of academic staff are no longer on campus.

Emm Johnstone, Rachel Knight and Christine Cartwright met with the outgoing President and the incoming Union Chair at which the possibility was raised of attending a Student Union General Meeting to increase awareness and ask for focus group participants. Methods of engaging the student opinion and making the Statutes seem more approachable were discussed and these will be acted upon in the autumn term.

A more informal method of consultation is also being considered to engage a wider cross-section of staff, in the form of drop in sessions where Emm Johnstone, Rachel Knight or Christine Cartwright will be in the SCR at specific times to answer questions which staff may have.

There has also been a meeting between Paul Layzell, Simon Higman, Emm Johnstone and Rachel Knight to discuss the outstanding matters of communication and misunderstanding, including regarding a number of Freedom of Information requests. To date in July the College has received no new Freedom of Information requests from the UCU Governance Working Group and is currently only dealing with follow on questions regarding previously answered requests.

4. Recommendations discussed by Council

The recommendations approved by Council at its June meeting will be implemented for the October meeting and those which were questioned shall be resubmitted for further approval. Over the summer, the Secretariat aims to fulfil a number of the outstanding actions, including the creation of the induction programme, the introduction of Sharepoint, and the drafting of a survey which will be circulated to all Council members annually at the Away Day.

The publication of committee minutes after their approval by circulation and final viewing by Council was also approved at the June meeting of Council but it has subsequently come to light that the plan for publication of Council minutes has not been explicitly stated as the paper referred only to the committees. Thus clarification is required on how publication of Council minutes ought to be managed and the Board is asked to provide its guidance in this matter.

5. Staff membership of this Board
With Johannes Zanker reaching the end of his term of office as an elected member of staff on Council, the Project Board is invited to consider whether to ask Johannes to continue to sit on this Project Board to see the work through, whether to bring in a new staff member of Council, or whether to do both.

Academic governance benchmarking report
Christine Cartwright 5 July 2013

25 research-intensive English universities were contacted and each asked the same set of questions relating to their governance arrangements in academic matters (i.e. matters relating to teaching, assessment, and research). 16 universities responded with a planned meeting with the representative from one final institution.

1. What does your university understand to be the purpose of its Academic Board/Senate, and has this been formally mapped or reviewed of late?

All respondents quoted from their Statutes with the general message being that the Senate/Academic Board is responsible for directing the academic work of the university, having oversight of academic performance, maintaining academic standards and so forth.

Universities answered regarding reviews of the purpose of their academic governing body as follows:
1 in 2006 (part of Charter & Statutes review)
1 in 2007 (Ordinances reviewed)
1 in 2009 (Terms of Reference reviewed)
5 in 2010 (Senate review/Senate review/Charter, Statutes & Ordinances review/Standing Order review/review of Senate's Primary Responsibilities)
3 in 2011 (ToR updated/Senate review/Senate review)
1 in 2012 (Senate review)
2 in 2013 (AB review/desk-based Senate review)
1 university had not conducted a review for several years, and another had never conducted a review.

2. Could you share an outline of your committee structure for academic governance, to show where matters are discussed and where decisions receive final approval?

Almost all universities questioned have a committee structure online; these have been downloaded and combined into the appendix document.

One institution does not have a formal or static committee structure. There are two main committees which feed into it. The first of these is the Teaching & Learning Group which focuses on strategies and policies. It has sub-groups for project work which include Degree Attainment Working Group, MLE Project Group, Plagiarism Working Group and Degree Regulations and Assessment Policies Group. The other main committee is the Graduate Education Group which drives strategic and policy framework for doctoral education. In this university, each Faculty also has a Teaching and Learning Committee.

Another institution supports the work of the Senate with Boards with specific responsibility for academic standards or for areas where peer review is required (e.g. Taught Programmes Board; Research Degrees Programmes and Examination Board; Degree Examination Boards; Educational Partnerships Board; Ethics of Research Committee).

3 institutions have School Boards, 2 have School Committees, and 9 have Faculty Boards. For the final 2 universities in this sample, the details are stored on an intranet behind a firewall so the details cannot be viewed externally.

3. What is the size and split of membership of the Academic Board/Senate, and when was this last reviewed?

Under 50	5
50-100	6
149	1
160	1
160-190	1
180	1
c.890	1

Date of last review:
1 included in review of Charter & Statutes 2006
1 has not done a review of Senate
1 in 2007
2 in 2009
6 in 2010
3 in 2011
2 in 2013

Detailed information on the size and split of membership in each university:

1	Up to 180 members, 30-50 of whom typically attend a meeting. Ex-officio Master, Vice-Master, all Professors, all Readers, Executive Deans (5), Assistant Deans (40), Pro-Vice-Masters (8), Dean, Academic staff governors (4), Librarian, Deputy Librarian, Director of IT. Elected – 1 rep/8 FTE members of Academic Staff (Lecturers & Senior Lecturers) of each School with ten as a maximum, 2 senior members of Library, 7 students chosen by a method deemed appropriate by SU.
2	55 total. 10 ex-officio. 15 members of College boards. 20 ac/research staff. 5 students. 1 SABB. 4 co-opted.
3	33 total. 17 ex-officio. 16 nominated by Heads of Schools.
4	5 ex officio (Director, Librarian, 3 co-opted members – Pro-Directors), 35 elected – 2 Chairs of AB & Meeting of Professors, 3 Deans, 9 representatives from Faculties, 1 representative from Doctoral School, 5 Professors/Readers/Lecturers, 10 lecturers, 3 researchers, 2 student reps.
5	Between 160 and 190 members. There are 84 elected staff members and 2 co-opted staff

	members. There are 17 -19 student members (19 if you include the current vacancies), 6 of whom are ex officio by virtue of their position on the student executive, and the rest of whom are elected. The remainder of the membership is ex officio.
6	Total size is 58 comprised of V-C and PVCs (8), Head of Library Services (1), The Graduate Dean, the Director of IT Services, the Director of the Careers Service (3), representative of each academic department (HoDs) (32), 2 nominees of each College (10), up to 2 co-opted members (2), representatives of the Students' Union (2).
	NOTE: The Director of Lifelong Learning the Director of Distance Education are mentioned in Ordinance but are not in membership.
7	There are currently around 890 members comprising (a) the Director; (b) all full-time and part-time professors, readers, senior lecturers, and lecturers; (c) full-time and part-time teaching fellows; (d) all full-time and part-time research officers, research fellows, senior research fellows, principal research fellows and professorial research fellows; (e) the Secretary and Director of Administration and the Chief Information Officer; (f) six students always including the General Secretary of the Students' Union, the Education Officer, the Postgraduate Officer, and three other students, one of whom must be a postgraduate; (g) such other persons whose presence will contribute positively to the business under consideration, to be co-opted by agreement between the Chair and VCAB.
8	68 places available. Ex officio are V-C, DV-C, VPs (2), VPs & Deans (4), Associate VPs (4), Associate Deans (8). Then have 38 elected members. Then 3 co-opted members (and 2 vacancies) and 5 student members.
9	There can be a maximum of 36 members: 8 ex officio members (Vice-Chancellor, Deputy Vice-Chancellor, Pro-Vice-Chancellors); 20 members elected by and from the academic staff of the University including at least two representatives from each faculty (10 professorial, 10 non-professorial); 1 lay member of Council; 1 student member elected by the Students' Union; 3 Students' Union sabbatical officers; up to 3 co-opted members.
10	72 members. Ex-officio Principal, VPs (6), SU President, VPEdWelfare, Heads of School/Institute (20), Faculty Deans (6), Students (3 – one from each Faculty), elected staff (34). Varying number of elected staff to ensure each Faculty is equally represented as number of Heads of School/Institute can vary.
11	(a) Ex-Officio members (VC, PVCs, Heads of Academic Departments and various other officers) (76 in all)
	(b) Elected staff members (not confined to academic staff; open to all staff on Grade 8 and above) (a number equal to or less than the number of ex-officio members)
	(c) Student members (up to 15).
12	**Chair:** Director; **Ex-officio Members:** Pro-Directors (2); Deans (3); Head of Doctoral School; Registrar & Secretary; Director of Library & Information Services; **Other Members:** one

	Associate Dean (Learning & Teaching); one Associate Dean (Research); members of academic staff from each Faculty (12); student members (2).
13	149 members, which varies slightly due to held vacancies. 49 are ex-officio. All 8 faculties send members. The faculties are divided into 'small' and 'large' with small faculties sending 8 members and large faculties sending 12 – circa 80 in total. From the people drawn from faculties half are levels 4 & 5 and half are levels 6 & 7 on the Education, Research and Enterprise Pathway (ERE) scale.[1] There are no more than 16 representatives of pure research staff and 5 students.
14	30 members plus Chair. VC is Chair. Ex officio – DVCs (3), Deans (4), Librarian, Academic Assembly Chair, Professional Training & Careers Committee Chair, Dean of Students, Director of Centre for Educational and Academic Development, SABBS (2). Elected – 2 reps/faculty (8), Professors (4), Non-professors (4).
15	52 members (i) The Vice-Chancellor; (ii) The Pro-Vice-Chancellors (3);(iii) The Heads of the Schools of Studies (12); (iv) Holders of the following offices: The Librarian (1); The Director of Information Technology Services (1); The Director of the Sussex Centre for Language Studies (1). (v) Two members of the academic staff from each School of Studies (24); (vi) Two members of the Professional Services staff (2); (vii) The President and the Education Officer of the Students' Union (2); (viii) Five students (5).
16	64 available posts. VC, DVC, PVCs (4), Director of Information, Academic Co-ordinators (3), HoDs (27), Dean of Hull Medical School, academic staff – permanent (15), fixed-term academic staff (3), Provosts (2), SU President, Graduate Students' Association President, UG students (3), PG student (1).

4. How are members selected?

11 undertake elections, 3 use nominations, 1 is a mix. LSE have all members there by dint of their position.

5. Are new members offered any induction?

Yes – 11
No – 5

6. How is the agenda managed and how are papers distributed, and how far in advance are the agenda and papers circulated?

All agendas are built in a very similar manner and in the same way as we do ours. All are sent out 1 week in advance, except 1 university which sends papers at least 3 working days in advance.

[1] On the ERE scale, Level 4 is £27,845 - £34,223. Level 5 is £35,244 - £44,607. Level 6 is £45,971 - £57,743. Level 7 starts at £62,850 and then progression is in zones up to the top level of £117,058.

Hard copy only – 6
Electronic only – 3
Both – 7

7. Do you publish the minutes of meetings, and if so how long after the meeting and how widely?

Internet:

After each academic year – 1

After approval by Chair and committee – 3

After approval at next meeting – 4

Intranet:

After each academic year – 0

After approval by Chair and committee – 4

After approval at next meeting – 3

8. How do you communicate with members in, and between, meetings to support the desired level of engagement?

Email – 9
None – 3
Faculty Boards or equivalent – 3
Termly meeting with HoDs – 1
Note: one institution has a Senate Dining Club where members can meet and chat informally.

9. How do you communicate with the wider professoriate to best draw upon skills and experience?

Feel that Board/Senate represents professoriate – 2
Committees/faculty boards/working groups – 9
Specific engagement – 1
None - 4

10. How is the relationship between the governing body and Academic Board structured (e.g. joint members, reports between committees, level of academic representation on each body)?

All institutions have their AB/Senate submit reports or minutes to their governing body, and ensure that the academic body has representatives on the governing body, except in the case of one institution. At this institution all of the academic representatives on the governing body are voted for from the full membership of the academic staff, not just those on Senate.

Members from Senate/AB to Council

2 members	2
3 members	5
4 members	5
6 members	2 (these are being reduced to 3 and 4 members)
7 members	1

The institutions which send 6 members have 890 and 149 members of their academic bodies. The one which sends 7 has 60 members.

All have joint members at the most senior level i.e. Principal/VCs.

1 institution has a joint committee of Senate and Council which makes recommendations to the Court regarding the appointment of the Chancellor and Pro-Chancellors and to the Council regarding the appointment of the VC & Chief Exec.