



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

MANAGEMENT AND COMMITTEE STRUCTURE (2006-07)

CONTEXT

The present committee structure was last given a major overhaul in 2002, to reflect a number of contextual factors influencing the situation at that time, including an internal academic and management restructuring process at Stranmillis, the requirements of academic integration with QUB and the clarification of the status of the university colleges as 'schools' of the University, the University's **Building on Success** academic plan of June 2002 and revised quality assurance requirements specified by the Quality Assurance Agency (QAA). Some further minor modifications to the present structure were made in 2005. A number of factors have come together to make a further revision of the College's committee structure necessary for 2006-07. These are

1. Major changes to the College's senior and academic middle management arrangements which took effect from August 2006.
2. The development and implementation by Vice-Chancellor Gregson of a new Strategic Vision for Queen's University which has resulted in major structural changes at all levels of the University, including the removal of the Faculty administrative layer, to which the College was previously linked.
3. The incorporation of the University College from 1st October 2005 onwards.
4. The need to respond to the recommendations of the Organisational Effectiveness Survey (the Marsh Report).

It should be noted that as a consequence of the major changes at QUB, a review of its committee structures is currently in progress, the outcome of which may require some further changes to what is outlined below.

RATIONALE

While Stranmillis continues to be treated as a ‘school’ by the University, albeit one which, unlike others (apart from St Mary’s University College), enjoys complete financial and organisational autonomy, it is clear that the ‘school’ model does not entirely fit the realities at Stranmillis. Any committee structure needs to reflect the independent, infrastructural services provided to staff and students by the College and the incorporated governance arrangements put in place by the Colleges of Education (2005) Order. It also has to reflect the new management arrangements at senior and at middle academic level (which in the case of the latter are very much based around programmes), the professional partnership dimension to the College’s various undergraduate programmes, the relatively small size of the College and of its staff, the consequent demands on the time of the latter and the vital need to ensure adequate student input to the decision-making processes.

DEPARTMENTAL AND COMMITTEE STRUCTURE

UNIVERSITY COLLEGE MANAGEMENT BOARD

There is a need to ensure a clear distinction between management and corporate governance, in accordance with the relevant guidance on best practice issued by HEFCE and DEL, the Colleges of Education (2005) Order and the College’s Instrument and Articles of Government, as approved by DEL. The Governing Body is responsible for determining the overall strategic direction of the University College, the financial framework to support the strategy and overseeing and monitoring the College’s performance and development. The Principal and the Senior Management Group of four Vice-Principals are responsible for the executive management of the institution and its day-to-day business and direction.

The University College Management Board will support the Principal in developing the University College’s three-year Strategic Development Plan and the associated annual Business Plans to support the delivery of the College’s Mission and Vision. **Its terms of reference are set out in Appendix One.** It will develop and implement approved strategies to support the delivery of the Strategic Development Plan. It will be responsible for academic and resource planning and making management decisions within frameworks approved by the Governing Body, including the Strategic Development Plan and annual Business Plans.

The University College Management Board will comprise:

- Principal and Chief Executive (Chair);
- Vice-Principal (Academic Affairs);
- Vice-Principal (Corporate Services);
- Vice-Principal (Registrar);
- Vice-Principal (Education Services).

UNIVERSITY COLLEGE OPERATING BOARD

The University College Operating Board, reporting to the University College Management Board, will have overall responsibility for the management and implementation of approved strategies and policies.

The University College Operating Board will comprise:

- The Four Vice-Principals (one of whom will act as Chair);
- Heads of Academic Departments (5);
- Heads of Support Teams (Domestic Bursar, Estates Manager, Finance Manager, Human Resources Manager, IT Services Manager, Head of Library and Learning Support Services) (6).

Its terms of reference are set out in Appendix Two.

Business will be ordered to ensure that Heads of Support Teams are not required to be present for items which are of no direct interest or relevance to them.

VICE PRINCIPALS

The Vice Principals have the authority of the Principal in their respective areas of responsibility. Their role is to lead the development of University College strategy and policy, drawing on the expertise of the Heads of Departments/Teams (both academic and support).

HEADS OF ACADEMIC DEPARTMENTS

The Heads of Academic Departments will report to either the Vice-Principal (Educational Services) (4) or the Vice-Principal (Registrar) (1) and as members of the University College Operating Board will be involved in,

and accountable for, all decisions of the Board. They will be responsible for University College policy within their departmental area of responsibility and for necessary interactions between Departments. They will be line managers for their Departments, where appropriate, and responsible and accountable for the budget devolved to the Departments from the University College Management Board to resource agreed plans. Administrative support will be available to them. In recognition of their significant administrative and management duties, Heads of Departments will have a maximum of a fifty-per-cent teaching load. Ad hoc meetings of the academic Heads of Departments will take place as and when required, for example to deal with matters referred to the group by Management Board.

HEADS OF SUPPORT TEAMS

The Heads of the Support Teams will report to the Vice Principal (Corporate Services) or to the Vice Principal (Education Services) and as members of the University College Operating Board will be involved in, and accountable for, relevant decisions of the Board. They will be responsible for University College policy within their area of responsibility and for necessary interactions between them. They will be line managers for their areas, where appropriate, and responsible and accountable for the budget devolved from the University College Management Board to resource agreed plans.

THE FOUR ACADEMIC DEPARTMENTS

- These are the primary academic management units and are responsible for delivering teaching, research and community outreach. Each Department will have a management structure reflecting its teaching and research portfolio. All teaching staff will normally be expected to contribute to this portfolio, with individual workloads being determined by the Head of Department. Where applicable, technical support staff will also report to the Head of Department.
- Heads of Departments and key team members will liaise closely with the Vice Principal (Registrar) and Registry staff in relation to advertising and marketing, both of which will continue to be organised centrally, but will have inputs in relation to planning and delivery from Departmental teams. These teams will play an enhanced role in developing the visibility of their activities throughout Northern Ireland and beyond.
- Interviewing of prospective students will continue to be organised by Academic Registry but allocation of staff to the process will be the

responsibility of the Head of Department in consultation with the Vice Principal (Registrar), as will the final selection of students for entry.

- Each Department will have a Departmental Management Group, which will meet at least once each semester. **The membership and terms of reference for these Groups are set out in Appendix Three.**
- Each Department will have Programme Leaders for each of its programmes. Allocation of these roles are a matter for internal decision.
- Each Department will have at least one Adviser of Studies for each of its programmes. The BEd (Primary) will require more than one Adviser because of student numbers. These Advisers of Study will play a significant role in the student registration and enrolment process.
- Each Department will have a Board of Studies, covering all programmes consisting of all teaching staff and with student representation, which will take responsibility for the following aspects of quality assurance:
 - module changes
 - pathway changes
 - programme specifications
 - responses to external examiners
 - consultation with students on academic issues.

The Boards of Studies will report to the College Learning and Teaching Committee.

- Each programme will have a single Board of Examiners, chaired by the Head of Department, with an elected academic Secretary. Administrative support to the Board(s) will be provided by the Departmental Administrator. Boards of Examiners will work within the overall University College timetable for the examination process. Decisions on extenuating student circumstances will be taken by individual Boards of Examiners.
- The issues of subject leadership and assignment of roles within the two Teacher Education Departments are matters for internal decision.
- Individual programmes will have consultative stakeholder groups, with external input, as appropriate.

SUPPORT SERVICES

The University College has a number of significant support units – Corporate Services, HR Department, Catering and Housekeeping Services, Estates Department (incorporating Security), IT Services, Library and Learning Support Services, Portering Services. Each of these has a line manager reporting to one of the four Vice Principals and internal management arrangements, as appropriate.

UNIVERSITY COLLEGE BUSINESS CYCLE

The University College will operate a three-term business cycle for its deliberative central boards and committees.

UNIVERSITY COLLEGE COMMITTEES

- A College Staff Council, chaired by the Principal, which will have all teaching and support staff in membership. It will meet twice yearly in a fairly informal fashion. Staff will be encouraged to identify agenda items in advance. A short report of its discussions, as opposed to formal minutes, will be prepared. **Its terms of reference are set out in Appendix Four.**
- A College Learning and Teaching Committee, chaired by the Vice Principal (Academic Affairs), which will relate directly to the Departmental Boards of Studies and Examiners. It will have an oversight role in relation to quality assurance and take responsibility for quality enhancement across the University College. **Its membership and terms of reference are set out in Appendix Five.**
- A College Student Progress Committee, chaired by the Vice Principal (Education Services). **Its membership and terms of reference are set out in Appendix Six.**
- A Learning Support Advisory Group, chaired by the Vice Principal (Education Services). **Its membership and terms of reference are set out in Appendix Seven.**
- A Widening Access Advisory Group, chaired by the Vice Principal (Registrar). **Its membership and terms of reference are set out in Appendix Eight.**
- A College Student Selection Committee, chaired by the Vice Principal (Registrar). **Its membership and terms of reference are set out in Appendix Nine.**
- A College Research and Ethics Committee, chaired by the Vice Principal (Academic Affairs). **Its membership and terms of reference are set out in Appendix Ten.**
- A College Staff Development Committee, jointly chaired by the Vice Principal (Academic Affairs) and the Vice Principal (Corporate Services). **Its membership and terms of reference are set out in Appendix Eleven.**

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UNIVERSITY COLLEGE MANAGEMENT BOARD

Terms of Reference

1. To develop a strategic Corporate Plan in line with the approved vision.
2. To develop and implement approved strategies to support delivery of the corporate plan.
3. To maintain a general oversight of performance against the University College's strategic academic and related objectives and against benchmarking data from comparator institutions.
4. To initiate and give preliminary consideration to strategy and policy matters in order to determine strategic directions for the University College and to ensure that these are consistent with the institutional strategy and objectives.
5. To formulate and develop strategic and policy issues, initiatives (both internal and external), developments etc.
6. To take management decisions within the framework of the University's corporate plan and related objectives.
7. To develop and implement academic plans.
8. To advise on budgetary matters and oversee and monitor the overall implementation of financial plans.
9. To advise and, where appropriate, make recommendations to the University College's Governing Body and committees, on strategies and policies needed to achieve the University College's corporate objectives.
10. To take decisions on behalf of the Governing Body in circumstances where there is an urgent need.
11. To advise upon such issues as may be referred to it by the Principal or the Governing Body.
12. To act on behalf of the Governing Body on such matters as may be delegated to it.

Membership

Principal and Chief Executive (Chair)

Vice-Principal (Academic Affairs)

Vice-Principal (Corporate Services)

Vice-Principal (Education Services)

Vice-Principal (Registrar)

Reporting and Servicing Arrangements

The University College Management Board will receive reports from the University College Operating Board, from other committees etc where relevant, and will report to the Governing Body, as and when appropriate. The Board will be serviced by the Principal's Office.

UNIVERSITY COLLEGE OPERATING BOARD

Terms of Reference

1. To be responsible for the overall management and implementation of approved strategies, policies and budgets.
2. To review and monitor the progress of the Corporate Plan and the achievement of strategic objectives.
3. To advise and, where appropriate, to make recommendations to the University College Management Board or other University College bodies on strategic and policy issues.
4. To ensure an efficient and effective interface between academic and academic-support sectors.
5. To ensure input strategies fully support and enable the achievement of the University College's strategic objectives.
6. To advise upon such issues as may be referred to it by the Principal.
7. To act on behalf of the University College Management Board on such matters as may be delegated to it.

Membership

Vice-Principals (one of whom will act as Chair) (4)

Heads of Academic Departments (5)

Heads of Support Teams (4)

Head of Library and Learning Support Services

Head of IT Services

Reporting and Servicing Arrangements

The University College Operating Board will report to the University College Management Board and will be serviced by the Chair's Office.

DEPARTMENTAL MANAGEMENT GROUPS

Terms of Reference

1. To contribute to the determination of strategic planning for the development, implementation, and oversight of the research and teaching portfolios of the Department in accordance with the University College Vision and Corporate Plan.
2. To report on outcomes and key issues relating to the leading, mentoring, and monitoring of staff in the Department in respect of the research and teaching portfolios.
3. To be responsible for the recruitment, progress and awards of undergraduate and postgraduate students of the Department in accordance with University Regulations, and to oversee the arrangements for advice, pastoral care and personal development for all students throughout the period of enrolment.
4. To contribute to the identification and review of targets and outputs for the Department in the light of University College Strategy, of opportunities for new sources of external funding, and of benchmarked information on comparator institutions.
5. To contribute to the identification, oversight and evaluation of the development of collaborative arrangements and national and international partnerships for both the research and teaching portfolios of the Department.
6. To provide a forum for discussion on key strategic, budgetary and operational matters affecting the Department, and to advise the Head of Department on matters relating to the distribution of resources and the allocation of accommodation.

Membership

Head of Department

All members of teaching staff within the Department

Departmental Administrative Officer

Departmental Technical Support Staff

Representatives of Support Teams, as and when required

Representatives of IT Services, Library and Learning Support Services Staff (as and when required)

Serviced by Departmental Office

Reports to University College Management Board
University College Operating Board

UNIVERSITY COLLEGE COUNCIL

Terms of Reference

1. To discuss any significant matter relating to the future strategic development of the University College.
2. To consider and make recommendations on any matter referred to it by the Governing Body, the Principal, the Management Board, the Operating Board or the Learning and Teaching Committee and to make recommendations to these bodies on other matters.
3. To receive reports from the Principal, the Vice-Principals, Heads of Academic and Support Departments and other staff with specific academic or administrative responsibilities.
4. To enable staff to raise significant issues for discussion through a process of advance notification.

Membership

Principal (Chair)

All teaching and support staff

Serviced by Principal's Office

UNIVERSITY COLLEGE LEARNING AND TEACHING COMMITTEE

The Learning and Teaching Committee shall act as a proactive and strategic body for the monitoring and enhancing of the quality and standards of learning, teaching, assessment and curricula of the College. The Committee shall normally meet three times per year and establish sub-groups where required.

Learning and Teaching Committee Terms of Reference

1. To take responsibility for the implementation of the University's academic policy within the College.
2. To introduce and monitor the effectiveness of quality assurance policies and strategies for learning, teaching and assessment within the College.
3. To oversee the work of Departmental Boards of Studies in relation to module, programme and university subject review (USR) and responses to external examiners.
4. To approve new pathway or module proposals.
5. To monitor and respond to national and regional initiatives in learning, teaching, assessment, curricula, quality and standards.
6. To identify, promote and disseminate:
 - innovations in learning, teaching and assessment;
 - use of electronic media;
 - appropriate developments in student learning such as key skills.
7. To report regularly to the University College Management and Operating Boards.

Membership

Vice-Principal (Academic Affairs) (Chair)
Other academic Vice-Principals (2)
Heads of Departments or nominees (5)
Quality Assurance and Enhancement Officer
Head of IT Services
Head of Library and Learning Support Services
President of SRC and one other SRC representative

Serviced by Academic Affairs

Reports to University College Management and Operating Boards, where appropriate

Receives reports from University College Learning Support Advisory Group
University College Selection Committee
Departmental Boards of Studies and Examiners

**UNIVERSITY COLLEGE SCHOOL STUDENT PROGRESS COMMITTEE
(SSPC)**

(See QUB Study Regulations, Paras. 5.10 – 5.16)

Terms of Reference

1. 'Every school shall establish such School Student Progress Committees (SSPCs) as are required to consider cases of students whose academic progress gives cause for concern' (QUB Study Regulations, 5.10).
2. 'Each School shall establish criteria to determine which students are asked to attend the SSPC' (QUB Study Regulations, 5.11).
3. 'Students who have failed a module twice will be considered by the School Student Progress Committee and may not be permitted to repeat that module again (QUB Study Regulations, 5.6).
4. University College students may be required to attend the Stranmillis SSPC for the following reasons:
 - failure of two or more modules;
 - failure to meet a target previously imposed by the SSPC;
 - ineligibility to proceed to the next stage of study;
 - ineligibility for the award of a degree or other qualification on completion of the final stage of his/her studies;
 - possible transfer to an ordinary degree;
 - academic progress giving other cause for concern.
5. The powers and procedures of the University College SSPC are fully set out in the QUB Study Regulations, Paras. 5.10 – 5.16. The Committee, in line with the regulations, will not consider challenges to academic judgment. 'Progress committees consider the causes and consequences of failure but they do not review the marks awarded and they do not investigate complaints'. Separate procedures and regulations exist for handling student complaints (see QUB Study Regulations 9) and requests for review of assessment decisions (see QUB Study Regulations 6.58 – 6.68).

Membership

Vice-Principal (Education Services) (Chair)

Vice-Principal (Registrar)

Advisers of Studies: BEd (Primary), PGCE, BEd (Secondary), BA(ECS), BSc(HLS),

MA (Arts in the Community), MEd, MTeach, MA(ECS)

College Examinations Officer

A quorum shall comprise the Chairperson and three other members, to include at least one male and one female member.

Appeals

Appeals against the University College SSPC's decisions can be made to the QUB Quality and Partnerships office. Following a screening process, they may be heard by the Central Student Appeals Committee (CSAC).

UNIVERSITY COLLEGE LEARNING SUPPORT ADVISORY GROUP

Terms of Reference

1. To advise and provide feedback on all aspects of the services provided by the Library, IT Services and the LSS.
2. To make suggestions for improvements to those services, where appropriate.

Membership

Vice Principal (Education Services) (Chair)
Head of Library and Learning Support Services
Manager IT Services
Elected staff representative from each of the four academic departments (4); Student representatives from undergraduate, Masters and PGCE programmes nominated by Students' Union (6)

Serviced by Education Services

Reports to University College Management Board
University College Operating Board
Learning and Teaching Committee

UNIVERSITY COLLEGE WIDENING ACCESS GROUP

Terms of Reference

To offer advice on all matters covering widening access, including the University College Access Agreement, outreach measures, the Student Support Centre.

Membership

Vice Principal (Registrar) (Chair)
Heads of Academic Departments (5)
Student Support Officer
Widening Access Promoter
Careers Officer

Serviced by Student Support Centre

Reports to University College Management Board
University College Operating Board

UNIVERSITY COLLEGE SELECTION COMMITTEE

Terms of Reference

To offer advice on all matters concerning the selection and admission of students to the University College.

Membership

Vice Principal (Registrar) (Chair)

Heads of Academic Departments (5)

Programme Leaders: BA(ECS), BSc(HLS), BEd, MEd, MTeach, MA (Arts in the Community), MA(ECS), PGCE

Manager of Academic Registry

In attendance: Representatives of external stakeholders e.g. Schools and other relevant organisations.

Serviced by Academic Registry

Reports to University College Management Board
University College Operating Board
Learning and Teaching Committee
Governing Body

UNIVERSITY COLLEGE RESEARCH AND ETHICS COMMITTEE

Terms of Reference

1. To promote and maintain a research culture in the College, for example through the organisation of training and/ or the organisation of seminars.
2. To encourage research initiatives by individuals or groups of staff.
3. To advise on applications for funding (where available) for research activity.
4. To assist with the preparation of the College's RAE submission.
5. To give ethical approval to particular research projects proposed by staff or students.

Membership

Vice Principal (Academic Affairs) (Chair)
Associate Head of Research
Heads of four academic Departments or nominees

Serviced by Academic Affairs

Reports to University College Management Board
University College Operating Board

UNIVERSITY COLLEGE STAFF DEVELOPMENT COMMITTEE

Terms of Reference

1. To develop and regularly update a Staff Development Policy for all members of staff employed by the University College for the consideration of the Strategic Planning Committee.
2. To advise on and to take operational decisions with regard to staff development issues for both teaching and support staff.

Membership

Vice Principal (Corporate Services) and Vice Principal (Academic Affairs) on an annually rotating basis (Chair)

To be elected from the membership (Secretary)

Vice Principal (Academic Affairs)

Vice Principal (Corporate Services)

Human Resources Manager

Six elected representatives from the four academic Departments (6)

Six nominated representatives from Support Staff (6)

Serviced by Appropriate Vice Principal's Office (see Chair above)

Reports to University College Management Board