



SOAS
University of London

Constitutional Documents

2024/25

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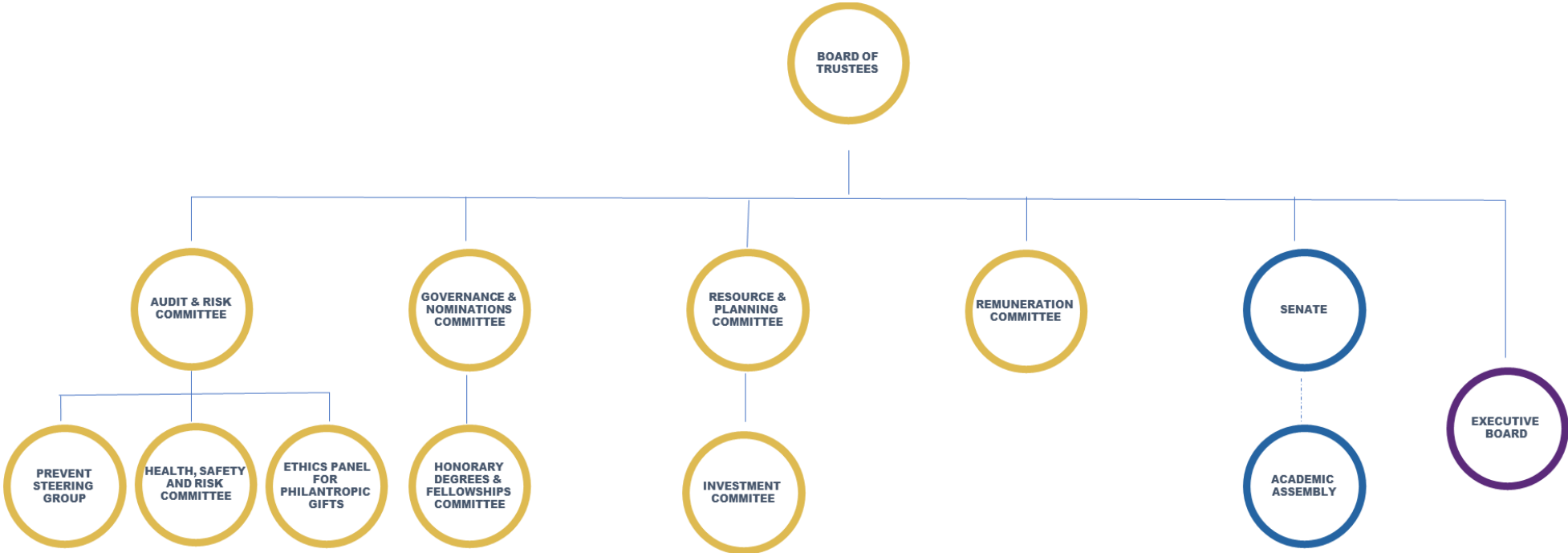
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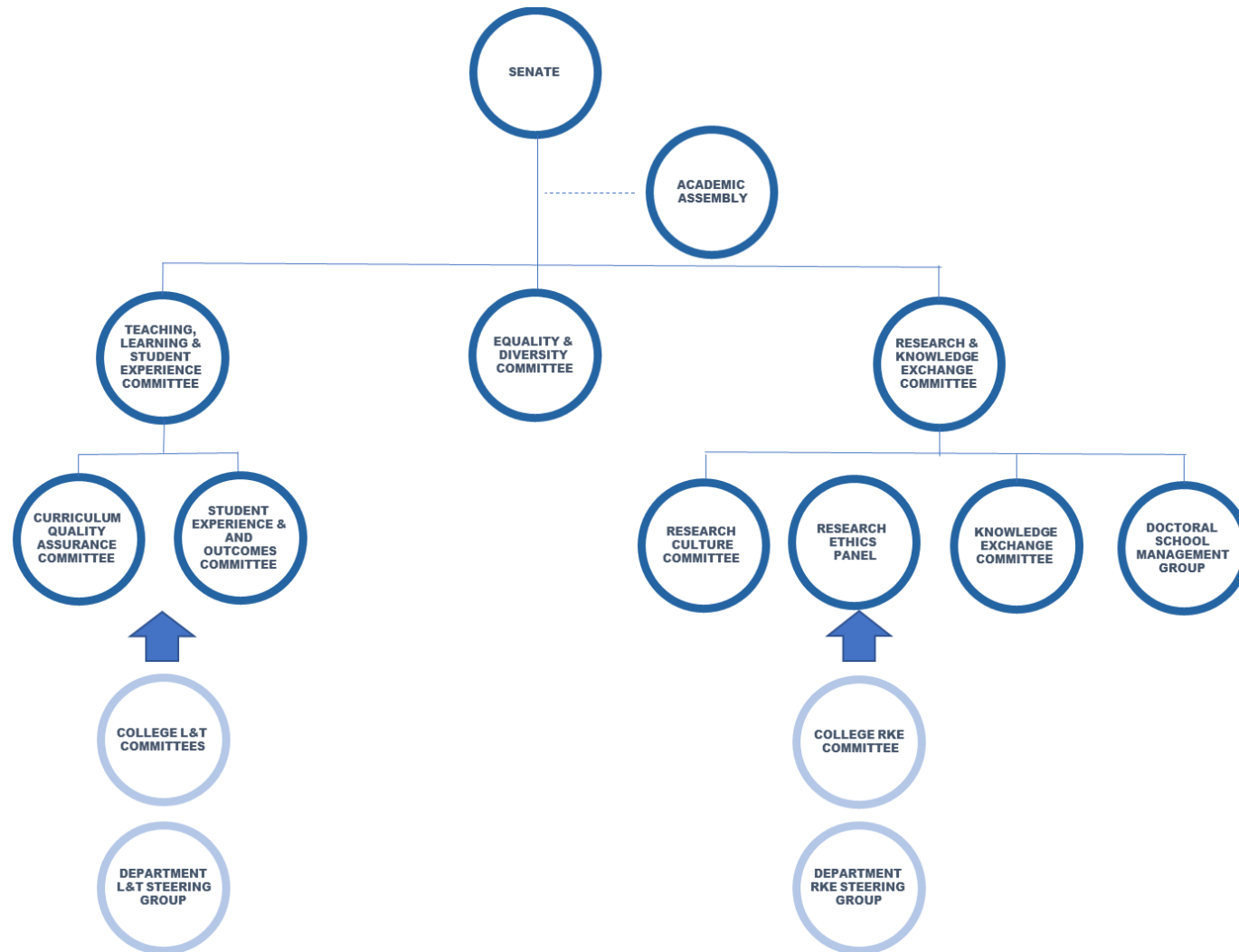
SOAS University Governance



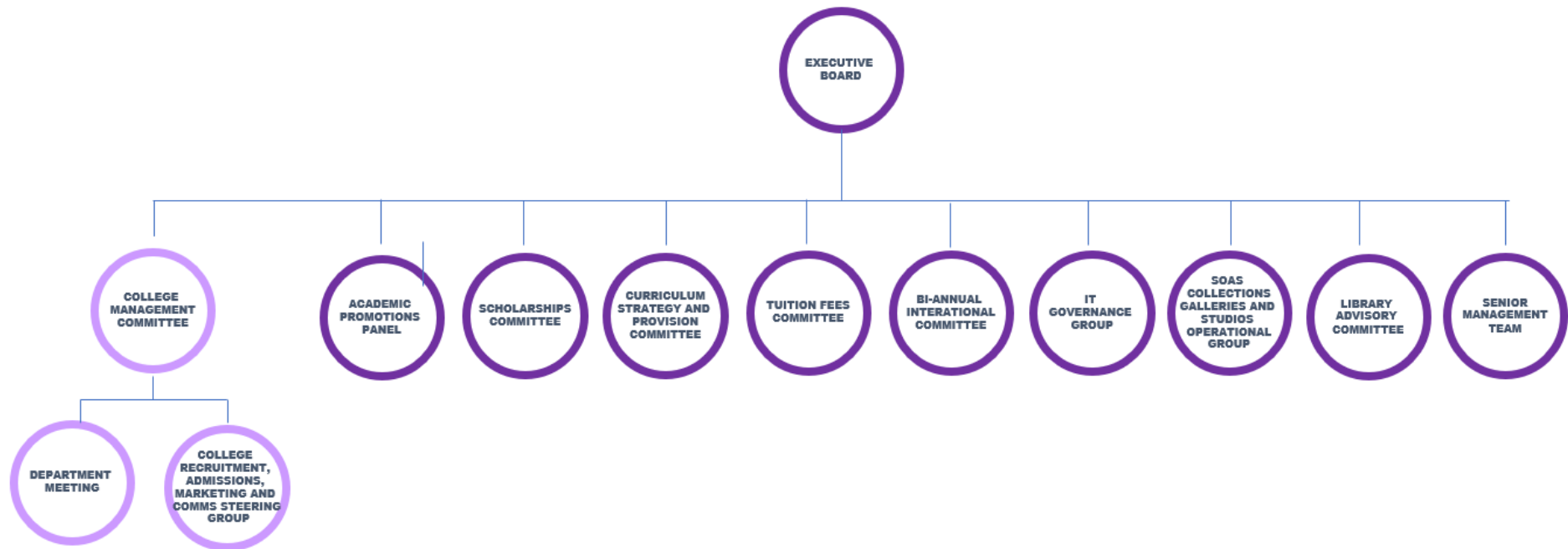
KEY

- UNIVERSITY GOVERNANCE
- ACADEMIC GOVERNANCE
- EXECUTIVE MANAGEMENT

SOAS Academic Governance



SOAS Executive Management Governance



Part A

Charter and Articles

Charter of Incorporation and Articles

Charter of Incorporation Update: 17 May 2023

Charles the Third by the grace of God of the United Kingdom of Great Britain and Northern Ireland and of Our other Realms and Territories King, Head of the Commonwealth, Defender of the Faith:

To all to whom these Presents shall come, Greeting!

Whereas, as part of a reorganisation of the University of London, Our Commissioners of Works (by the London Institution (Transfer) Act 1912) vested the premises and property of the London Institution for the Advancement of Literature and the Diffusion of Useful Knowledge to the Governing Body of a School of Oriental Studies. Such premises and property was adapted and used for the purposes of the School of Oriental Studies which we were asked to constitute:

Whereas, the late His Majesty George the Fifth did, in 1916, grant a Royal Charter incorporating the Members of the Board of Trustees of the School of Oriental Studies, with the name and title of "The School of Oriental Studies, London Institution" (hereafter referred to as "the Charter of 1916"):

Whereas, the Charter of 1916 provided for the constitution and government of The School of Oriental Studies, London Institution:

Whereas, the late His Majesty George the Sixth did in 1938, grant a Supplemental Charter to change the name of The School of Oriental Studies, London Institution to The School of Oriental and African Studies:

And whereas the Council of The School of Oriental and African Studies has presented to Us in Council a humble Petition submitting that it is desirable that it amend its constitutional provisions to reflect it gaining its status as a university, whilst remaining as a member of the University of London federation, by the grant of a further Supplemental Charter:

Now, therefore, know Ye that We having taken the said Petition into Our Royal consideration have of Our especial grace, certain knowledge and mere motion willed and ordained and do by these Presents, for Us, Our Heirs and Successors, will and ordain that the Charter shall be amended as follows:

1. Except where it refers to "School of Oriental and African Studies" and "referred to as 'The School'" in Article 1, delete "School" and substitute "university" wherever it occurs in Article 1.
2. In Article 1 delete "'The School'" and substitute "'the University'"
3. In Articles 2-9, delete "School" and substitute "University" wherever it occurs
4. Delete "Academic Board" and substitute "Senate" wherever it occurs in Articles 4-6.

5. In Article 5:

- after "comprising the" insert "Deputy Director and Provost," in paragraph I(d); - insert round brackets around the "s" in "Pro-Directors" in paragraph I(d);- delete paragraph I(f) and substitute "two student members: Sabbatical Officer of the SOAS Students' Union nominated by the Students' Union Executive Committee, and Postgraduate Student nominated by the Research Students Association".
- delete "as a Vice-Chair, an Honorary Treasurer and a Chair" and substitute "the two Vice-Chairs, Honorary Treasurer and the Chair" in paragraph 6.

6. In Article 6 delete "an" and substitute "a".

7. Delete Article 8 and substitute "In addition to preparing and examining students for degrees of the University, as a member institution of the University of London, the University may prepare and examine students for degrees of the University of London."

In Witness whereof We have caused these Our Letters to be made Patent.
Witness Ourselves at Westminster the day of 20 in the year of Our Reign

BY WARRANT UNDER THE KING'S SIGN MANUAL

Charter of Incorporation

George V by the Grace of God of the United Kingdom of Great Britain and Ireland and of the British Dominions beyond the Seas, King, Defender of the Faith.

To all to whom these Presents shall come Greeting.

Whereas the Most Honourable Robert Offley Ashburton Marquess of Crewe, KG, lately one of Our Principal Secretaries of State has presented to Us in Our Council a humble Petition setting forth:

That by the London Institution (Transfer) Act, 1912, the premises and property (except as therein mentioned) of the London Institution for the Advancement of Literature and the Diffusion of Useful Knowledge were vested in Our Commissioners of Works with a view to the use thereof for the purpose of and in connection with a School of Oriental Studies, and it was provided that the said Commissioners of Works might transfer any property, other than real property, vested in them by that Act, on such conditions as they might think fit, to the Governing Body of the School of Oriental Studies upon the establishment of such a School. That the said Commissioners of Works propose to place at the disposal of the Board of Trustees of the School of Oriental Studies when constituted the premises and the property so transferred.

That our Government have signified their intention to apply to Parliament for a grant of money in aid of the adaptation of the premises for the purposes of a School of Oriental Studies in connection with the University of London and in aid of the maintenance of the School when constituted.

That the Petitioner is advised and believes that the incorporation of the said School under Our Royal Charter pending the reorganisation of the University of London in general accordance with the Report of Our Commissioners on University Education in London would be for the public advantage.

And most humbly praying Us in Our Council to grant Our Royal Charter for incorporating the Members for the time being of the Board of Trustees of the proposed School of Oriental Studies, with the name and title of 'The School of Oriental Studies, London Institution' and with such powers and privileges and in such manner in all respects as to Us in Our Council may seem fit.

And whereas We have taken the said Petition into Our Royal consideration and are mindful to accede thereto.

Now, therefore, know ye that We by virtue of Our Royal Prerogative and of all other powers enabling Us in that behalf do of Our special Grace certain Knowledge and mere Motion by these Presents for Us Our Heirs and Successors grant will direct and ordain as follows:

ARTICLE I: Establishment Name and Incorporation of the School of Oriental and African Studies

There shall be, and there is, hereby established with its principal seat in Greater London, including the City of London, a university with the name of "The School of Oriental and African Studies" (which may also be known as School of Oriental and African Studies or SOAS University of London), by which name the Members for the time being of the Board of Trustees hereinafter constituted shall be and are hereby created one body corporate with perpetual succession and a common seal, with full power and capacity to do all lawful acts of whatever nature including without limitation by and in such name to sue and be sued and to acquire, hold, grant and dispose of or otherwise deal with any land or personal property of any value, or any interest of whatever nature in any such land or any buildings on any such land or such property, and such School shall have the constitution and powers and be subject to the regulations in this Our Charter prescribed and contained, and which School is in this Our Charter referred to as "The School".

ARTICLE II: Objects and Powers of the University

1. The objects of the University shall be to be a centre of excellence in research and teaching relating to Asia, Africa and the Middle East, as expressed through a range of academic disciplines in the humanities and social sciences, and their interaction, and for such purpose:
 - (a) to further research and scholarship in the study of the societies and cultures of Asia, Africa and the Middle East;
 - (b) to teach and examine students for the award of degrees, diplomas and certificates;

- (c) to accept a special commitment to language scholarship relating to Asia, Africa and the Middle East;
 - (d) to offer courses of instruction to persons interested in the languages and cultures of Asia, Africa and the Middle East.
2. Subject to the provisions of this Our Charter, the University shall have all powers necessary or desirable to do all acts, matters and things (whether or not incidental or conducive to the foregoing objects of the University) in order to further (whether directly or indirectly, and not otherwise) such foregoing objects.

ARTICLE III: Visitor

We reserve unto Ourselves, Our Heirs and Successors in Council to be the Visitor of the University or, on the representation of the Board of Trustees, to appoint by Order in Council a Visitor of the University for such period as We, Our Heirs or Successors shall see fit, and his or her decision on matters within his or her jurisdiction shall be final.

ARTICLE IV: Powers of the Board of Trustees

1. Subject to the provisions of this Our Charter, the Board of Trustees shall have absolute power within the University with overall responsibility for the general supervision, direction and control of all aspects of the University. Such powers of the Board of Trustees shall include without limitation the following powers:
- (a) to appoint the Members of the Board of Trustees specified in sub-clauses (a) and (b) of clause 1. of Article V and to remove such persons;
 - (b) to appoint and to remove the Vice-Chancellor of the University;
 - (c) to appoint committees for the proper exercise and discharge of all or any of the Board of Trustees' powers and responsibilities;
 - (d) to approve the annual audited financial statements of the University and to consider the annual budget and financial forecasts;
 - (e) to ensure compliance by the University with all legislation (including without limitation all relevant Education Acts for the time being in force) and the Charter;
 - (f) to establish procedures for staff appointments (whether academic or otherwise), discipline and appeals;
 - (g) to approve the academic scope and academic structure of the University, and any changes to such scope or structure, after having received advice from the Senate;
 - (h) to act as trustees for any purpose to promote, or otherwise in relation to, the objects of the University;
 - (i) to make a Standing Order relating to the employment of academic staff, with power from time to time to revoke amend or add to this Standing Order, provided always that no such Standing Order or such revocation amendment or addition shall take effect until approved by the Lords of Our Most Honourable Privy Council of which approval a certificate under the hand of the Clerk of Our said Privy Council shall be conclusive evidence.

- (j) to make other Standing Orders subject to this Our Charter for governing, or otherwise in respect of any matter of whatever nature relating to, the University or its constituent parts, for the promotion of the objects of the University and for the facilitation of any of the provisions of this Our Charter; the power to make Standing Orders shall include the power from time to time to add to, amend or repeal any Standing Orders so made.
- 2. The University may pay any properly incurred and reasonable expenses to any Member of the Board of Trustees as the Board of Trustees may from time to time determine.

ARTICLE VI: The Senate

- 1. There shall be a Senate of the University the terms of reference and membership of which will be determined by the Board of Trustees.
- 2. The Senate shall be responsible for:
 - (a) advising the Board of Trustees on any proposal relating to the academic scope, academic structure and academic standards of the University; and
 - (b) bringing to the attention of the Board of Trustees any matter which in the opinion of the Senate affects the teaching and/or research of the University.

ARTICLE VII: The Vice-Chancellor

- (c) The Vice-Chancellor of the University shall be its chief executive officer and shall be an ex officio member of the Board of Trustees.
- (d) The Vice-Chancellor shall have responsibility to provide academic leadership; to ensure the achievement of the objects of the University; to provide effective administration of the University's affairs; and to represent the interests of the University generally.
- (e) The Vice-Chancellor shall have such other powers and duties as the Board of Trustees shall consider from time to time necessary or desirable.

ARTICLE VIII: The University of London

As a constituent college of the University of London the University may prepare and examine students for degrees of the University of London.

ARTICLE IX: Further Provisions

1. Neither gender, race or religion nor opinions upon any religious, racial, political or sexual subjects shall qualify, or disqualify, any person for membership of the Board of Trustees or for appointment to any office or employment or for admittance to any course of instruction or for any Fellowship, Diploma or other certificate of distinction or for any emolument in or in connection with the University.
2. The University shall not make any dividend, gift or bonus, whether in cash or in kind, to any Member of the Board of Trustees or any other body established pursuant to any power in this Our Charter, provided that the foregoing shall not prevent the University from paying to any person proper remuneration (whether in cash or in kind) for services rendered to or on behalf of the University.
3. Unless the context otherwise requires the Interpretation Act 1978, as amended or consolidated from time to time, shall apply to the interpretation of this Our Charter as it applies to the interpretation of an Act of Parliament so, however, that this Our Charter shall always be construed and adjudged in the most favourable and beneficial sense for the best advantage of the University and the promotion of the objects of this Our Charter as well in all Our Courts as elsewhere any non-recital, mis-recital, uncertainty or imperfection herein notwithstanding.
4. The Board of Trustees may, by resolution in that behalf, passed at any meeting by a majority of not less than three-quarters of the Members present and voting, add to, amend or repeal this Our Charter and such addition, amendment or repeal shall, when allowed by Us, Our Heirs or Successors in Council, become effectual so that this Our Charter shall thenceforward continue and operate as though it had been originally granted and made accordingly. This provision shall apply to this Our Charter as added to, amended, or repealed in manner aforesaid.

Document Control		
Document Title	Charter of Incorporation and Articles	
Version Number	2	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Part B

Standing Orders

Standing Order I: Board of Trustees

These Standing Orders were first issued in July 1997 by the Board of Trustees, under the powers conferred by the then Article V (now Article IV) of the Charter of Incorporation. They have been subject to amendment by Board of Trustees since that date.

Membership

The membership of the Board of Trustees will comprise:

- | | |
|----------------------|--|
| Chair | <ul style="list-style-type: none">• Chair (lay member) |
| Members | <ul style="list-style-type: none">• Two Vice Chairs (lay members)• Honorary Treasurer• Nine lay Trustees• Vice-Chancellor• Provost and Deputy Vice-Chancellor Education• Deputy Vice-Chancellor Research and Knowledge Exchange• College Representative (Dean)• One representative from Professional Services, nominated by the Director and approved by Senate• Two elected members of Senate• Students' Union Sabbatical Officer Representative• Postgraduate Student Nominated by the Research Students Association |
| In Attendance | <ul style="list-style-type: none">• Deputy Vice-Chancellor Finance and Operations and Clerk to the Board• Director of Governance• Director of Finance and Procurement |
| Secretary | <ul style="list-style-type: none">• The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary |

Meetings

The Board of Trustees will normally hold ordinary meetings six times per annum and the quorum will be eight members, the majority of whom must be trustees.

Terms of Reference

The Board of Trustees will have the following terms of reference:

1. In furtherance of its overall responsibility for the general supervision, direction and control of the University, the Board of Trustees may override any decision made by any other properly constituted body of the University or any Lay or University Officer.
2. The Board of Trustees will elect a Chair, two Vice-Chairs and one Honorary Treasurer for a term of office of four years, re-electable once. The Vice-Chairs and Honorary Treasurer must be elected from the membership of the Board of Trustees.
3. The Director of Governance, Director of Finance and Procurement, a representative College Dean, a representative Director of Professional Services will serve in attendance.
4. The Board will hold at least one informal meeting per annum with the Senate and ensure that there are strong communication links with the Senate over the course of an academic year.
5. The Board of Trustees will only amend its Standing Orders and the procedures for the conduct of committee meetings at an ordinary meeting.
6. The Board of Trustees will appoint the following Standing Committees and approve their membership and terms of reference:
 - Senate
 - Audit and Risk Committee
 - Executive Board
 - Governance & Nominations Committee
 - Resources & Planning Committee
 - Remuneration Committee
7. Standing Committees of the Board of Trustees have delegated power to establish sub-committees or panels, which need not be composed entirely of their own members, and to delegate to such sub-committee or panel such powers as the Standing Committee sees fit.
8. The Board of Trustees will appoint the Vice Chancellor of the School and will establish an Appointments Committee for this purpose, chaired by the Board of Trustees Chair and involving a minimum of five other lay trustees. The Vice Chancellor will normally serve for a period of five years, renewable once for a period of up to five years. Renewals will be considered by the Governance and Nominations Committee and notified to the Board of Trustees for its approval;

9. The Board of Trustees will appoint a Deputy Vice Chancellor Finance and Operations on the recommendation of the Vice Chancellor, following appropriate internal consultation procedures and input from lay trustees. The individual role will assume the role of Clerk to the Board of Trustees, reporting to the Chair of the Board of Trustees. Where the role of Clerk to the Board of Trustees is not performed by the Secretary, it will normally be performed by the Director of Governance;
10. The Board of Trustees will appoint the Deputy Vice Chancellors, on the recommendation of the Vice Chancellor, following appropriate internal consultation procedures and input from lay trustees. The Provost and Deputy Vice Chancellor Education and Deputy Vice Chancellor Research will normally serve for a period of five years, renewable once for a period of up to five years. Renewals will be considered by the Governance and Nominations Committee and notified to the Board of Trustees for its approval;
11. The Board of Trustees will appoint each year external auditors on the recommendation of Audit Committee;
12. The Board of Trustees will keep under review the University's Charter and will approve any changes to the Charter for recommendation to the Privy Council;
13. In furthering its overall responsibilities, the Board of Trustees will:
 - (a) Approve the University's corporate strategic plans and financial forecasts;
 - (b) Approve the annual budget and the annual accounts;
 - (c) Approve capital projects and other contracts with a total cost exceeding the limit set out in the Budgetary Authorities;
 - (d) Approve proposals for the University to raise its sector regulator determined external borrowing limit;
 - (e) Approve changes in the allocation of the University's investment funds in excess of 10% or more of the portfolio value;
 - (f) Seek and consider the advice of Senate on matters affecting the academic scope and academic structure of the University;
 - (g) Approve changes to the academic structure of the University;
 - (h) Implement the staffing procedures laid down by the sector regulators and other relevant legislation;
 - (i) Provide members to serve on panels to appoint lay trustees, the Vice-Chancellor, and SOAS Executive Directors;
 - (j) Approve nominations for Honorary Degree and Fellowship recipients;
 - (k) Approve the Vice-Chancellor's annual report;
 - (l) Approve changes to Standing Orders, such changes to be made only at an ordinary meeting of the Board of Trustees;
 - (m) Make arrangements for the delegation of responsibility to the Chair and other Lay and University Officers;
 - (n) Make arrangements for the declaration of interests and other governance procedures according to the sector regulator guidelines and standards of good practice recommended by the Committee of University Chairs;

- (o) Execute all other necessary business in the furtherance of the aims of the University;
 - (p) Oversee the monitoring of institutional effectiveness;
 - (q) Monitor the University's risk environment and monitor and approve the University's risk register.
 - (r) Accountable for health and safety management across the University.
14. The Board of Trustees will publish on an annual basis the appropriate year's audited accounts and the Vice-Chancellor's annual report. These will be published no later than 31 December each year.
15. Annexes XVII and XVIII contain information about the Board of Trustees' primary responsibilities and reserved powers.

Document Control		
Document Title	Standing Order I: Board of Trustees	
Version Number	2	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

The remit of the Senate is to advise the Board of Trustees on any proposal relating to the academic scope, academic structure and academic standards of the University and to bring to the attention of the Board of Trustees any matter which in the opinion of the Senate affects the teaching and/or research of the University.

Reporting

The Senate reports to the Board of Trustees

Membership

The membership of the Senate will comprise

Chair

- Vice-Chancellor

Ex-Officio Members

- Provost & Deputy Vice-Chancellor Education
- Deputy Vice-Chancellor(s)
- Deputy Vice-Chancellor Finance & Operations and Clerk to the Board
- Deputy Vice-Chancellor Research & Knowledge Exchange
- Academic Registrar
- College Deans
- Chief Librarian
- All academic Heads of Department
- Director of Teaching and Learning
- Director of Research and Knowledge Exchange

Other Members

- A number of academic staff elected (7 Professors, 7 Readers, 7 Senior Lecturers/Lecturers) from the Academic Assembly
- Chair and Deputy Chair of the Academic Assembly
- Two undergraduate and one masters student members nominated by the Students' Union Executive, each of whom must either be a Sabbatical Officer of the SOAS Students' Union or a registered student of the University.
- One will be a doctoral student nominated by the Research Students Association

In Attendance

- Director of Governance
- Chief Information Officer
- Director of Marketing, Student Recruitment, and Communications Director of People

Secretary

- The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

Meetings

The Committee will normally hold five ordinary meetings per session. An informal meeting will take place with Board of Trustees on an annual basis. The quorum will be nine members.

Standing Committees

The Senate will appoint the following Standing Committees. The Terms of Reference for these committees will be approved by the Senate and the Governance and Nominations Committee and included in the annexes to the Standing Orders. The Senate will receive regular reports from these committees and approve proposals from them;

- Teaching, Learning & Student Experience Committee (TELSEC)
- Equality & Diversity & Inclusion Committee
- Research & Enterprise Committee

The Senate may delegate activities and authorities to its Standing Committees as appropriate, but retains overall responsibility for these.

Terms of Reference

The Senate will have the following terms of reference:

- (a) To make arrangements for the delegation of responsibility as necessary to the Chair and other University Officer.
- (b) To advise the Board of Trustees on the strategic development and future direction of the University's academic activities, as incorporated in the strategic plan and sub-strategies, and to keep these under review.
- (c) To be accountable to the Board of Trustees for the quality arrangements for learning and teaching.
- (d) To approve strategies/sub-strategies where this responsibility has been delegated from the Board of Trustees.
- (e) To receive reports and approve recommendations from its Committees, the Provost & Deputy Vice-Chancellor Education and other University Officers in respect of educational developments.

- (f) To receive reports and approve recommendations on other issues which fall within its remit from its Committees, the Provost & Deputy Vice-Chancellor Education, deputy vice-chancellors and other University Officers.
- (g) To receive reports and approve recommendations from the Regional Institutes and Centres as well as University Centres, through the appropriate Deputy Vice-Chancellor.
- (h) To determine academic policy where this responsibility has not been devolved.
- (i) To receive reports and approve recommendations on quality assurance and quality assessment measures employed by the University and to review outcomes.
- (j) To consider matters and approve recommendations affecting the academic scope, academic structure and academic standards of the University or any other matter reasonably falling within the remit of Senate and advise the Board of Trustees, Resources & Planning Committee, or Executive Board as appropriate.
- (k) To establish regulations and procedures for compliance with the Statutes and Ordinances of the University of London, and to award degrees.
- (l) To establish regulations and procedures for University awards and to award School qualifications.
- (m) To receive reports from Resources & Planning Committee

Document Control		
Document Title	Standing Order II: Senate	
Version Number	2	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order III: Audit and Risk Committee

The purpose of the Audit and Risk Committee is to support the Board of Trustees in their responsibilities to oversee the maintenance of sound internal control and risk management systems.

Reporting

The Audit and Risk Committee reports to the Board of Trustees

Membership

The membership of the Audit and Risk Committee will comprise

Chair	• Lay Trustee*
Ex-Officio Members	• Three lay members* of the Board of Trustees having no executive responsibility for the management of the University. • Audit Committee may co-opt others with particular expertise or interests who are not members of the Board of Trustees.
In Attendance	• Vice-Chancellor • Provost & Deputy Vice-Chancellor Education • Deputy Vice-Chancellor(s) • Deputy Vice-Chancellor Finance & Operations and Clerk to the Board • Director of Finance and Procurement • Director of Governance • Appointed External Auditors • Appointed Internal Auditors
Secretary	• The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

* At least one member will have recent relevant experience in finance, accounting or auditing. No member will also be a member of the Resources & Planning Committee , and the membership will not include the Chair of the Board of Trustees.

Meetings

The Committee will normally hold four ordinary meetings per session.. The quorum will be two lay trustee members.

Standing Committees

The Audit and Risk Committee will appoint the following Standing Committees. The Terms of Reference for these committees will be approved by the Audit and Risk Committee and the Governance and Nominations Committee, and included in the annexes to the Standing Orders. The Audit and Risk Committee will receive regular reports from these committees and approve proposals from them;

- Health, Safety and Risk Committee
- Prevent Steering Group
- Ethics Panel for Philanthropic Gifts

The Audit and Risk Committee may delegate activities and authorities to its Standing Committees as appropriate, but retains overall responsibility for these.

Terms of Reference

The Audit and Risk Committee will have the following terms of reference:

- (a) The Audit and Risk Committee is authorised to investigate any activity falling within the terms of reference of the Board of Trustees. It is authorised to seek any information it requires from any employee, and all employees are directed to cooperate with any request made by the Committee. The Committee is authorised to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Vice-Chancellor.
- (b) To advise the Board of Trustees on the appointment of the External Auditors, the audit fee, the provision of any non-audit services by the External Auditors and any questions of resignation or dismissal of the External Auditors;
- (c) To discuss if necessary with the External Auditors, before the audit commences, the nature and scope of the audit;
- (d) To discuss with the External Auditors problems and reservations arising from the interim and final audits, including a review of the management letter, incorporating management responsibilities, and any other matters the External Auditors may wish to discuss (in the absence of the University's management where necessary);
- (e) To consider and advise the Board of Trustees on the appointment and terms of engagement of the Internal Auditor and any questions of resignation or dismissal of the Internal Auditor;
- (f) To review and approve the Internal Auditor's annual audit risk assessment, strategy and audit plan; to consider major findings of internal audit investigations and management's response; to promote co-ordination between the Internal and External Auditors. The Committee will ensure that the resources made available for internal audit are sufficient to meet the University's needs;

- (g) To keep under review the effectiveness of the risk management, control and governance arrangements, and in particular review the risk register, the External Auditors' management letter, the Internal Auditor's termly and annual reports and management responses;
- (h) To monitor the implementation of agreed audit-based recommendations, from whatever source;
- (i) To ensure that all significant losses have been properly investigated and that the Internal and External Auditors, and where appropriate the sectoral regulator, have been informed;
- (j) To oversee the University's policy on fraud and irregularities, including being notified of any action taken under that policy;
- (k) To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness;
- (l) To receive any relevant reports from the National Audit Office, the sector regulator and other organisations;
- (m) To monitor annually the performance and effectiveness of the External and Internal Auditors, including any matters affecting their objectivity, and to make recommendations to the Board of Trustees on their reappointment where appropriate;
- (n) To consider, in the presence of the External Auditors, the draft annual accounts for recommendation to the Board of Trustees including consideration of External Auditors' formal opinion, the statement of Trustees' responsibilities and the statement of internal control, in accordance with the sector regulator's accounts directions;
- (o) To review the University's data quality policy and to satisfy itself that appropriate arrangements are in place to ensure the quality of the University's data;
- (p) To report as appropriate to the Board of Trustees, but in any event at least annually. The annual report will cover the financial year and any significant events up to the date of preparing the report and will give the Committee's opinion on the adequacy and effectiveness of the Institution's arrangements for:
 - risk management (including the accuracy of the statement of internal control included in the annual accounts), control and governance;
 - economy, efficiency and effectiveness;
 - the management and quality assurance of data submitted to the Higher Education Statistics Agency (HESA), and other funding bodies.
- (q) In the event of the merger or dissolution of the University, to ensure that the necessary actions are completed, including arranging for a final set of accounts to be completed and signed.

Document Control		
Document Title	Standing Order III: Audit & Risk Committee	
Version Number	2	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order IV: Executive Board

The remit of the Board is to advise the Vice-Chancellor on the exercise of their authority vested by the Charter and Standing Orders with respect to general matters of policy, planning and corporate strategy, making recommendations for approval to Senate (for matters substantially affecting research, teaching and student welfare), Resources & Planning Committee and the Board of Trustees. The Board will also act within delegated authority on behalf of other Standing Committees to co-ordinate and progress University business.

Reporting

The Executive Board reports to the Board of Trustees

Membership

The membership of the Executive Board will comprise:

Chair	• Vice-Chancellor
Ex-Officio Members	• Provost & Deputy Vice-Chancellor Education • Deputy Vice-Chancellor(s) • Deputy Vice-Chancellor Finance & Operations and Clerk to the Board • Academic College Deans • • Deputy Vice-Chancellor Research & Knowledge Exchange • Director of Finance and Procurement • Academic Registrar • Director of People
In Attendance	• Director of Governance • Director of Communications • Chief of Staff
Secretary	• The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary

Meetings

The Board will hold ordinary meetings as necessary and the quorum will be six members.

Terms of Reference

The Executive Board will have the following terms of reference:

- (a) To advise the Vice-Chancellor on the exercise of their authority in respect to planning and corporate strategy;
- (b) To advise senior academic and administrative officers on the exercise of their authority in respect of University policy and Codes of Practice;
- (c) To help co-ordinate the academic and non-academic management of the University;
- (d) To oversee the conduct of business between major Committees;
- (e) To lead and co-ordinate the strategic planning process and sector regulator returns and initiatives;
- (f) To approve strategies/sub strategies where this responsibility has been delegated from the Board of Trustees;
- (g) To consider and prioritise strategic issues, taking account of the resource implications, setting appropriate budgets to enable the University to deliver its priorities, and approving expenditure as delegated by the Board of Trustees;
- (h) To approve the University's non-academic policies, making recommendations for approval to the Board of Trustees where the Board of Trustees approval is required;
- (i) To oversee, monitor and assure that actions relating to health and safety management
- (j) To receive reports from other Committees as appropriate.

Document Control		
Document Title	Standing Order IV: Executive Board	
Version Number	2	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order VII:

Governance and Nominations Committee

To provide oversight of the board's governance arrangements in line with the Standing Orders and lead on the recruitment and selection for appointments to the Board and committees

Reporting

Governance & Nominations Committee reports to the Board of Trustees.

Membership

The membership of the Governance and Nominations Committee will comprise:

Chair	• One of the Vice-Chairs of the Board of Trustees
Ex-Officio Members	• Chair of Board of Trustees • Vice-Chancellor • Provost & Deputy Vice-Chancellor Education • Deputy Vice-Chancellor Finance & Operations and Clerk to the Board • Deputy Vice-Chancellor(s)
Other Members	• 2 lay members of the Board of Trustees appointed by Board of Trustees
In Attendance	• Director of Governance
Secretary	• The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary

Meetings

The Committee will normally hold three ordinary meetings per annum and the quorum will be one third of committee members.

Standing Committees

The Governance and Nominations Committee will appoint the following Standing Committees. The Terms of Reference for these committees will be approved by Governance and Nominations Committee and included in the annexes to the Standing Orders. The Governance and Nominations Committee will receive regular reports from these committees and approve proposals from them;

- Honorary Degree and Fellowship Committee

The Governance and Nominations Committee may delegate activities and authorities to its Standing Committees as appropriate, but retains overall responsibility for these.

Terms of Reference

The Governance and Nominations Committee will have the following terms of reference:

- To advise Board of Trustees on matters of governance and to make recommendations to the Board of Trustees on the conduct and effectiveness of Board of Trustee business;
- To make recommendations to ensure that governance arrangements are consistent with best practice and external requirements such as that issues by the Committee of University Chairs (CUC);
- To consider proposed revisions of Standing Orders for recommendation to the Board of Trustees;
- To monitor and make recommendations to the Board of Trustees on policies and procedures designed to support effective and efficient governance;
- To advise the Board of Trustees on the appointment and re-appointment of individuals as lay members of the Board of Trustees and other Board sub-committees, giving due consideration to the need for an appropriate balance of skills on the Board of Trustees and of the specific need of committees for specialist skills;
- To endorse nominations for Honorary Degree and Fellowship recipients for approval by the Board of Trustees; and
- To approve minor amendments to the University's procedures for recruiting the Board of Trustees members, and to recommend to the Board of Trustees any major changes to these procedures.

Document Control		
Document Title	Standing Order VII: Governance and Nominations Committee	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order VIII: Resources and Planning Committee

The Resource and Planning Committee oversees on behalf of the Board of Trustees the University's financial strategy and plans. They will monitor performance in relation to approved budgets, investment activity and capital expenditure to ensure long term financial sustainability. The Committee will also ensure that pay and conditions of employment are properly determined and implemented.

Reporting

The Resources & Planning Committee reports to the Board of Trustees.

Membership

The membership of the Resource and Planning Committee will comprise:

Chair	Honorary Treasurer
Ex-Officio Members	- Chair of the Board of Trustees - Vice-Chair of the Board of Trustees - Vice-Chancellor - Provost & Deputy Vice-Chancellor Education - Deputy Vice-Chancellor Finance & Operations and Clerk to the Board - Deputy Vice-Chancellor(s) Director of Finance and Procurement
Other Members	2 lay members of the Board of Trustees 1 member of the Board of Trustees from Senate 2 members of the Senate, one of whom should be a College Dean 1 Students' Union Co-President nominated by the Students' Union Executive Committee
In Attendance	Director of Governance
Secretary	The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

Meetings

The Committee will normally hold six ordinary meetings per annum and the quorum will be five members.

Delegation of Financial Authority

The Committee will agree from time to time provisions for the delegation of financial authority to the Chair, University Officers and other budget holders.

Standing Committees

The Resources and Planning Committee will appoint the following Standing Committees. The Terms of Reference for these committees will be approved by Resources and Planning Committee and the Governance and Nominations Committee and included in the annexes to the Standing Orders. The Resources and Planning Committee will receive regular reports from these committees and approve proposals from them;

- Investment Committee

The Resources and Planning Committee may delegate activities and authorities to its Standing Committees as appropriate, but retains overall responsibility for these.

Terms of Reference

Resources & Planning Committee will have the following terms of reference:

- (a) On behalf of the Board of Trustees to monitor the finances and use of resources of the University and its departments and centres and in particular:
 - To recommend the annual operating, capital and cash flow budgets;
 - To approve expenditure proposals within the Committee's delegated authority;
 - To examine capital expenditure proposals within the Committee's delegated authority;
 - To recommend financial forecasts;
 - To approve the key performance indicators for use of resources and finances against;
 - To review the performance against the key performance indicators approved by the Board;
 - To approve financial regulations.
- (b) To review and approve the Annual Report of the Honorary Treasurer, for recommendation to the Board of Trustees;
- (c) To provide assurance to Audit Committee on the finances in the Financial Statements for recommendations to the Board of Trustees;
- (d) To approve banking arrangements;
- (e) To approve investment arrangements under 10% of the portfolio value as delegated by the Board of Trustees;

- (f) To take emergency action on behalf of the Board of Trustees on any matter referred to it by the Chair or Vice-Chair(s) of the Board of Trustees;
- (g) To ensure that the Senate is informed about the financial affairs of the University;
- (h) To review and recommend any financial reports to the sector regulators which require Board approval;
- (i) In carrying out these responsibilities the Committee may at its discretion co-opt additional members and shall progress any recommendations of the Board of Trustees as appropriate.
- (j) To be provided University-wide reports on Human Resources, including the annual staff survey, and approval of annual reward and promotions
- (k) To be provided regular updates on strategic IT and Estates activities

Document Control		
Document Title	Standing Order VIII: Resources and Planning Committee	
Version Number	2	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order IX: Remuneration Committee

The Remuneration Committee determines the terms and conditions of the Vice-Chancellor and the senior staff as defined. It is responsible for approving all severance arrangements for all staff falling into the Office for Students (OfS) requirement. In addition, the Remuneration Committee will monitor statutory reporting on equal pay issues, produce an annual remuneration report and provide regular reports to the Board of Trustees

Reporting

The Remuneration Committee reports to the Board of Trustees

Membership

The membership of the Remuneration Committee will comprise:

Chair	• A lay member of the Board of Trustees
Ex-Officio Members	• Chair of the Board of Trustees • 3 independent lay trustees (one with relevant HR Experience), as appointed by the Governance and Nominations Committee • One Vice-Chair of the Board of Trustees • Honorary Treasurer
In Attendance	• Vice-Chancellor • Deputy Vice-Chancellor Finance & Operations and Clerk to the Board • Director of People
Secretary	• The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

Meetings

The Committee will normally hold two ordinary meetings per annum and the quorum will be one third of the membership.

Terms of Reference

The Remuneration Committee will have the following terms of reference:

- a. To support the recruitment and appointment of the Vice-Chancellor and SOAS Executive Directors reporting to the SOAS Vice-Chancellor. Appointment of the Provost & Deputy Vice-Chancellor Education, and Pro Director(s) will follow the guidance as per 'Standing Order XVII: Appointment Procedures for the deputy vice-chancellors'
- b. To determine the salary and any recurrent and non-recurrent contribution award of the Vice-Chancellor of the University on the basis of a performance review against agreed objectives conducted by the Chair of the Board of Trustees, taking account of market-related factors, roles, skills, experience and individual performance, available comparative salary data, equal pay, guidance from the sector regulator and other relevant legislation and institutional factors.
- c. To receive and consider recommendations for the salaries and for any recurrent and non-recurrent contribution awards for senior staff reporting to the Vice-Chancellor of the University, based upon a review of their performance against agreed objectives conducted by the Vice-Chancellor of the University, and taking account of the factors set out in (a) above
- d. Oversight and approval of a framework of remuneration for the Vice-Chancellor, and SOAS Executive Directors reporting to the SOAS Vice-Chancellor
- e. To approve the appraisal process for the Vice-Chancellor and SOAS Executive Directors. and receive agreed objectives and a report on the appraisal of each individual.
- f. Approve the terms of any severance in the event of the termination of employment of anyone over £100K, after having regard to relevant guidance and codes of practice
- g. To report and provide assurance to the Board of Trustees on the pay implications across Equality, Diversity and Inclusion remuneration of all staff.

Document Control		
Document Title	Standing Order IX: Remuneration Committee	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order X: Academic Staff: Dismissal, Discipline and Grievance Procedures and Related Matters

This Standing Order is designed to ensure compliance by the School of forthcoming statutory requirements pertaining to grievance, disciplinary and dismissal matters. The Standing Order is based upon the wording of the Revised Model Statute as drafted by the Universities and Colleges Employers' Association (UCEA) and approved by Privy Council Office on 31 March 2003 and has been adapted to reflect the SOAS mode of governance. It was amended in July 2017, to reflect changes to job titles.

Part 1: General

1. Application

1. This Standing Order applies to members of the academic staff (except for those excluded from Part II by clause 5(1) below)
2. 'Member(s) of staff' in this Standing Order means those members of staff to whom this Standing Order applies.
3. This Standing Order will override any provision in any contract, term or condition of employment which is inconsistent with this Standing Order, whether dated before or after the commencement of this Standing Order, but –
 - i. it shall not affect the validity of any waiver under section 197 of the Employment Rights Act 1996, any compromise agreement under section 203 of the Employment Rights Act 1996, or any similar waiver or agreement permitted by law: and
 - ii. it shall not preclude any member of staff deciding or agreeing to terminate employment with the School, whether by voluntary severance, early retirement or otherwise, on whatever terms have been agreed.
4. Parts II to V of this Standing Order shall not apply to removal from an appointment as Director, Deputy Director and Provost, Pro-Director or Head of College or Department, or such other posts as have been designated by the Board of Trustees, to which a member of staff has been elected or appointed and which is distinct from that individual's substantive post, where dismissal from the substantive post is not contemplated, but the Board of Trustees shall prescribe a procedure for handling such

removals prior to the prescribed or normal termination date, which shall include a hearing panel and an appeal panel.

5. This Standing Order shall not apply to the Director, except for Part III, which shall, unless the Board of Trustees, with the Director's concurrence, resolves otherwise, apply to the Director in post at the time it comes into effect, with such modifications and adaptations as the Board of Trustees, with the Director's concurrence, shall prescribe, but it shall not apply to any later Director, even if also the holder of an academic post.

2. General principles of construction and application

1. This Standing Order and any Procedures or Regulations made under it shall be applied and construed in every case to give effect to the following guiding principles:
 - i. to ensure that members of staff have freedom within the law to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs or privileges:
 - ii. to enable the School to provide education, promote learning and engage in research efficiently and economically: and
 - iii. to apply the principles of justice and fairness.
2. Where, in any proceedings under this Standing Order, a member of staff invokes sub (1) (i) above, that claim shall be considered by the person or persons dealing with the matter, and, if it is found that any action has been taken against the member of staff because that member of staff questioned or tested received wisdom or put forward new ideas or controversial opinions, the person or persons dealing with the matter shall cancel that action and it shall be treated as invalid.
3. Where there is any issue as to the meaning of "academic freedom" in any proceedings under Parts II, III, IV, V and VI of this Standing Order, regard shall be had to Sections VI and VII of the Recommendation concerning the Status of Higher Education Teaching Personnel adopted by the General Conference of the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in Paris on 11 November 1997.
4. Any reference in this Standing Order to a provision of an Act of Parliament shall be taken to be a reference to that provision as it may have been amended or superseded from time to time.
5. In interpreting or construing any provision in this Standing Order, regard shall be had to the Notes on Clauses on the Revised Model Statute issued by the Universities and Colleges Employers Association (September 2003)

3. Dismissal

1. For the purpose of this Standing Order, "dismissal" shall have the same meaning as in section 95 of the Employment Rights Act 1996.

2. A member of staff may be dismissed if that dismissal is for a reason set out in section 98 of the Employment Rights Act 1996.
3. Dismissals:
 - i. A dismissal by reason of redundancy (other than the non-renewal of a fixed-term contract) shall be handled in accordance with Part II;
 - ii. a dismissal for disciplinary reasons shall be handled in accordance with Part III;
 - iii. a dismissal on health grounds shall be handled in accordance with Part IV; and
 - iv. a dismissal on any other grounds, including the non-renewal of a fixed term contract, shall be handled in accordance with Part V.

4. Hearing, appeal and grievance panels

1. Any panel established pursuant to clauses 8(1), 10(ii)(d) and (h), 14(2), 17(2) and 18(5) of this Standing Order shall consist of three persons, none of whom shall previously have had any involvement with the case, at least one of whom shall be a lay member of the Board of Trustees and one a member drawn from a list agreed from time to time by the Senate.
2. At any panel within sub-clause (1) above, the member of staff shall be entitled to be represented or assisted by any person.
3. Any panel within sub-clause (1) above shall give a reasoned decision in writing which shall be provided to the member of staff and reported to the Board of Trustees.

PART II: REDUNDANCY

5. Application

1. The power to dismiss, and the procedures prescribed, under this Part shall not apply to those staff defined in sub-sections (3) to (6) of section 204 of the Education Reform Act 1988 [appointed prior to, and not promoted after, 20 November 1987], who shall for this purpose continue to be subject to such powers, if any, as applied to them prior to the introduction of the Standing Order made by the University Commissioners in the exercise of their powers under sections 203 and 204 of the Education Reform Act 1988.
2. This part shall not apply to the non-renewal of a fixed-term contract, which shall be dealt with under clause 16 below.

6. Definition of “redundancy”

Subject to clause 5(2) above, dismissal by reason of redundancy for the purpose of this Part

has the same meaning as in section 139 of the Employment Rights Act 1996.

7. Procedure for dismissal by reason of redundancy

1. The Board of Trustees shall by Regulation prescribe the procedures for dismissing members of staff on grounds of redundancy, which shall include the following:
 - i. a preliminary stage involving consultation with appropriate representatives in accordance with and to the extent required by section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 and discussion with the staff concerned;
 - ii. a procedure which is fair and which allows each staff member concerned, having been informed of the selection criteria to be employed, to make written and oral representations on his or her behalf;
 - iii. provision for informing any member of staff dismissed under this Part of the reasons for the dismissal and, where selection has taken place, why he or she was selected; and
 - iv. authorising the Director or other person to dismiss any member of staff selected for dismissal under this Part and requiring reports of dismissal to be submitted to the Board of Trustees.
2. The procedures following the preliminary stage may be used at any particular time only after the Board of Trustees has first determined that the circumstances are such that the procedures should be instituted.

8. Appeal against dismissal by reason of redundancy

1. The Regulations shall include provision for an appeal to a panel by a member of staff who has been given notice of dismissal under this Part.
2. The panel shall be entitled to review all aspects of the matter other than the Board of Trustees' determination under clause 7(2) above.
3. The panel shall have the power to reach a final decision on the matter or to remit the matter for further consideration by the body whose decision is being appealed.

Part III: DISCIPLINARY PROCEDURES

9. Grounds for disciplinary action

1. Disciplinary action under this Part may be taken, and where found to be appropriate a penalty imposed, in respect of the following:
 - i. conduct amounting to a criminal offence, whether or not there has been a prosecution and conviction, of a kind that is judged in all the circumstances to be relevant to the member of staff's employment by the School;
 - ii. failure, refusal, neglect or inability to perform some or all of the duties or to comply with some or all of the conditions attaching to the post, or performing

- those duties or complying with those conditions in an unsatisfactory or inadequate manner;
- iii. conduct of a kind judged to be inappropriate or unacceptable on the part of a holder of the post held by the member of staff, such as (but not confined to) the following:
- a. breach of any obligation or duty arising under any of the School's regulations regarding financial matters, harassment, equal opportunities, public interest disclosure, health and safety, or data protection or any other rules, regulations or codes binding on the member of staff;
 - b. damage to or improper use of School's facilities, premises, property or equipment;
 - c. disruption of, or improper interference with, the activities of the School or of any employee, student, member of Board of Trustees or visitor (other than any lawful industrial action);
 - d. violent, indecent, disorderly, threatening, abusive, insulting or harassing behaviour or language (whether written, spoken or in any other form);
 - e. fraud, deceit, deception or dishonesty in relation to the School or any related activity, including research and examining;
 - f. action likely to cause injury or impair safety;
 - g. divulging information or material received in confidence (unless the disclosure is permitted under the Public Interest Disclosure Act 1998 or in accordance with the University's Public Interest Disclosure Procedure).

10. Disciplinary procedures

1. The Board of Trustees shall by Regulation promulgate disciplinary procedures for members of staff, which shall provide:
- i. for less serious matters to be dealt with by warnings following a fair and appropriate procedure and for a member of staff to be able to appeal against the imposition of a warning to a person designated by the Director: and
 - ii. for dealing with more serious matters, which shall include provision for the following:
 - a) fair and reasonable time limits for each stage;
 - b) investigating complaints and dismissing those found to be without substance;
 - c) suspension, on full pay, by the Director pending an investigation or hearing where this is necessary;
 - d) a hearing by a panel, authorised by the Director, at which the member of staff against whom the complaint has been made shall have been informed of the complaint, shall be entitled to be present, to hear the evidence, to call relevant witnesses, and to examine and cross-examine witnesses (but provision may be made for witnesses in appropriate cases to give their evidence behind a screen or from

- another room or place and for questions to be asked only by a representative);
- e) appropriate penalties, which in addition to warnings and dismissal shall, for staff appointed or promoted after the coming into effect of this Standing Order, include withholding any forthcoming increment in salary, suspension without pay (for up to three months), and reduction in grade and/or loss of title (and 'promoted' for the purpose of this provision shall have the same meaning as in section 204 of the Education Reform Act 1988);
- f) the award of compensation either to the School or to an individual in respect of any loss caused or damage done;
- g) designating a member of staff's conduct as constituting "gross misconduct" such as to merit summary dismissal without notice; and
- h) a right to appeal against the finding of, or penalty imposed by, the panel, including a finding under paragraph (g) above. An appeal shall not take the form of a re-hearing of the evidence and witnesses may be called only with the appeal panel's permission.

11. Code of Practice

In drawing up the procedures, and in any regulations made or action taken thereunder, regard shall be had to section 1 of the Code of Practice on Disciplinary and Grievance Procedures (as may be amended or replaced from time to time) issued in September 2000 by the Advisory Conciliation and Arbitration Service (ACAS) and brought into effect by order of the Secretary of State under section 199 of the Trade Union and Labour Relations (Consultation) Act 1992.

12. Dismissal

1. The Director of Human Resources or other designated officer shall give effect to a decision of a panel that a member of staff should be dismissed:
 - i. where the panel has designated the conduct as "gross misconduct" such as to merit summary dismissal pursuant to clause 10(ii)(g), the Director of Human Resources shall forthwith dismiss the member of staff;
 - ii. in all other cases, the Director of Human Resources shall issue the notice of dismissal or dismiss together with payment in lieu of notice.
2. Any dismissal or notice of dismissal shall be cancelled, withdrawn or modified if an appeal panel decides that the member of staff should not be dismissed or should only be dismissed with notice.

13. Relationship with Part IV

The Regulations shall make provision for dealing with a case in progress under this Part where it emerges that the member of staff's conduct or performance may have been wholly or partly attributable to a medical condition, but any proceedings under this Part shall be valid even if they could have been brought under Part IV, and a member of staff may, subject to the Disability Discrimination Act 1995, be subject to a penalty, including dismissal,

under this Part notwithstanding the fact his or her conduct may have been wholly or partly attributable to a medical condition.

PART IV: INCAPACITY ON HEALTH GROUNDS

14. Dismissal on health grounds

1. The Board of Trustees shall by Regulation prescribe a procedure for dealing with staff, including dismissal, because of incapacity on health grounds, whether physical or mental.
2. The procedure shall include a hearing by a panel, with a right of appeal to another panel, and both panels shall contain an appropriately medically qualified person.
3. No member of staff may be dismissed whether under this Part or Part III where that dismissal would contravene the Disability Discrimination Act 1995.

PART V: OTHER DISMISSALS

15. Non-renewal of a fixed-term contract

1. The Director, or other person or persons designated by the Director, shall in every case where a fixed contract is due to terminate consider whether that contract should be renewed or extended or a contract of indefinite duration should be offered, having consulted the appropriate representatives in accordance with and to the extent required by section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 and having given an opportunity to the member of staff to make representations.
2. A decision not to renew or extend or offer a contract of indefinite duration under the preceding paragraph must be justified on the basis that, in respect of one or more of the following considerations, it is not expedient or desirable to renew or extend the contract or offer a contract of indefinite duration:
 - i. the availability of funding for the post, or the financial situation;
 - ii. the individual's performance (following appropriate warnings and counselling);
 - iii. the need for the post or the duties attaching to the post;
 - iv. the nature and character of the post;
 - v. the desirability of making the post permanent and appointing to it after open competition.
3. A member of staff whose fixed-term contract is not renewed or extended on termination or is not offered a contract of indefinite duration shall be given full reasons for the decision and shall be entitled to have the decision reviewed by a panel in accordance with a procedure to be prescribed by Regulation.
4. The panel, whose decision shall be final, shall consider whether the reasons advanced in support of the decision are reasonable and supportable.

16. Probationary appointments

1. This Part shall also apply to members of staff who have been appointed subject to review after a period of probationary service.
2. The Board of Trustees shall by Regulation prescribe a procedure under which staff on probation shall be reviewed and shall include provision for non-confirmation in post at the end of the probationary period if their performance is found to be deficient or for any other substantial reason or reasons they are judged unsuitable to be confirmed in post.
3. The review referred to in sub-clause (2) may encompass matters which, in other circumstances, would fail to be dealt with under Parts II, III or IV of this Statute.
4. The substance of sub-clauses (3) and (4) of clause 15 shall apply to a member of staff who has not been confirmed in post under this clause.

17. Dismissal on other grounds

1. This clause covers dismissals on any ground falling within clause 3(2) other than those covered by Parts II, III, IV and clauses 16,17 and 19 of Part V of this Standing Order (i.e. "some other substantial reason of a kind such as to justify the dismissal of an employee holding the position which the employee held" (Employment Rights Act 1996, s. 98(1)(b); "the employee could not continue to work in the position which he held without contravention (either on his part or on that of his employer) of a duty or restriction imposed by or under an enactment" (s. 98(2)(d))
2. Dismissals covered by sub-clause (1) above shall be handled in accordance with a procedure prescribed by Regulation, which shall include the right to be heard by a panel and the right to appeal to a panel.

PART VI: GRIEVANCE PROCEDURES

18. Grievance Procedure

1. The Board of Trustees shall by Regulation promulgate a Grievance Procedure for members of staff and in doing so shall have regard to Section 2 of the Code of Practice (as may be amended or replaced from time to time) referred to in clause 11 above.
2. The Procedure shall apply to grievances by members of staff concerning their appointments or employment in relation to matters affecting themselves as individuals or their personal dealings or relationships with other staff of the University, other than those for which provision is made elsewhere in this Standing Order or in respect of the

outcome of any matter dealt with under this Standing Order, or where the Board of Trustees has prescribed other procedures, provided those other procedures are no less favourable to the individual than under the Grievance Procedure.

3. The Procedure shall provide that consideration of a complaint under the Procedure may be deferred if other proceedings under this Standing Order concerning the individual and relevant to the application are pending or in progress.
4. The Procedure shall provide for the fair and speedy resolution of complaints, informally wherever possible, and for the complainant to be entitled to be assisted by any other member of staff or by a trade union representative at any hearings prior to that under sub-clause (5) below.
5. The Procedure shall make provision for a member of staff who is dissatisfied with the outcome of a complaint to be able to have the complaint heard by a Grievance Panel unless the complaint has been ruled frivolous, vexatious or invalid in accordance with the Procedure.

Document Control		
Document Title	Standing Order X: Academic Staff: Dismissal, Discipline and Grievance Procedures and Related Matters	
Version Number	1	
Approved By	Governance & Nominations Committee	21 Sept 2022
	Board of Trustees	5 Oct 2022

Standing Order XI: University Officers

1. The Vice Chancellor has, under the Board of Trustees, responsibility to provide academic leadership; to ensure the achievement of the objectives of the School; to provide effective administration of the School affairs; and to represent the School generally. He/she will have power to act on behalf of the Board of Trustees at any time in routine matters not involving decisions on questions of principle. In matters of urgency not admitting of delay he/she will have power to act on behalf of the Board of Trustees, consulting the Chair, either Vice-Chair(s) or Honorary Treasurer where possible, who should otherwise be informed of the action taken at the earliest opportunity. Such action will be reported to the next meeting of the Board of Trustees.
2. The Vice Chancellor will, under the Board of Trustees, be responsible for the discipline of the School and will have the power at all times to take disciplinary action in accordance with any specific regulations relating to discipline which may from time to time be made by, or with the authority of, the Board of Trustees.
3. The Vice Chancellor will have the power to act on behalf of the Senate and any other Committee of the School in matters of urgency not admitting of delay, providing that he/she will report any exercise of this power to the next meeting of the Senate or relevant Committee as the case may be. He/she may delegate this reporting to the Chair of the relevant Committee. He/she will, by virtue of his/her office, be a member of every Committee or Sub Committee of the School, with the exception of the Audit and Risk Committee and Remuneration Committee where they will be an attendee only.
4. The Board of Trustees and Vice Chancellor will appoint members of full-time staff of the School to be Deputy Vice Chancellors. The normal period of tenure of the office of Provost and Deputy Vice Chancellor Education and Deputy Vice Chancellor Research will be five years, renewable for a period of up to five years.
5. The Deputy Vice Chancellors will be ex-officio members of the Senate and will be responsible for carrying out such duties as the Vice Chancellor will from time to time decide on advice from the Senate. The Deputy Vice Chancellors will be ex-officio members of Resources & Planning Committee.
6. In the temporary absence or incapacity of the Vice Chancellor, the Board of Trustees will put in place any other temporary arrangements as it feels fit to ensure the continuing effective management of the University. The Deputy Vice Chancellors will exercise the powers and discharge the responsibilities for their area of responsibility: research, teaching and learning and other cross-School strategic and management priorities

7. The Deputy Vice Chancellors will be responsible for the oversight of research, teaching and learning and other cross-School strategic and management priorities, as well as other matters as the Vice Chancellor may determine. The Deputy Vice Chancellors will also provide academic leadership, advise the Director on any matters affecting the School, serve on main School Committees and Chair Committees as required.
8. The Deputy Vice Chancellor Finance and Operations will normally assume the role of Clerk to the Board of Trustees. The Clerk to the Board will normally act as the Secretary to the Board of Trustees, advising the Chair of the Board of Trustees concerning the exercise of powers of the Board of Trustees and on matters relating to governance.
9. The Deputy Vice Chancellor Finance and Operations will be responsible to the Vice Chancellor for all matters relating to the administration of the School and its planning processes not delegated to others reporting directly to the Director. He/she will advise the Vice Chancellor regarding any such matters.
10. The Deputy Vice Chancellor Finance and Operations will:
 - (a) Prepare policies and procedures in accordance with relevant legislation and compliance with them;
 - (b) Oversee the financial business of the School;
 - (c) Oversee arrangements for the enrolment and general welfare of students;
 - (d) Be responsible for all matters regarding employment conditions of staff;
 - (e) Administer School premises and capital projects;
 - (f) Supervise maintenance programmes and related programmes of work;
 - (g) Supervise the administration of all School contracts and control of bought in services.
 - (h) The Deputy Vice Chancellor Finance and Operations and Clerk to the Board will maintain all necessary administrative contacts with the University of London, its constituent colleges, with the sector regulator and other organisations relevant to the work of the School and with the School's professional advisors.

Document Control		
Document Title	Standing Order XI: University Officers	
Version Number	2	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XII: University Seal

1. The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will be responsible for the control of the University Seal. All documents to which the University Seal will be required to be fixed will be sealed in pursuance of a resolution of the Board of Trustees or under the delegated authority of the Board of Trustees, provided that during vacation, and in the case of urgency, the Chair of the Board of Trustees or either Vice-Chair may give authority for the sealing of any such document in conjunction with another lay member of the Board of Trustees. The University Seal will be fixed to any document only in the presence of any two of the following:
2. The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will keep a book in which the sealing of every document will be registered together with the date and the purpose for which the University Seal is affixed. Each such record will be signed by the persons in whose presence the University Seal was affixed.
3. Diplomas, and documents of an academic nature, (including Honorary Degree/Fellowship certificates) requiring to be sealed shall be sealed in such manner as the Director shall from time to time direct.
4. The School Seal will be fixed to any document only in the presence of any two of the following:
 - (a) The Vice Chancellor,
 - (b) the Deputy Vice-Chancellor Finance & Operations and Clerk to the Board,
 - (c) the Director of Governance; or,
 - (d) The Director of Finance and Procurement

This authority will not be delegated to any other member of staff except by resolution of the Board of Trustees. Such sealing will be attested by the signature of the persons in whose presence the School Seal is affixed.

5. The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will keep a book in which the sealing of every document will be registered and will report to the Board on an annual basis the documents which have had the School Seal applied.

Document Control		
Document Title	Standing Order XII: University Seal	
Version Number	3	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024



Standing Order XIII: President of the University

There shall be a President of the University who will hold no executive position and will not be a member of the Board of Trustees. The term of office shall be for 4 years, renewable once by mutual agreement. The President shall be appointed by the Board of Trustees on the recommendation of the Governance & Nominations Committee.

The President shall be expected to:

- (a) Preside over University graduation and other ceremonies
- (b) Act as an ambassador for the University, explaining its mission and values
- (c) Participate in some way in the academic life of the University as agreed with the Vice-Chancellor.

Document Control		
Document Title	Standing Order XIII: President of the University	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XIV: Procedures for the Amendment of Standing Orders

1. The Board of Trustees is responsible for approving all amendments to Standing Orders.
2. The Board of Trustees may not add to, amend, or revoke any Standing Order in force for the time being except at an ordinary meeting.
3. All Standing Committees of the Board of Trustees may seek to amend Standing Orders by making recommendations to the Board of Trustees.
4. All changes to Standing Orders must be submitted in the first instance to Governance & Nominations Committee which will determine whether or not a formal recommendation should be made to the Board of Trustees.
5. Details of proposed amendments to Standing Orders must be issued to all members of the Board of Trustees with the agenda paper for the meeting at which they are to be considered for adoption.

Document Control		
Document Title	Standing Order XIV: Procedures for the Amendment of Standing Orders	
Version Number	1.1	
Approved By	Governance & Nominations Committee	21 Sept 2022
	Board of Trustees	5 Oct 2022

Standing Order XV: Procedures for the Amendment of Annexes

1. The Governance and Nominations Committee is responsible for approving all amendments to Annexes.
2. The Governance and Nominations Committee may not add to, amend, or revoke any Annexe in force for the time being except at an ordinary meeting.
3. All sub-committees of Standing Committees of the Board of Trustees may seek to amend Annexes by making recommendations to their parent Standing Committee.
4. All changes to Annexes must be approved by the Governance & Nominations Committee.

Document Control		
Document Title	Standing Order XV: Procedures for the Amendment of Annexes	
Version Number	1	
Approved By	Governance & Nominations Committee	21 Sept 2022
	Board of Trustees	5 Oct 2022

Standing Order XVIII: Procedures for the Conduct of Committee Meetings

These procedures apply to the Board of Trustees and all of its Committees.

1. Meetings of all Committees will be scheduled annually in advance, to allow the orderly conduct of business through to meetings of the Board of Trustees.
2. In the case of a Committee which has no lay members, an agenda paper and supporting papers for each meeting will be sent to each member not later than the third working day before the scheduled meeting and normally five working days before. If a Committee has lay members, an agenda paper and supporting papers for each meeting will be sent to each member not later than the fifth working day before the scheduled meeting and normally seven working days before. This applies to ordinary and extraordinary meetings.
3. The Chair, together with the Secretary, will set a deadline for receipt of papers in order that the agenda may be distributed to Committee members in a timely fashion.
4. No business will be transacted at an ordinary meeting other than that specified in the agenda paper except for any matter of which the Chair has been advised in advance, which he/she considers urgent, and which has arisen too late to be specified in the agenda. No papers may be tabled without the consent of the Chair.
5. Committee agendas shall include reserved items where matters under discussion are of a sensitive nature for reasons of protocol or commercial interest or because they relate to individual or identifiable staff or students.
6. The University operates a core meeting hours policy for the timing of institutional meetings. Core meeting hours are 9.00am – 5.00pm Monday to Friday. All meetings should be held within core hours unless there is a very clear reason why this is not possible. If one-off events need to be organised outwith core hours e.g. Board of Trustees/Senate Joint Meeting, these should be announced with plenty of notice (at least 6 weeks) so that colleagues can make alternative arrangements to cover their out-of-work responsibilities.
7. There will be a quorum for all Committees which unless specified otherwise will be one third of the membership. For the Board of Trustees the quorum will be eight, the majority of whom must be lay members, for Resources & Planning Committee five, for Senate nine, for Audit Committee two and for Executive Board six. For the Academic Assembly the quorum will be 30.

8. Members unable to attend and wishing to send a deputy should seek permission from the Chair before doing so.
9. Where issues are put to the vote, a majority of those present and voting will be binding. Should the Committee be equally divided, the Chair may exercise a casting vote. Vote tallies (and minority opinions raised during meetings) will be minuted.
10. When necessary a Committee meeting may be adjourned but notice of the adjournment and the date it is to be reconvened will be sent to each member, giving at least three working days' notice of the intention to reconvene. In the case of Committees with lay members, at least five working days' notice of the intention to reconvene will be given.
11. With the exception of the first meeting of each session, the first business of every ordinary meeting of all Committees will be approval of the minutes of the previous meeting. At the first meeting of each session, the first item on the agenda will ask each committee to note its membership and terms of reference, as well as the Procedures for the Conduct of Committee Meetings.
12. The Chair is responsible for the conduct of the meeting. Members are required to co-operate with the Chair to ensure the fair and effective transaction of business, and the observance of the courtesies of debate.
13. Meetings must be conducted in a constructive, non-confrontational atmosphere and the authority of the Chair must be respected at all times. Members who are guilty of obstructive or offensive conduct will be warned by the Chair that their behaviour is unacceptable. If this behaviour continues, they may at the discretion of the Chair, be asked to leave the meeting.
14. The Chair may at any time call an extraordinary meeting.
15. The Chair will call an extraordinary meeting on the receipt of a written request to that effect stating clearly the purpose for which the meeting is required and signed by no fewer than five members in the case of the Board of Trustees, three for Resources & Planning Committee, eight for the Senate and one third of the membership for other Committees. Extraordinary meetings of the Academic Assembly, focusing on a specific issue, may be called by the Vice-Chancellor, 50% of Senate, or 60 members of the Academic Assembly writing to the Chair of the Academic Assembly.
16. Notice of an extraordinary meeting will be issued a minimum of five working days before the meeting is convened where the Committee has no lay members, and seven working days when the Committee has lay members.
17. The agenda for an extraordinary meeting will only contain papers relevant to the issue(s) under discussion. The meeting will not be asked to approve minutes, deal with any matters arising, nor will any other business be allowed.

Document Control		
Document Title	Standing Order XVIII: Procedures for the Conduct of Committee Meetings	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XIX: Procedures for the Delegation of Responsibility by the Board of Trustees to the Chair, Other Lay and University Officers

1. The Chair will have power to act on behalf of the Board of Trustees in matters of urgency not admitting of delay provided that he/she will report any exercise of these powers to the next meeting. This authority may in extremis be exercised by either Vice-Chair or the Honorary Treasurer.
2. In urgent matters which are not questions of principle, and where all Lay Officers of the Board of Trustees are unavailable, the Vice-Chancellor may exercise authority on their behalf subject to report to the relevant Lay Officer as soon as possible and written report to the Board of Trustees at its next meeting.
3. By formal resolution the Board of Trustees may from time-to-time delegate authority to senior University Officers to act on its behalf to conclude or execute matters agreed in principle by the Board of Trustees. Under the authority granted to Resources & Planning Committee, that Committee may similarly authorise senior University Officers to act on its and the Board of Trustees' behalf.

Document Control		
Document Title	Standing Order XIX: Procedures for the Delegation of Responsibility by the Board of Trustees to the Chair, Other Lay and University Officers	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XXI:

Statement of Primary Responsibilities

The Board of Trustees has set out a ‘Statement of Primary Responsibilities’, listing 10 core areas of responsibility covered by it and its sub-committees.

A. The Proper Conduct of Business

1. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
2. To establish processes to monitor and evaluate the performance and effectiveness of the Board of Trustees itself.
3. To delegate authority to the Vice-Chancellor, as chief executive, for the academic, corporate, financial, estate and personnel management of the institution; and to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the Vice-Chancellor.

B. Strategic Planning, Policies and Strategies

1. To approve the mission and strategic vision of the University, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.

C. Monitoring Performance

1. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the University against the plans and approved key performance indicators, which will be – where possible and appropriate – benchmarked against other comparable institutions.

D. Financial Stewardship and Estate Management

1. To be the principal financial and business authority of the University, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the University’s assets, property and estate.

E. Audit and Risk Management

1. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.

F. Student Issues

1. To make such provision as it thinks fit to ensure that the Student's Union operates in a fair and democratic manner and is accountable for its finances and, in consultation with the Senate, to make provision for the general welfare of students.

G. Health and Safety

1. To demonstrate a visible and active commitment to health and safety, and to approve the Health and Safety Policy and Procedures of the University.

H. Employment

1. To be the employing authority for all staff in the University and to be responsible for establishing a human resources strategy.
2. To appoint the Vice-Chancellor as chief executive, and to put in place suitable arrangements for monitoring his/her performance.
3. To appoint a secretary to the Board of Trustees and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.

I. Legal Matters

1. To be the University's legal authority and, as such, to ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the University's name.
2. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the University.
4. To ensure that the University's constitution is followed at all times and that appropriate advice is available to enable this to happen.

J. Reputation

1. To ensure that the good name and values of the University are safeguarded.

Document Control		
Document Title	Standing Order XXI: Statement of Primary Responsibilities	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XXII:

Reserved Powers of the Board of Trustees

Within the responsibility set out in the Statement of Primary Responsibilities (Standing Order XXI) there are some areas which only the Board of Trustees itself rules. These are known as ‘Reserved Powers’, and are as follows:

A. Governance

1. To agree proposed changes to the University’s Charter and Articles.
2. To approve Standing Orders.
3. To approve the appointment of the Board of Trustees members, and the appointment of the Board of Trustees members and of persons external to the University where appropriate, to the membership of the Board of Trustees committees.
4. To approve arrangements for the control and use of the University Seal.

B. Strategic planning

1. To approve the University’s overall Strategic Plan.
2. To approve those strategies and sub-strategies as determined by Executive Board in consultation with the Chair of the Board of Trustees, and agree institutional Key Performance Indicators for those strategies/sub-strategies. Executive Board and the Chair of the Board of Trustees will agree the appropriate route through the committee structure for those strategies/sub-strategies which do not require the Board of Trustees approval.
3. To approve for submission to the sector regulator:
 - the Annual Assurance Return
 - the audited Financial Statements
 - the Financial Commentary
 - the Audit Committee Annual Report
 - the External Auditors’ Report and Management Letter
 - the Internal Auditors’ Annual Report
 - the Annual Complaints Report
 - the Prevent Return
 - and any other such mandatory returns as shall be determined from time to time.

C. Financial stewardship

1. To approve the annual budget.
2. To approve changes in investments above the level specified in the Financial Regulations.
3. To approve any borrowing by the University.
4. To approve the Financial Regulations.

D. Audit and risk management

1. To approve the audited accounts.
2. To approve the appointment of the University's External and Internal Auditors and bankers.
3. To approve the University's risk register.

E. Students

1. To approve the constitution of the SOAS Students' Union and to approve the Code of Practice between the University and the SOAS Students' Union.
2. To approve the Students' Union budget and receive the audited accounts.

F. Health and Safety

1. To approve the University's Health and Safety Policy and Procedures.

G. Estates management and capital projects

1. To approve the sale, purchase and lease of University land and buildings.
2. To approve building and other capital projects, normally through approval of the University's capital expenditure programme.

H. Employment

1. To approve procedures and recommendations to make academic staff redundancies.
2. To appoint the Vice-Chancellor, the Provost & Deputy Vice-Chancellor Education, Deputy vice-chancellor(s), the Deputy Vice-Chancellor Finance & Operations (who is also normally the Clerk to the Board of Trustees).

I. Equality and Diversity

1. To ensure that the University has processes for the promotion of equality of opportunity and the elimination of unlawful discrimination, harassment and victimisation.

Document Control		
Document Title	Standing Order XXII: Reserved Powers of the Board of Trustees	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XXIII: Membership of the Board of Trustees

1. Terms of Holding Office

The Charter provides guidance on the terms of office for Members of the Board of Trustees;

2. Criteria for Selecting Lay Members of the Board of Trustees

Members of the Board of Trustees must conform to the general principles set out by the Committee on Standards in Public Life. These comprise:

1. **Selflessness** - holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.
2. **Integrity** - holders of public office should not place themselves under financial or other obligation to outside individuals or organisations which might influence them in the performance of their official duties.
3. **Objectivity** - in carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability** - holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness** - holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty** - holders of public office have a duty to declare any private interests relating to their public duties and take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership** - holders of public office should promote and support these principles by leadership and example.

In addition to being able to meet the requirements of the Seven Principles of Public Life, members of the Board of Trustees should have the necessary attributes to be able to participate in the proper conduct of public business. The Board of Trustees is entrusted with funds, both public and private, and has a particular duty to observe high standards of corporate governance.

Trustees should be able to:

- participate in strategic planning, which includes considering and approving the University's Strategic Plan, which sets the academic aims and objectives of the University and identifies the financial, physical and human resource strategies necessary to achieve these objectives;
- monitor the performance of the University and that of individual key office holders;
- understand the complexities which govern institutions of higher education and their management;
- assist in the achievement of institutional goals.

3. Selection Process

The Governance & Nominations Committee will make nominations to the Board of Trustees to fill any lay vacancy as and when it arises. In determining who shall be nominated the Committee will take account of:

- (a) Section 2 above;
- (b) The University's commitment to equal opportunities.

4. Removal from Office

Under exceptional circumstances the Board of Trustees may decide to ask members to step down before the end of their term of office. If required a panel of two Trustees and an external member, chaired by the Chair or one of the Vice-Chairs, will be convened to review the matter and make a recommendation to the Governance & Nominations Committee and then to the Board of Trustees.

This would normally occur when:

- (a) a serious conflict of interest occurs;
- (b) a member is unable to reasonably carry out his/her duties.
- (c) the conduct of a member is not in accordance with the criteria in section 2 of this Standing Order or is inconsistent, to a significant extent with the University's own policies and procedures such as the Respect at SOAS Policy.

With regard to b) above, Governance & Nominations Committee will normally review all members' attendance at meetings. Anyone who fails to attend more than a third of normally scheduled meetings over a two-year rolling period, may be asked to stand down.

Where a member is asked to step down but refuses or does not respond to the request then the Governance & Nominations Committee will review the matter and, when necessary, make a recommendation for termination of their membership to the Board of Trustees.

Document Control		
Document Title	Standing Order XXIII: Membership of the Board of Trustees	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XXIV: Committee Membership

1. Appointments to Committees

In making appointments to Committees due regard should be made to the University's commitments to equality and the principle of rotation of membership. University Committees should reflect the true diversity of SOAS and have a membership which brings with it a range of backgrounds, skills and knowledge. This should include a consideration of ensuring committees reflect the gender and ethnic balance within the University.

Internal members of Committees would normally be expected to serve for three years and for not more than five years consecutively.

2. Powers of Co-option and the Use of Alternates

Members of committees are chosen because they have skills, knowledge or interests relating to the areas dealt with by the Committee. Committees may ask a non-member to attend meetings if they feel that this individual has skills or knowledge which would enable them to make a contribution to a particular item under discussion. It is not expected that this individual would attend every meeting of a Committee.

As detailed above (unless explicitly stated in the Terms of Reference of a Committee e.g. a Trades Union representative) members of committees are not representatives of a particular group. Therefore, it would not normally be possible for another individual to attend a meeting in place of a committee member who was unable to attend a meeting. However, if it were known in advance that a committee member would be unable to attend two or more consecutive meetings, then an alternative member could be nominated, where someone with suitable skills or knowledge was available. The process of nomination would be as for the original member.

Document Control		
Document Title	Standing Order XXIV: Committee Membership	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XXV: Register of Interests

The Board of Trustees has agreed that a Register of Members' Interests should be compiled and updated on an annual basis. This Register extends to internal and external members of the Board of Trustees, Resources & Planning Committee, Audit Committee and Executive Board. The Register will also extend to all Directors of Professional Services. This information will be held in the Governance Directorate and will be available for inspection.

There is a general duty on all members of the Board of Trustees and its Committees to disclose at the earliest practical opportunity any financial or other beneficial interests they or any close associate or any organisation in which they hold office of employment may have in any transaction and consideration between the University and a third party. The circumstances in which such a declaration is appropriate are when the Board of Trustees or any of its Committees has business which is relevant to those interests or when in the course of a meeting the member becomes aware that they have or may have a financial or other beneficial interest in a specific item of business to be transacted.

The proper manner of indicating a conflict or potential conflict of interest is to inform the Deputy Vice-Chancellor Finance & Operations and Clerk to the Board in advance of the meeting or to draw it to the attention of the Chair of the meeting as the member becomes aware of a conflict during the course of discussion.

The non-disclosure of interest, if established as material to the business of the Board of Trustees or its Committees, may lead to action by the Board of Trustees including removal from office.

Document Control		
Document Title	Standing Order XXV: Register of Interests	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XXVI: Financial Authorities

A1. Setting and Varying Budgets

- A1.1 The Deputy Vice-Chancellor Finance & Operations (supported by the Director of Finance and Procurement) is responsible for preparing the annual revenue and capital budgets in conjunction with the Executive team and other senior staff, the draft budgets are presented to the Resources and Planning Committee for review.
- A1.2 Board of Trustees approves all capital and revenue budgets recommended by Resources & Planning Committee, and delegates financial authority to Resources & Planning Committee in accordance with these regulations.
- A1.3 The delegated authority levels for the approval of budget variations are as follows:

Capital Budget	Revenue Budget	Authority delegated by	Authority delegated to
Above £500,000	Above £300,000	Board of Trustees	
Above £500,000	Above £300,000	Board of Trustees	The Chair of Board of Trustees and Treasurer (Only if the decision is necessary before the next Board meeting. All such actions should be reported to the next Board of Trustees meeting)
Up to £500,000	Up to £300,000	Board of Trustees	Resources & Planning Committee (With changes reported to the next Board of Trustees meeting)
		Resource & Planning Committee	The Chair of Resources & Planning Committee (Treasurer)

Capital Budget	Revenue Budget	Authority delegated by	Authority delegated to
Up to £500,000	Up to £300,000		(Only if the decision is necessary before the next Resources & Planning Committee meeting. The Treasurer may approve the recommendation by the Executive Board but all these actions should be reported to the next Resources & Planning Committee meeting)
Up to £300,000	Up to £150,000	Resources & Planning Committee	Executive Board
			(With changes reported to the next Resources & Planning Committee meeting)
Up to £300,000	Up to £150,000	Executive Board	The Chair of Executive Board
			<i>and</i>
			Director of Finance and Procurement or Deputy Vice-Chancellor Finance & Operations or another member of the Executive Board
			In the absence of The Chair of Executive Board, another member
			of the Executive Board can replace him/her for this purpose
			(Only if the decision is necessary before the next Executive Board meeting. All these actions should be reported to next meeting of the Executive Board)

A2. Transfer between budgets

- A 2.1 Budget transfers between budgets with no impact on the bottom line surplus or deficit. The net impact of transfers is £Nil.
- A2.2 General transfers from a non-permanent staffing budget to a permanent staffing budget is not permitted without express permission from the Executive Board.
- A2.3 The amount of a transfer or total amount of all related transfers in a financial year is used to determine the level of authority required. Responsibility for transfers between budget heads is delegated to Executive Board and individuals as outlined below:

Type	Level	Authority delegated to
All budget transfer	Anything above the levels mentioned below	Executive Board
		(For any urgent approval, the Chair of the Executive Board and Deputy Vice-Chancellor Finance & Operations or Director of Finance and Procurement or another member of the Executive Board can authorise. In the absence of the Chair, another member of the Executive Board can replace him/her. All changes should be reported to the next Executive Board meeting)
Non salary budget transfers	Up to £100,000	Deputy Vice-Chancellor Finance & Operations, Provost or relevant Pro Director
		<i>And</i>
		Director of Finance and Procurement or in his/her absence or Chair of Executive Board
All non-salary budget transfers	Up to £75,000	Director of Finance and Procurement or Deputy Vice-Chancellor Finance & Operations or in his/ her absence Deputy Director of Finance and Procurement (After consulting with the relevant budget holder)
All non-salary budget transfers	Up to £30,000	All Budget Holders and Director of Finance and Procurement or Deputy Vice-Chancellor Finance & Operations or in his/ her absence Deputy Director of Finance and Procurement

A3. Entering into financial commitments and/or approving expenditure within Board approved budgets (includes entering into contracts, leases, licenses to occupy or other contractual commitments, raising purchase orders, approving invoices & expenses etc.)

Level	Authority delegated by	Authority delegated to
Above £5 Million	Board of Trustees	Deputy Vice-Chancellor Finance & Operations
		and
		Director of Finance and Procurement
		and
		Chair of Trustees
Up to £5 Million	Board of Trustees	Deputy Vice-Chancellor Finance & Operations
		and
		Director of Finance and Procurement
		and
		Registrar or another member of the Executive Board
Above £500,000 (Payroll & related statutory payments)	Board of Trustees	Director or Deputy Director of People
		and
		Deputy Vice-Chancellor Finance & Operations or Director of Finance and Procurement
Up to £500,000	Executive Board	Deputy Vice-Chancellor Finance & Operations
		and
		Director of Finance and Procurement
Up to £100,000	Executive Board	Provost, Deputy Vice-Chancellor Finance & Operations, Pro Director, any Director of Professional Services, in the absence of the Director of Finance and Procurement

Up to £10,000	Head of Department / Director of Professional Services	Any Director of Professional Services or Centre Director
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* Where approval from more than one category of approvers is required and the same person fits into two or more categories, then a separate person must approve for each category.

A4. Writing off bad-debts

A4.1 After making sure all reasonable steps have been taken to recover the debt in accordance with the Credit Control and Debt Management policy, following limits apply to write off bad debts:

Individual Bad Debts	Annual Limit*	Approving Authority
Above £50,000	Above £500,000	Resources & Planning Committee
Up to £50,000	Up to £500,000	Executive Board
		(A report of all bad debts written off to be submitted to the Resources & Planning Committee)
Up to £25,000	Up to £200,000	Director of Finance and Procurement or Deputy Director of Finance and Procurement
		and
		Another bank signatory (outside Finance)
		(A report of all bad debts written off to be submitted to the Executive Board)

* Total of all write offs in a financial year.

Document Control		
Document Title	Standing Order XXVI: Financial Authorities	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024
	Board of Trustees	11 July 2024

Standing Order XXVII: The Students' Union

The formation of a "Students' Union" (as defined by section 20 of the Education Act 1994) shall be recognised by the School. The School is a chartered corporation and the Students' Union (SU) is a Charitable Incorporated Organisation of its members and a registered charity, which is regulated by its own Constitution and the Charity Commission. The two are therefore separate and distinct. However, there is a statutory duty (under the Education Act 1994) on the School's Board of Trustees to ensure that the SU conducts itself in a fair and democratic manner and is accountable for its finances.

As required by the Education Act 1994, the SU Constitution is revised and is subject to the approval of the Board of Trustees at intervals of not more than five years. The School brings to the attention of all students once a year in the Student Handbooks a Code of Practice as to the manner in which the requirements of the Education Act 1994 and the Education Act (No 2) Act 1986 (section 43, c.61) are met in relation to the SU at SOAS.

Document Control		
Document Title	Standing Order XXVII: The Students' Union	
Version Number	1	
Approved By	Governance & Nominations Committee	21 Sept 2022
	Board of Trustees	5 Oct 2022

Part C

Standing Order Annexes

Standing Order Annex I: Academic Assembly

To consider matters regarding academic policy and institutional strategy

Reporting

Academic Assembly provides input into Senate.

Membership

The membership of the Academic Assembly will comprise:

Chair	• Elected by the Academic Assembly
Deputy Chair	• Elected by the Academic Assembly
Members	• All academic staff • All professional services staff working on teaching, research and knowledge exchange
Non-Voting Observers	• All other professional services staff
Secretary	• The secretary will be appointed by the Chair of the Academic Assembly

Meetings

The Committee will normally hold five ordinary meetings per annum and the quorum will be 30 members.

Terms of Reference

The Academic Assembly will have the following terms of reference:

- (a) To consider matters referred to it by the Senate, Executive Board or 30 of its membership, regarding academic policy and institutional strategy
- (b) To provide academic input in to key University issues and feed this back to the Senate
- (c) To report annually to the Board of Trustees
- (d) To elect a Chair and Deputy Chair for the Academic Assembly from its membership
- (e) To undertake a ballot of its full membership via electronic voting

- (f) To remit matters to the Senate for reconsideration or amendment with the agreement of the majority of a quorate meeting (30 voting members).
- (g) To consult, undertake enquiries into, and vote on significant issues affecting SOAS and report to Senate on its deliberations

Document Control		
Document Title	Standing Order Annex I: Academic Assembly	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024

Standing Order Annex II: Teaching, Learning and Student Experience Committee

Teaching, Learning & Student Experience Committee is a sub-committee of Senate. It is required to report to Senate on a termly basis.

Reporting

Teaching, Learning & Student Outcomes Committee will report to the Senate.

Membership

The membership of the Teaching, Learning & Student Experience Committee will comprise:

- | | |
|---------------------------|---|
| Chair | <ul style="list-style-type: none">• Provost & Deputy Vice-Chancellor Education |
| Ex-Officio Members | <ul style="list-style-type: none">• Deputy Vice-Chancellor Research & Knowledge Exchange• Academic Registrar• Director of Learning and Teaching• Chair of Student Engagement and Outcomes Committee• Chair of Curriculum Quality Assurance Committee• Head of Academic Services• Head of Access, Participation and Student Success• College Teaching and Learning Convenors (if not chairs of subcommittees)• Director of Planning• Director of Learning and Teaching Enhancement• Head of Doctoral School• Head of Student Experience, Engagement & Retention• Head of Careers• Director Marketing, Student Recruitment and Admissions• Head of Department from each college – post to be rotated on a termly basis• 2 members of Senate (if not already represented in membership) |

Other Members

- 1 representative from the Library, nominated by Chief Librarian
- 1 academic representative from each college (who is not represented on another academic committee)
- 1 academic representative from Foundation College
- 1 academic representative from Language Centre nominated by Director of Marketing, Student Recruitment, and Communications
- 3 full members of the Students' Union appointed by the Students' Union Executive Committee: one undergraduate student, one postgraduate taught student, and one research student
- 1 Student Union sabbatical officer
- Chair of Decolonising SOAS Working Group

Secretary

- The Academic Registrar or nominee will serve as Secretary.

Meetings

The Committee will normally hold at least three ordinary meetings per annum and the quorum will be a third of committee members.

Standing Committees

The Teaching, Learning & Student Experience Committee will appoint the following Standing Committees. The Terms of Reference for these committees will be approved by the Teaching, Learning & Student Experience Committee. The Teaching, Learning & Student Experience Committee will receive regular reports from these committees and approve proposals from them;

- Curriculum Quality Assurance Committee
- Student Experience and Outcomes Committee

The Teaching, Learning & Student Experience Committee may delegate activities and authorities to its Standing Committees as appropriate, but retains overall responsibility for these.

Terms of Reference

The Teaching, Learning & Student Experience Committee will have the following terms of reference:

- (a) To consider and advise on the development of the University's overall Education Strategy and to recommend a strategy to Senate for formal approval

- (b) To consider and advise on the development of policies, procedures and implementation plans related to the Education Strategy and on matters relating to the University's profile of academic programmes (whether leading to degrees or not), their mode of delivery, partnerships and collaborations, the marketing of these programmes, policy with regard to student prizes, student recruitment and widening participation. Where necessary, making recommendations to Senate and other committees as appropriate.
- (c) To annually review the Education Strategy and associated key indicators , recommending changes as appropriate;
- (d) To receive reports in respect of the development and delivery of those areas of learning and teaching which relate to research degrees, and the quality of the University's provision for research students;
- (e) To oversee the maintenance and monitoring of academic standards and quality. Where necessary, making recommendations to Senate and other committees as appropriate.
- (f) To make recommendations on objectives and policies that maintain and enhance the quality and standards of learning and teaching, in accordance with published internal and external frameworks, requirements and benchmarks, including those laid down by the designated body for quality assurance and by professional, statutory and regulatory bodies;
- (g) To consider reports from and to external learning and teaching and quality assurance agencies and professional, statutory and regulatory bodies on the standards and quality of the University's provision;
- (h) To advise Research & Enterprise Committee of changes to internal and external frameworks and requirements where these have implications for its work in maintaining the standards of research degrees and the quality of provision for postgraduate research students;
- (i) To identify and disseminate examples of good practice in learning and teaching, on the development of a strategic approach to quality enhancement across the University;
- (j) To recommend to Senate changes to policy relating to the maintenance and enhancement of high quality professional teaching standards and practice and to monitor the implementation of such policy;
- (k) To receive and respond to reports related to student satisfaction and achievement and outcomes, including NSS, continuation and completion and Graduate Outcome reports
- (l) To oversee the SOAS's participation and performance in teaching assessment exercises and to evaluate outcomes, reporting to Senate and the Board of Trustees.

- (m) To recommend to Senate changes to academic regulations, including those related to admissions, assessment and progression; and to approve changes to related policies, procedures, guidelines and codes of practice recommended by its sub-committees;
- (n) To receive reports on requests for the suspension of regulations; to consider any issues arising from such requests and make recommendations for the development of policy and regulations if necessary;
- (o) To advise Executive Board on the University's procedures for Comprehensive Review and monitor how this process meets requirements for the periodic review of programmes; to receive reports arising from Comprehensive Review which relate to learning and teaching, consider and approve their recommendations and monitor their implementation;
- (p) To approve and keep under review the University's procedures for annual programme review; to consider an annual report and recommendations on the issues raised; to monitor the implementation of those recommendations;
- (q) To approve and keep under review the University's procedures for the consideration of quality and standards in relation to provision delivered in partnership with others, and to approve the academic delivery, oversight and quality assurance plans of teaching or research student related teaching provision once the partner has been approved via the Senate and Board, and after its business case is approved by the EB Sub-committee. In addition, TELSEC may approve partnerships of mobility.
- (r) To monitor the delivery of the University's Access Agreement and to advise the Provost & Deputy Vice-Chancellor Education on proposals being made for its future development;
- (s) To approve nominations for chairs and deputy chairs of exam boards and sub-boards; to approve changes to the allocation of programmes and modules to sub-boards; to recommend to Senate changes to the Terms of Reference or procedures of exam boards relating to their role in the maintenance and monitoring of academic standards;
- (t) To approve and keep under review the University's procedures for the appointment of visiting examiners
- (u) To approve term dates;
- (v) To note the approval of programmes and amendments to programmes by the Curriculum Quality Assurance Committee, and report these to Senate;
- (w) To oversee the work and receive termly reports from the, Curriculum Quality Assurance Committee, the Student Experience Committee. and the three College Learning and Teaching Committees, ensuring that the approach to and quality of Teaching and Learning is consistent across the three Colleges

Document Control		
Document Title	Standing Order Annex II: Teaching, Learning and Student Experience Committee	
Version Number	2.1	
Approved By	Senate	25 June 2024
	Governance & Nominations Committee	12 June 2024

Standing Order Annex III: Equality and Diversity Committee

Reporting

The Equality and Diversity Committee reports to the Senate. It is required to report to the Senate on a termly basis and to Board of Trustees on a regular basis. It also has a responsibility to liaise with other committees and to keep them informed as necessary. The committee will report quarterly to the Executive Board and has the authority to escalate issues to it for further action or consideration. Members of the committee are functional representatives and are expected to communicate key issues and updates acting as a key link between the SOAS community and governance structures.

Membership

The membership of the Equality and Diversity Committee will comprise:

Chair	Deputy Vice-Chancellor Research and Knowledge Exchange (Executive Lead for EDI)
Ex-Officio Members	- Diversity and Inclusion Manager - Director of Finance and Procurement - Director of People - Director Research and Knowledge Exchange - Head of Student Access & Participation - Head of Student Casework - Head of Planning - Head of Student Advice and Wellbeing - Head of Student Experience, Engagement and Retention
Other Members	3 Heads of Department one from each college 3 academic representatives one from each college - Heads of Learning and Teaching from each college 1 Student Union representative appointed by the Students' Union Executive Committee and one designated substitute to attend in a member's absence 1 Postgraduate Research student representative and one designated substitute to attend in a member's absence 1 UCU representative and one designated substitute to attend in a member's absence

- 1 UNISON representative and one designated substitute to attend in a member's absence
- 2 members of Senate (if not already represented in membership)

* A maximum of 2 named Students' Union Officers will attend meetings.

Secretary

- The Chair of the Equality and Diversity Committee will nominate a Secretary.

Meetings

The Committee will normally hold three ordinary meetings per annum and the quorum will be a third of committee members.

Terms of Reference

The Equality & Diversity Committee will have the following terms of reference

- (a) Oversee the implementation of SOAS EDI strategy and ensure its alignment with other strategies.
- (b) Monitor and review SOAS performance across a range of equality, diversity, and inclusion measures.
- (c) To consider strategic planning and policy development matters relating to equality and diversity and make recommendations to Academic Board and other committees as appropriate.
- (d) Hold EDI function leads accountable for delivery of EDI outcomes through regular reports.
- (e) Commission and provide scrutiny to data, evidence and reports relating to equality, diversity, inclusion.
- (f) Oversee and approve equality submissions for accreditation and benchmarking.

Document Control		
Document Title	Standing Order Annex III: Equality and Diversity Committee	
Version Number	2.1	
Approved By	Senate	25 June 2024
	Governance & Nominations Committee	12 June 2024

Standing Order Annex V: Research and Knowledge Exchange Committee

Research & Knowledge Exchange Committee is a sub-committee of Senate. It is required to report to Senate on a termly basis. It also has a responsibility to liaise with other committees and to keep them informed as necessary.

Reporting

Research & Knowledge Exchange Committee reports to the Senate.

Membership

The membership of the Research & Knowledge Exchange Committee will comprise:

Chair	Deputy Vice-Chancellor Research & Knowledge Exchange
Ex-Officio Members	3 College Research and Knowledge Exchange Convenors (if not chairs of sub committees) 1 Departmental Research and Knowledge Exchange Convenor from each College - Head of Doctoral School - Director of Research and Knowledge Exchange - Academic Registrar - Chief Librarian - Head of Department from each college - Chair of Knowledge exchange Committee - Chair of Research culture Committee - Chair of Research Ethics panel
Other Members	2 representatives from the academic community, one of which should be an early career researcher (an individual who is either: within eight years of their PhD award, or equivalent professional training). 1 doctoral researcher nominated by the Research Students' Association (RSA) 2 members of Senate (if not already represented in membership)

Secretary

- The secretariat will be provided by the Research and Knowledge Exchange Division.

Meetings

The Committee will normally hold three ordinary meetings per annum and the quorum will be a third of committee members.

Standing Committees

The Research & Knowledge Exchange Committee will appoint the following Standing Committees. The Terms of Reference for these committees will be approved by Research & Knowledge Exchange Committee. The Research & Knowledge Exchange Committee will receive regular reports from these committees and approve proposals from them;

- Knowledge Exchange Sub-Committee
- Research Culture Sub-Committee
- Research Ethics Panel

The Research & Knowledge Exchange Committee may delegate activities and authorities to its Standing Committees as appropriate, but retains overall responsibility for these.

Terms of Reference

Research & Knowledge Exchange Committee will have the following terms of reference:

- (a) To consider and advise on the development of the University's overall Research and Knowledge Exchange Strategy, and to recommend a strategy to Senate for formal approval.
- (b) To consider and advise on the development of policies, procedures and implementation plans related to the Research and Knowledge Exchange Strategy. Where necessary, making recommendations to Senate and other committees as appropriate.
- (c) To monitor the implementation of college actions plans, and review progress against the SOAS Research and Knowledge Exchange Strategy.
- (d) To annually review the Research and Knowledge Exchange Strategy and associated key performance indicators.
- (e) To provide termly reports to Senate regarding the research and knowledge exchange performance and an annual report on progress against the Research and Knowledge Exchange Strategy.

- (f) To oversee SOAS's participation and performance in research and knowledge exchange assessment exercises and to evaluate outcomes, reporting to Senate and the Board of Trustees.
- (g) To approve recommendations from Colleges relating to the establishment, monitoring and closure of research centres and institutes.
- (h) To advise on ethical matters relating to the University's research and knowledge exchange in accordance with the University's ethics policy and related procedures.
- (i) To oversee the work and receive termly reports from the Research Culture Sub-Committee, Knowledge Exchange Sub-Committee, the Research Ethics Panel and the three College Research and Knowledge Exchange Committees.
- (j) To approve applications for Professors of Practice, Community Fellows, Policy Fellows and Global Fellows.

Document Control		
Document Title	Standing Order Annex V: Research and Knowledge Exchange Committee	
Version Number	1.2	
Approved By	Senate	25 June 2024
	Governance & Nominations Committee	12 June 2024

Standing Order Annex XII: Health, Safety and Risk Committee

The Health, Safety and Risk Committee will keep under review all matters involving the safety and occupational health of staff, students and other persons within the University environment. The Committee also keeps under review local and strategic risks across the University.

Reporting

Health, Safety & Risk Committee reports to the Audit and Risk Committee

Membership

The membership of the Health, Safety & Risk Committee will comprise:

Chair	A member of staff, appointed by the Board of Trustees (normally the Deputy Vice-Chancellor Finance & Operations)
Ex-Officio Members	- Director Governance - Director Estates & Property Services - Director of Communications - Chief Librarian - A member of staff from the Human Resources Directorate nominated by Director of People - Health, Safety and Security Manager - Fire Safety Manager - Health & Safety Manager - Governance Manager
Other Members	- Health and Safety representative for each College - Health and Safety representative for each Professional Services Directorate 1 local risk register owner 1 representative from each of the recognised Trade Unions 1 enrolled student nominated by the Students' Union Executive Committee
Secretary	The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

Meetings

The Committee will normally hold three ordinary meetings per annum and the quorum will be a third of committee members.

Terms of Reference

The Health, Safety & Risk Committee will have the following terms of reference:

Health & Safety

- (a) To propose and consider policy changes with respect to the health, safety, security and welfare of University staff (including contractors and outsourced workers), students, visitors and of other persons who may be affected by work carried out within or external to the University or as part of the University's activities (including external fieldwork activities carried out in both the United Kingdom and overseas). The term 'health and safety' will include the University's security provision, fire arrangements and occupational health service;
- (b) To monitor implementation of health and safety policies and codes of practice and to propose changes as necessary;
- (c) To advise the Board of Trustees through the Secretary on health and safety implications of University strategies and plans, including those relating to the development of the Estate;
- (d) To provide an annual report of the Committee's activities and recommendations to the Board of Trustees;
- (e) To monitor compliance with current health and safety and related legislation;
- (f) To keep under review current, emerging and potential challenges in relation to health and safety in the external environment that could have impact on University activities (including proposed changes to legislation), discuss the implications and provide advice on possible responses and implement change where appropriate;
- (g) To provide input into the University's emergency and business continuity planning;
- (h) To review accidents, incidents, hazardous occurrences, sickness absence and ill health (including stress) related to work undertaken by staff, students and visitors, and to ensure corrective action is undertaken and consider implications for strategy, policy or practice;
- (i) To ensure appropriate health and safety training is provided and to monitor its effectiveness;

- (j) To provide guidance to managers, other staff, students and visitors about policy and practice concerning health and safety;
- (k) To keep under review the provision of information and communication of health and safety information;
- (l) To consider reports from the management representatives, Union safety representatives, staff and student representatives and any other appropriate bodies, including any audit or inspection reports.

Risk Management

- (m) To receive regular reports from the University's risk register owners on their risk registers;
- (n) To monitor the University's risk management strategies;
- (o) To have oversight of the University's local risk registers;
- (p) To make recommendations to the Audit and Risk Committee about whether any local risks need to be converted into strategic risks.

Document Control		
Document Title	Standing Order Annex XII: Health, Safety and Risk Committee	
Version Number	1.1	
Approved By	Audit & Risk Committee	22 June 2023
	Governance & Nominations Committee	1 June 2023

Standing Order Annex XIII:

Honorary Degrees and Fellowships Committee

The Honorary Degrees and Fellowships Committee is responsible for making recommendations to the Governance and Nominations Committee and the Board of Trustees for the award of the Honorary Degree and Honorary Fellowships

Reporting

Honorary Degrees & Fellowships Committee reports to the Governance and Nominations Committee

Membership

The membership of the Honorary Degrees & Fellowships will comprise:

Chair	• Vice-Chancellor
Ex-Officio Members	• Provost & Deputy Vice-Chancellor Education • Deputy Vice-Chancellor(s) Deputy Vice-Chancellor Finance & Operations and Clerk to the Board
Other Members	• 2 Heads of Department nominated by the Director • 2 members of Senate • Director of Governance • 1 of the Students' Union Presidents nominated by the Students' Union Executive Committee
Secretary	• The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

Meetings

The Committee will normally hold two ordinary meetings per annum, usually well in advance of graduation in July

Terms of Reference

The Honorary Degrees & Fellowships Committee will have the following terms of reference:

After considering any suggestions from members of the University:

- (a) to make recommendations to the Governance and Nominations Committee and Board of Trustees that the University should award Honorary Fellowships to particular individuals.
- (b) to make recommendations to the Governance and Nominations Committee and Board of Trustees that the University should award Honorary Degrees to particular individuals.

Document Control		
Document Title	Standing Order Annex XIII: Honorary Degrees and Fellowships Committee	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024

Standing Order Annex XIV: Investment Committee

The purpose of the Investment Committee is to govern, manage and regulate the investments of the University.

Reporting

The Investment Committee reports to the Resources and Planning Committee.

Membership

The membership of the Investment Committee will comprise:

Chair	• Chair of Resources & Planning Committee
Ex-Officio Members	• Vice-Chancellor • Deputy Vice-Chancellor Finance & Operations • One Lay Member of Board of Trustees not on Resources & Planning Committee • The Director of Finance and Procurement • one other academic member
Other Members	• Such other members as may be co-opted by the Committee from time to time. • The Head of Financial Accounting to attend in respect of accounting technical matters
Secretary	• The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

Meetings

The Committee will normally hold two ordinary meetings per annum, in March and September. The quorum will be a third of committee members.

Terms of Reference

The Investment Committee will have the following terms of reference:

- (a) To develop the annual SOAS Investment Strategy, and to put forward proposed recommendations to the Resource and Planning Committee and Board of Trustees to approve
- (b) To receive reports and advice from the University's investment managers on the performance of its endowment asset investments;

- (c) To report and make recommendations to Resources & Planning Committee on:
- i. Performance and selection of investment managers;
 - ii. Investment strategy;
 - iii. Extraction rate
- (d) To assess the ethics and diversity and ESG policies of SOAS in the context of existing investments and guidance provided to the fund managers for future asset allocation, to ensure these are aligned with SOAS's overall policies
- (e) To make recommendations to Resources & Planning Committee on the strategy and investment criteria for short-term liquid (cash and cash equivalent) investments including the Unrestricted Scholarships Endowment Fund;
- (f) In exceptional circumstances, to determine investment strategy on behalf of Resources & Planning Committee (for example, if there was an urgent need to safeguard the University's endowment assets by moving from equities into cash or gilts).

Document Control		
Document Title	Standing Order Annex XIV: Investment Committee	
Version Number	1.1	
Approved By	Resources & Planning Committee	29 Sept 2023
	Governance & Nominations Committee	12 June 2024

Standing Order Annex XVI: Ethics Panel for Philanthropic Gifts

The Ethics Panel for Philanthropic Gifts is responsible for the acceptance of philanthropic gifts by the University as delegated by the Board of Trustees.

Reporting

The ultimate responsibility for the acceptance of gifts by SOAS lies with the Board of Trustees delegated to the Ethics Panel for Philanthropic Gifts. The responsibility for managing the procedure by which gifts are accepted is devolved to Advancement.

Membership

The membership of the Ethics Panel will comprise:

- | | |
|------------------|---|
| Chair | <ul style="list-style-type: none">• Vice-Chancellor |
| Members | <ul style="list-style-type: none">• Two lay members of the Board of Trustees• Deputy Vice-Chancellor Finance & Operations and Clerk to the Board• Head of Advancement• Two academic representatives• Chief of Staff |
| Secretary | <ul style="list-style-type: none">• The Head of Advancement will nominate a Secretary. |

Meetings

Given the agility required to consider proposed philanthropic gifts and due diligence relating to donors, the panel will review matters on a virtual basis which will then be formally recognised at three ordinary meetings held once per term.

Quoracy of the Ethics Panel for Philanthropic Gifts must be a minimum of 50%, including a representative of the Board of Trustees. In the event the Ethics Panel for Philanthropic Gifts cannot reach a decision, the case must be referred to the Board of Trustees. If a decision is urgently required, the Chair of the Ethics Panel for Philanthropic Gifts must engage the Chair of the Board of Trustees, the two Deputy Chairs of the Board of Trustees, and the Chair of the Audit and Risk Committee.

If a decision or consensus cannot be reached by the Ethics Panel, this will be escalated to the Board of Trustee Chair, a vice Chair, and the Chair of the Audit and Risk Committee

Terms of Reference

The Ethics Panel for Philanthropic Gifts will have the following terms of reference:

- (a) All gifts of £1,000,000 and above must be approved by the Ethics Panel for Philanthropic Gifts. A Gift Acceptance Record must be completed, authorised by the Chair of the Ethics Panel for Philanthropic Gifts.
- (b) To consider gifts under £1,000,000 which has been referred and requires a broader institutional decision.
- (c) Where there are concerns regarding ethics or legality, the Ethics Panel for Philanthropic Gifts will deliberate on the source of the gift and refer any acceptances to the Audit Committee and the Board of Trustees for approval.

Document Control		
Document Title	Standing Order Annex XVI: Ethics Panel for Philanthropic Gifts	
Version Number	1.1	
Approved By	Governance & Nominations Committee	12 June 2024

Standing Order Annex XVII: Prevent Steering Group

The Prevent Steering Group is responsible for managing the University's obligations under the Counter Terrorism and Security Act 2015 and in line with the guidance for higher education institutions in England and Wales published in 2021 (known as "The Prevent Duty"). Reporting to the Board of Trustees through the Audit and Risk Committee and University Executive, work will be undertaken in partnership with all members of the University community, including trustees, staff, students, visitors and contractors. The Steering Group will promote a shared awareness and understanding of the risk of radicalisation within the University and monitor, review and act on the effectiveness of the University's arrangements in respect of the legislation.

Reporting

The Prevent Steering Group reports to the Audit and Risk Committee.

Membership

The membership of the Prevent Steering Group will comprise:

Chair	• Academic Registrar
Members	• Deputy Vice-Chancellor Finance & Operations • Director of People • Health and Safety Security Manager • Director of Marketing, Student Recruitment, and Communications • Chief Information Officer • Student Union • Health and Safety Representatives from each College
Secretary	• The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

Meetings

The Committee will normally hold three ordinary meetings per annum (once per term) and the quorum will be a third of members.

Terms of Reference

The Prevent Steering Group will have the following terms of reference:

- (a) Manage all aspects of the Prevent Duty to ensure compliance with legislation and best practice, and in accordance with the University's Code of Practice on Freedom of Speech to include:
 - i. Mechanisms to assess risks associated with Prevent
 - ii. Action planning activities to mitigate identified risks
 - iii. The identification and links through to University welfare support systems and external support bodies as necessary
 - iv. Systems for assessing and mitigating risks around external speakers and events on campus in line with the University's duty to promote freedom of speech
 - v. Ongoing Prevent training for relevant staff
 - vi. IT usage policies, and where appropriate a research policy, which covers the Prevent duty
 - vii. Engagement mechanisms with students to ensure that students' unions and societies are aware of policies concerning activities on campus
- (b) Responsible for the Submission of The University's Prevent Duty Annual Report to the Office for Students (OfS)
- (c) Maintain the University's Prevent Risk register, identifying, monitoring and mitigating risks associated with compliance with the Duty, escalating key risks to the University Executive as appropriate
- (d) Monitor and maintain the Prevent Action Plan, ensuring completion of the actions required to meet the requirements of the Duty and of the OfS.
- (e) Promote understanding of the Duty throughout the University through training, updates, events and liaison with relevant committees and groups.
- (f) Provide an advisory role on the Prevent Duty and its requirements, make recommendations to the University Executive and Board of Trustees, and others on improvements and priorities as required.
- (g) Liaise with and coordinate the work of the group with the University's Protect and Prepare action plan, seeking expert guidance from other University Groups as required on specific tasks.
- (h) Coordinate the liaison with local partners, including DoE Prevent Regional HE/FE Co-ordinator, representing SOAS at local and national events relevant to the Prevent Duty

Document Control		
Document Title	Standing Order Annex XVII: Prevent Steering Group	
Version Number	1.1	
Approved By	Audit & Risk Committee	14 Sept 2022
	Governance & Nominations Committee	12 June 2024

Part D

Terms of Reference Committee and Panels

Terms of Reference:

Research Ethics Panel

The Research Ethics Panel (REP) is a sub-committee of Research and Knowledge Exchange Committee. It is required to report to Research and Knowledge Exchange Committee on a regular basis. It also has a responsibility to liaise with other committees and to keep them informed as necessary.

Reporting

The Research Ethics Panel reports to the Research and Knowledge Exchange Committee

Membership

The membership of the Research Ethics Panel will comprise:

- | | |
|---------------------------|---|
| Chair | <ul style="list-style-type: none">• College Research and Knowledge Exchange Convenor with cross-institutional responsibility for Research Ethics and Governance |
| Ex-Officio Members | <ul style="list-style-type: none">• 1 representative from each College Research and Knowledge Exchange Committee• Head of the Doctoral School• Secretary to the Panel |
| Other Members | <ul style="list-style-type: none">• 1 lay member appointed by the Board of Trustees• (Up to) 5 senior academics to be nominated by the Chair• Doctoral School Manager• 1 doctoral researcher from the Research Student Association• Observers in attendance or providing submission |
| Secretary | <ul style="list-style-type: none">• The secretariat will be provided by the Research and Knowledge Exchange Directorate |

The Chair and *ex-officio* members retain permanent voting rights for decisions as set out in the Terms of Reference. Other members in attendance to not retain permanent voting rights.

Meetings

The Committee will normally hold three ordinary meetings per annum and the quorum will be a third of members.

Terms of Reference

The Research Ethics Panel will have the following Terms of Reference:

- (a) To consider ethical matters relating to funded research (external and internal).
- (b) To consider research proposals, publications and other outputs which are referred to the Panel (including mandatory referrals) and to assess the ethical issues raised by projects submitted to it for consideration, and to grant or withhold approval.
- (c) To provide advice to staff, doctoral researchers and students on ethical matters relating to research to ensure that such work complies with recognised ethical standards; that the public, staff and students are protected from harm and that the reputation of the University is safeguarded.
- (d) Where appropriate and necessary, to review and revise the Ethics policy and Research governance policy (including procedures for dealing with allegations of research misconduct).
- (e) To provide assurance to the Board on compliance with the Concordat for Research Integrity

Document Control		
Document Title	Terms of Reference: Research Ethics Panel	
Version Number	1.1	
Approved By	Research and Knowledge Exchange Committee	25 Jan 2022

Terms of Reference: Knowledge Exchange Committee

The Knowledge Exchange Sub-Committee will support the Deputy Vice-Chancellor Research & Knowledge Exchange in implementing the Knowledge Exchange aspects of SOAS's Research and Knowledge Exchange strategy. This includes preparations for, and submissions to the Knowledge Exchange Framework (KEF) and with respect to the Knowledge Exchange Concordat (KEC). The Committee aims to optimise submissions that the University makes to both, within the context of its broader research and knowledge exchange strategy.

Reporting

The Knowledge Exchange Committee reports to the Research and Knowledge Exchange Committee

Membership

The membership of the Knowledge Exchange Committee will comprise:

- | | |
|---------------------------|--|
| Chair | <ul style="list-style-type: none">• College Research and Knowledge Exchange Convenor with cross-institutional responsibility for Knowledge Exchange |
| Ex-Officio Members | <ul style="list-style-type: none">• Director of Research and Knowledge Exchange (or nominee)• Director of Marketing, Student Recruitment, and Communications (or nominee)• Director of Library and Learning (or nominee) |
| Other Members | <ul style="list-style-type: none">• 2 academic representatives from each College nominated by that College. Academic representatives will normally be “experienced practitioners” with practical knowledge and expertise in knowledge exchange and impact.• 2 early career researchers (individuals who are either: within eight years of their PhD award, or equivalent professional training).• Ad hoc members may be invited to attend specific meetings where discussion is particularly relevant to them but will not be expected to be in regular attendance |

Secretary

The secretariat will be provided by the Research and Knowledge Exchange Directorate

Meetings

The Committee will normally one ordinary meeting per term, and the quorum will be a third of members.

Terms of Reference

The Knowledge Exchange Committee will have the following Terms of Reference:

- (a) To encourage, facilitate and monitor knowledge exchange (including student entrepreneurship) and the impact of SOAS research in line with its aim to be research-intensive, and the requirements of the KEF and KEC.
- (b) To monitor and approve SOAS's submissions to the KEF and the KEC; to optimise the results of both and associated benefits accruing to the University, balancing these against the University's broader strategic priorities.
- (c) To receive reports on the allocation of HEIF and other knowledge exchange funds and to approve the HEIF annual monitoring statement.
- (d) To receive regular reports of information relevant to the KEF and KEC undertaken by departments, colleges and professional service departments around the University. This includes overseeing the University's submission of HE-BCI Survey and other knowledge exchange data returns.
- (e) To support the communication of knowledge exchange and the interpretation of government policy and initiatives, ensuring that information is disseminated to relevant staff.
- (f) To oversee and approve partnerships on behalf of the Research and Knowledge Exchange Committee on potential non-HEI partnerships, intellectual property and the commercial implications of research and knowledge transfer.

Document Control		
Document Title	Terms of Reference: Knowledge Exchange Committee	
Version Number	1.1	
Approved By	Research and Knowledge Exchange Committee	25 Jan 2022

Terms of Reference:

Research Culture Committee

The Research Culture Committee seeks to share best practice and to ensure SOAS's research environment is supportive and inclusive. The Committee will establish policies and mechanisms to promote a positive research culture at SOAS, addressing key policy areas including Research integrity and Ethics; Open Research; Supporting the Career Development of Researchers, Equality, diversity, inclusion; the decolonisation of research; and the role of research metrics, assessment, and research practices.

Reporting

The Research Culture Committee reports to the Research and Knowledge Exchange Committee

Membership

The membership of the Research Culture Committee will comprise:

Chair

- College Research and Knowledge Exchange Convenor with Cross-Institutional Responsibility for Researcher Development and Ethics

Ex-Officio Members

- 3 College Research and Knowledge Exchange Convenors
- 2 early career researchers (individuals who are either: within eight years of their PhD award, or equivalent professional training).
- Director of Research and Knowledge Exchange (or nominee)
- Director of People (or nominee)
- Research Culture Manager
-
- Deputy Vice-Chancellor Research & Knowledge Exchange
- Director of the Library
- Scholarly Communications Officer

Secretary

- The secretariat will be provided by the Research and Knowledge Exchange Directorate

Meetings

The Committee will normally one ordinary meeting per term, and the quorum will be a third of members.

Terms of Reference

The Knowledge Culture Committee will have the following Terms of Reference:

- (a) To ensure that work on improving research culture across SOAS aligns with our overall Research and Knowledge Exchange Strategy
- (b) To oversee and recommend initiatives to improve SOAS research culture.
- (c) To monitor SOAS performance in relation to external commitments (e.g. the Concordat to Support the Career Development of Researchers and the Human Resources Excellence in Research Award).
- (d) To oversee SOAS's submission to the HR Excellence in Research (HREiR) and the Concordat to Support the Career Development of Researchers (Concordat) through receiving and discussing reports from the HREiR and Concordat sub-committee and to support SOAS work to increase engagement with the standards and principles therein
- (e) To share initiatives and best practice from College-level activities that seek to improve research culture, e.g. workshops, focus groups, meetings, coaching and mentoring, away days and writing retreats, and to review these against strategies to meet research culture commitments (e.g. in the HREiR and the Concordat)
- (f) To receive and reflect on reports from the Research Culture Manager about the use of external funds (e.g. Enhancing Research Culture Fund and Participatory Research Fund)
- (g) To set and review SOAS journal and publication policies; to receive updated reports and relevant data from the Libraries Directorate e.g. on number of journal deals, Open Access outputs, and expenditures
- (h) To receive and reflect on reports from Human Resources and Equity on actions against commitments in the HR Excellence in Research submission
- (i) To receive and reflect on the most recent data from Human Resources:
 - a. on SOAS academics based on career level, and review career development and leadership initiatives that support SOAS academics in each stage
 - b. on Wellbeing and Career Development initiatives for SOAS researchers
- (j) To develop strategies, based on data analysis and lessons learned, that outline next steps and make recommendations to the Research and Knowledge Exchange Committee

Document Control		
Document Title	Terms of Reference: Research Culture Committee	
Version Number	2	
Approved By	Research and Knowledge Exchange Committee	6 June 2024

Terms of Reference: Doctoral School Management Group

Reporting

The Doctoral School Management Group reports to the Research and Knowledge Exchange Committee

Membership

The membership of the Doctoral School Management Group will comprise:

Chair	• Head of Doctoral School
Ex-Officio Members	• Department Convenors of Doctoral Studies • Doctoral School Manager • Research Skills Trainer/Coordinator (PGRSSs) • Careers Consultant (PhD and ECRs) • Deputy Vice-Chancellor Research and Knowledge Exchange • Director of Student and Academic Services and Academic Registrar
Other Members	• Student Representative for MRes • Student Representative for MPhil • Student Representative for PhD
Secretary	• Doctoral School Coordinator (Secretary)

Meetings

The Group will meet once a term, with additional meetings if business so dictates at the beginning of the academic year. The quorum will be a third of members.

Terms of Reference

The Doctoral School Management Group will have the following Terms of Reference:

- (a) To lead the management of the School's Postgraduate Research Students
- (b) Develop processes and policies relating to postgraduate research students and research training, including the research training element of M(A)Res degrees;

- (c) Operate as a forum to inform the School's Research Strategy;
- (d) To represent SOAS in relation to the ESRC-funded Bloomsbury Doctoral Training Centre for the Social Sciences;
- (e) To support the management, processes and reporting to the AHRC (including consortia networks);
- (f) To represent the School in relation to research student issues between the Bloomsbury Colleges;
- (g) Review and oversee the postgraduate scholarships management and policy;
- (h) To advise on the management of the SOAS Doctoral School Hub building at 53 Gordon Square, and other PGRS facilities;
- (i) To receive Doctoral School finance reports.
- (j) To review requests for PhD embargos.

Document Control		
Document Title	Terms of Reference: Doctoral School Management Group	
Version Number	2	
Approved By	Research and Knowledge Exchange Committee	TBC

Terms of Reference: Curriculum Quality Assurance Committee

The purpose of the committee is to consider programme and module proposals; to approve or reject such proposals following approval of the business case by the Executive Board Curriculum Development and Collaborative Provision sub-committee. The committee also considers approval of programme and module amendments.

Reporting

The Curriculum Quality Assurance Committee reports to the Teaching, Learning & Student Experience Committee. It also has a responsibility to liaise with other committees and to keep them informed as necessary.

Membership

The membership of the Curriculum Quality Assurance Committee will comprise:

Chair	• Director of Global Learning and Teaching
Ex-Officio Members	• Academic Registrar • Associate Academic Registrar (QA and Assessments) • Director of Marketing, Student Recruitment, and Communications • Head of Learning & Teaching Enhancement • Deputy College Deans
Other Members	• 1 representative from the Library, nominated by Chief Librarian • 1 Students' Union sabbatical officer
Secretary	• The Academic Registrar will nominate a secretary
In attendance	• Representative of Department/ College submitting proposal

Meetings

The Committee will normally hold three ordinary meetings per annum, and the quorum will be half of members.

Terms of Reference

The Curriculum Quality Assurance Committee will have the following Terms of Reference:

- (a) To advise Teaching, Learning & Student Experience Committee on the development of those aspects of learning and teaching strategy that relate to the maintenance and monitoring of the academic standards and quality of learning, teaching and management of all taught programmes of study for which the University is responsible
- (b) To approve and keep under review the University's procedures for the design and approval of changes to the curriculum at module level, including new modules, amendments and withdrawals
- (c) To approve and keep under review the University's procedures for programme design and approval
- (d) To review and approve proposals for new programmes and modules after the business case is approved by the Executive Board Curriculum Development and Collaborative Provision sub-committee
- (e) To consider and approve changes to existing programmes of study and to recommend to Teaching, Learning & Student Experience Committee any generic policy implications
- (f) To consider and approve proposals for the termination of specific programmes of study
- (g) To advise Teaching, Learning & Student Experience Committee on the development and implementation of the University's procedures for the consideration of quality and standards in relation to provision delivered in partnership with others
- (h) To make an annual report to Teaching, Learning & Student Experience Committee regarding the delivery of the University's academic standards and quality of learning and teaching

Document Control		
Document Title	Terms of Reference: Curriculum Quality Assurance Committee	
Version Number	2	
Approved By	Teaching, Learning and Student Experience Committee	29 Nov 2023

Terms of Reference: Student Experience and Outcomes Committee

The purpose of the committee is to define with the approval of Senate, implement and review the University's strategies to enhance the student experience, and to widen access and participation in line with the University's strategy

Reporting

The Student Experience and Outcomes Committee is a sub-committee of the Teaching, Learning and Student Outcomes Committee. It is required to report to the Teaching, Learning and Student Outcomes Committee on a regular basis

Membership

The membership of the Student Experience and Outcomes Committee will comprise:

- | | |
|---------------------------|---|
| Chair | <ul style="list-style-type: none">• College Learning and Teaching Convenor |
| Deputy Chair | <ul style="list-style-type: none">• Head of Student Experience and Engagement |
| Ex-Officio Members | <ul style="list-style-type: none">• Academic Registrar• Director of Marketing, Student Recruitment, and Communications• Head of Student Advice and Wellbeing• Director of Estates and Programmes• Head of Learning and Teaching Enhancement• 2 Student Union sabbatical representatives• Student Casework Manager• College Teaching and Learning Convenors from other Colleges• Curriculum, Assessment and Quality Assurance Manager• Head of Academic Services• Head of Careers• Head of Access, Participation and Student Success• Diversity and Inclusion Manager• Head of Planning |

Other Members

- 1 representative from the Library, nominated by Chief Librarian
- 1 academic representative from each College (who is not represented on another academic committee)
- 1 member from the Foundation College
- 1 member from the Doctoral School, nominated by the Head of the Doctoral School
- 1 member of the Languages Centre, nominated by the Director of Marketing, Student Recruitment, and Communications
- 1 member of professional services support staff for each college nominated by the Academic Registrar
- 3 full members of the Student Union nominated by the Student Union Executive Committee, one undergraduate student, one postgraduate taught student, and one research student
- Head of Study Abroad
- 1 representative from Learning and Teaching Enhancement
- UG and PG Exam Board Chairs

Secretary

- The Academic Registrar will nominate a secretary

Meetings

The Committee will normally hold three ordinary meetings per annum, and the quorum will be a third of members.

Terms of Reference

The Student Experience and Outcomes Committee will have the following Terms of Reference:

- (a) To consider strategic planning and policy development matters relating to student welfare, the learning environment and the student experience as a whole, and to make recommendations to the Teaching, Learning and Student Outcomes Committee and other committees as appropriate;
- (b) To consider and inform strategy and policy in relation to the academic experience, wellbeing and extra-curricular experience of students and make recommendations to the Teaching, Learning and Student Outcomes Committee and other committees as appropriate;
- (c) To consider and implement strategies and policies relating to the student journey, and to make recommendations to the Teaching, Learning and Student Outcomes Committee on changes in this area;

- (d) To monitor and make recommendations in relation to the effective representation of students in taught degrees in the School's deliberative structures, and opportunities for all students to participate and be represented;
- (e) To identify and disseminate examples of good practice in student engagement, and to advise the Teaching, Learning and Student Outcomes Committee on the enhancement of student engagement in activity relating to learning, teaching and quality assurance;
- (f) To monitor and consider, in general terms, issues arising from student grievance and disciplinary matters which are of concern to the student experience overall;
- (g) To advise the Teaching, Learning and Student Outcomes Committee on the development of those aspects of learning and teaching strategy that relate to the participation, retention, progression and destinations of students on all taught programmes of study for which the University is responsible;
- (h) To monitor the academic and non-academic outcomes of students on all programmes of study for which the School is responsible, with particular reference to the journey of students and differences between groups of students with particular characteristics;
- (i) To identify and disseminate examples of good practice in learning, teaching and student support which contribute to improved outcomes and experience for students or ameliorates differences in outcomes of taught degrees;
- (j) To recommend to the Teaching, Learning and Student Outcomes Committee changes to academic regulations, related policies, codes of practice and any other procedures of the School which would enhance outcomes or ameliorates differences in outcomes;
- (k) To monitor the implementation of strategy and policies relating to Careers and employability, including curricular and extra-curricular provision aimed at developing transferrable skills and experience of employment, and to make recommendations to Teaching, Learning and Student Outcomes Committee on changes in this area
- (l) To monitor the implementation of strategy and policies relating to student wellbeing and to make recommendations to Teaching, Learning and Student Outcomes Committee on changes in this area.

Document Control		
Document Title	Terms of Reference: Student Experience and Outcomes Committee	
Version Number	1	
Approved By	Teaching, Learning and Student Experience Committee	12 Oct 2022

Terms of Reference:

Curriculum Strategy and Collaborative Provision Committee

The purpose of the committee is to consider matters relating to the development of the curriculum and to provide oversight and support to ensure that development of global partnership proposals are in line with the School's strategy and meets quality and all due diligence checks.

Reporting

The Curriculum Strategy and Collaborative Provision Committee is a sub-committee of the Executive Board. It is required to report to the Executive Board at least termly.

Membership.

The membership of the Curriculum Strategy and Collaborative Provision Committee will comprise:

Chair	• Provost and Deputy Vice Chancellor Education
Ex-Officio Members	• 1 Head of College (not making a submission for consideration) • Deputy Vice Chancellor Research and Knowledge Exchange • Director of Teaching and Learning • 1 Student Union sabbatical officer • Academic Registrar • Director of Finance • Director Marketing, Student Recruitment and Admissions
Other Members	• Relevant Head of College or Department or Programme Convenor putting forward a submission for consideration
Secretary	• The secretary will be appointed by the Chair of this Committee, but is likely to be a Quality Assurance Officer

Meetings

The Committee will normally hold four ordinary meetings per annum, and the quorum will be a third of members.

Terms of Reference

The Curriculum Strategy and Collaborative Provision Committee will have the following Terms of Reference:

1. Curriculum Development

- (a) To develop overarching strategies for curriculum development at SOAS
- (b) To develop and advise the Executive Board on policy relating to SOAS' external academic collaborations
- (c) To recommend to the Executive Board the development of new subjects/programmes and the closure of existing subjects/programmes based on proposals from the Academic Colleges or Departments
- (d) To promote a shared approach to curriculum development across Academic Colleges or Departments
- (e) To ensure that the curriculum and collaborative provision development decisions are appropriately informed by the external environment
- (f) To ensure that the curriculum and collaborative provision decisions are appropriately informed by financial and resource considerations
- (g) To monitor progress in the delivery of curriculum and collaborative policy
- (h) To approve on behalf of the Executive Board proposals for new subject areas and programmes in relation to SOAS strategies where these are in alignment with SOAS' vision and strategy
- (i) To approve on behalf of the Executive Board proposals for new modules and the reinstatement of withdrawn modules where these fall outside the exemptions that can be approved by CQAC
- (j) To consider on behalf of the Executive Board proposals for collaborative activity in relation to SOAS strategies and recommend where these are in alignment

2. Global Partnerships

- (k) To approve the progression of global partnership proposals, as recommended by the respective College and the Biannual International Committee

- (l) Takes responsibility for conducting due diligence reviews on the partnership arrangements in alignment with the School's policies and procedures, including the approval of partnership agreements (for example, Memorandum of Understanding / Agreement)
- (m) To report decisions and updates to both the Executive Board and the Senate

Document Control		
Document Title	Terms of Reference: Curriculum Strategy and Collaborative Provision Committee	
Version Number	2.1	
Approved By	Executive Board	4 March 2024

Terms of Reference:

College Teaching and Learning Committee

The remit of the Committee is to make proposals for curriculum development and new courses ensuring that these meet University-wide quality standards and to keep under review and monitor aspects of student support services where they relate to taught courses.

Reporting

Each of the College Teaching and Learning Committees will report through the academic governance structures, including:

- Teaching, Learning and Student Outcomes Committee
- Student Experience and Outcomes Committee
- Curriculum Quality Assurance Committee

Membership.

The membership of each College Teaching and Learning Committees will comprise:

Chair

- College Teaching and Learning Convenors

Members

- Quality Assurance representative
- 1 Academic Support Manager per College
- Department Teaching & Learning Convenors
- 2 UG Programme Convenors from each department
- 2 PGT Programme Convenors from each department
- 2 Elected Student Union College Representatives (Undergraduate/Postgraduate)
- 1 ODL programme convenor from each department

Secretary

- The secretary will be appointed by the Chair of this Committee

Meetings

The Committee will normally hold ordinary meetings twice per term, and the quorum will be a third of members.

Terms of Reference

The College Teaching and Learning Committees will have the following Terms of Reference:

- (a) To share the output and feedback from academic governance meetings, and to ensure that necessary actions are progressed and completed
- (b) To develop college-specific implementation plans for University policies related to learning and teaching and student experience and to report to University committees on their progress;
- (c) To ensure that proposals for inter-College degrees are properly co-ordinated;
- (d) To recommend to the Curriculum Quality Assurance Committee proposals for curriculum development and new courses and degrees ensuring that these meet quality standards and University requirements;
- (e) To keep under review and monitor aspects of student support services where they relate to taught courses and to make recommendations to the Student Experience and Engagement Committee where appropriate;
- (f) to oversee the outcomes of student complaints, mitigating circumstances, academic misconduct and to ensure that continuous improvement activity is planned and delivered;
- (g) To make an annual report to Teaching, Learning and Student Experience Committee on the learning and teaching activities of the College.
- (h) to approve nominations for visiting examiners; to ensure college departments respond to visiting examiners' reports; to consider an annual report on the issues raised; to monitor action taken in response to reports

Document Control		
Document Title	Terms of Reference: College Teaching and Learning Committee	
Version Number	1.1	
Approved By	Teaching, Learning and Student Experience Committee	12 Oct 2022

Terms of Reference: College Research and Knowledge Exchange Committee

The College Research and Knowledge Exchange Committee will support the College Director of Research and Knowledge Exchange in implementing SOAS Research and Knowledge Exchanging strategy within the College. They will review the progress of departments and individuals in the context of the SOAS's Research and Knowledge Exchange Strategy and develop activities that enhance the research and knowledge exchange environment.

Reporting

Each of the College Research and Enterprise (RKE) Committees will report through the research and knowledge exchange governance structures, including:

- University Research and Knowledge Exchange Committee
- Research Culture Sub-Committee
- Knowledge Exchange Sub-Committee
- Research Ethics Panel

The College RKE Committees will also report to the College Management Committee for College and Department-level coordination.

Membership

The membership of each College Research and Exchange Committee will comprise:

Chair

- College Research and Knowledge Exchange Convenors

Members

- - All Departmental Research and Knowledge Exchange Convenors
 - All Doctoral Studies Convenors
 - RKED representative (nominated by the Director of RKE)
- (The following representatives will serve on 1 year rotation)
- 1 Early Career Researchers (ECR) (an individual who is either: within eight years of their PhD award, or equivalent professional training)

- 1 REF Convenor
(Note that the ECR and REF Convenor should be from different Departments)
- 1 PhD student representative, nominated by the PhD students from the College

Secretary

- The secretary will be from the Governance Team

Meetings

The Committee will normally hold ordinary meetings twice per term, and the quorum will be a third of members.

Terms of Reference

The College Research and Enterprise Committees will have the following Terms of Reference:

- (a) To drive the implementation of the SOAS Research and Knowledge Exchange Strategy across the College.

To support the development of and approve Department research and knowledge exchange plans, ensuring that they are in line with the institution's key performance indicators

- (b) To receive regular reports from each Department (at least three per year) and evaluate Departmental performance against the institution's key performance indicators..
- (c) To facilitate interaction between Departments and Colleges to promote interdisciplinary research.
- (d) To manage the College's engagement with research and knowledge exchange assessment frameworks and key funding initiatives.
- (e) To receive annual reports from Centres and Institutes that sit within the College and to recommend to the Research and Knowledge Exchange Committee and Executive Board actions needed relating to the establishment, governance or closure of individual Centres/Institutes
- (f) To monitor and report to the Research and Knowledge Exchange Committee on the College's engagement with international partnerships involving research and/or knowledge exchange.

Document Control		
Document Title	Terms of Reference: College Research and Knowledge Exchange Committee	
Version Number	1.1	
Approved By	Research & Knowledge Exchange Committee	25 Jan 2022

Terms of Reference: College Management Committee

Reporting

Each of the College Management Committees will report through to the Executive Board

Membership

The membership of each College Management Committees will comprise:

Chair

- College Dean

Members

- Heads of Department
- College Teaching and Learning Convenor
- College Research and Knowledge Exchange Convenor
- College Finance Business Partner
- College Human Resources Business Partner
- Head of Academic Services or nominee

In Attendance

- Library Representative
- IT Business Partner
- Planning Business Partner

Secretary

- The secretary will be appointed by the Chair of this Committee

Meetings

The Committee will normally hold ordinary meetings three times per term, and the quorum will be a third of members.

Terms of Reference

The College Management Committees will have the following Terms of Reference:

- (a) To ensure School wide policies and procedures are implemented consistently across College departments
- (b) To encourage and facilitate cross-departmental and cross-college collaboration in teaching and research

- (c) To set the philanthropic strategy and direction across the College departments
- (d) To receive reports on Learning and Teaching and Research & Knowledge Exchange activities and outcomes from the respective College sub-committees
- (e) To develop a College strategy on matters relating to staff appointments, deployment, workloads, development, and training and to monitor their implementation through regular reports provided by Departments
- (f) To input to the agenda, and receive feedback from Executive Board meetings
- (g) To receive the College Business Plan and budget annually
- (h) To receive a report from the Promotions Panel on promotions to Senior Lecturer and to Reader and Professor, and on additional and discretionary increments for meritorious performance
- (i) To receive reports from Departmental Committees
- (j) To receive an annual report on the activities that sit within the College and take oversight of any other College-level governance including institutes, centres, or programmes
- (k) To take oversight of other processes delegated to the Colleges from time to time including for example Mitigating Circumstances cases; CDRs
- (l) To oversee the risk registers for departments within the College, and ensure that adequate mitigations measures are in place
- (m) To consider programme and partnership proposals received from the College Teaching & Learning Committees and to provide stewardship of approved proposals through to the Curriculum Strategy and Partnerships Committee
- (n) To enable, monitor and review marketing, student recruitment, and admissions strategies for the College's programmes
- (o) To monitor and review application, offer, and enrolment numbers across the Departments
- (p) To enable, monitor and review the Departments' performance in their widening participation activities, as these relate to recruitment and admissions.

Document Control		
Document Title	Terms of Reference: College Management Committee	
Version Number	2	
Approved By	College Deans	5 February 2024
	Executive Board	5 February 2024

Terms of Reference:

Tuition Fees Committee

Reporting

The Tuition Fees Committee will report through to the Executive Board

Membership.

The membership of the Tuition Fees Committee will comprise:

Chair	• Director of Finance and Procurement
Members	• Academic Registrar • Head of Planning
Secretary	• The secretary will be appointed by the Chair of this Committee

Meetings

The Committee will normally hold ordinary meetings three times per annum:

- March - initial planning meeting
- April - presentation of market analysis and benchmarking data for discussion
- May - final fee proposal agreed ahead of Executive Board submission

Terms of Reference

The Tuition Fees Committee will have the following Terms of Reference:

- (a) To consider appropriate fees for all Foundation, Undergraduate, Postgraduate taught, Postgraduate research, Certificates, Diplomas, Study Abroad, and IFCELS programmes at SOAS.
- (b) To undertake benchmarking exercises to ensure fee setting decision making is properly informed.
- (c) To monitor the UK Higher Education market to ensure that SOAS tuition fees are appropriately positioned in the market and aligned with financial planning, based on market share, competitor benchmarking, and trends in the sector.
- (d) To make fee recommendations to Executive Board for approval in June each year, roughly 15 months before the next intake.

Document Control		
Document Title	Terms of Reference: Tuition Fees Committee	
Version Number	1.1	
Approved By	Executive Board	17 Oct 2022

Terms of Reference:

SOAS Collections Galleries and Studios Operational Group

The SOAS Collections Galleries & Studios Operational Group (SCG&SOG) is the panel delegated as the governing body of the University's Collections¹. The remit of the Group is to review and approve suitable projects for the programme of temporary exhibitions, accompanying events and public programme content which will complement and support SOAS's teaching and learning.

Reporting

The SOAS Collections Galleries & Studios Operational Group will report through to the Executive Board

Membership.

The membership of the SOAS Collections Galleries & Studios Operational Group will comprise:

Chair

- Chief Librarian

Ex Officio Members

- Head of Programmes and Collections
- Head of Galleries & Exhibitions
- Head of Special Collections
- Collection Care and Digitisation Manager
- Special Collections Archivist
- Access & Discovery team member
- Two members of academic staff (honorary role of SOAS Curatorial Fellow*)

In Attendance (as required)

- Head of Studio
- Special Collections Curator (Rare Books and Manuscripts)
- Subject Librarian.

¹ SOAS Collections include object and artwork collections under the Brunei Gallery; Special Collections & Archives and Digital Collections under the SOAS Library. From 2022, this expands to include public and community activities making regular use of the SOAS Sound Studios, such as SOAS Concerts Series, Music Workshops, SOAS Radio,

Secretary

- Collections & Engagement Officer

** The Curatorial Fellow is an internal appointment from within the SOAS academic staff to provide a thematic interpretation to the temporary exhibitions programme. They will liaise with the exhibitions to develop an exhibitions calendar that follows a theme and coordinated programme focus.*

Meetings

The SOAS Collections Galleries & Studios Operational Group will normally hold two ordinary meetings per term. The group will respond to calls for review or approval of exhibitions of events outside of these meetings as called for by the Chair. These will be recorded using the dedicated MS Teams group.

Terms of Reference

The SOAS Collections Galleries & Studios Operational Group will have the following Terms of Reference:

- (a) To ensure that proposed exhibitions and accompanying events are suitable for the Brunei Gallery, Wolfson Gallery facilities, and Lady David Display Cases within the library and directly support and complement SOAS's learning and teaching.
- (b) To ensure that proposals meet the guidelines set out in the SOAS's Terms of Use Agreement for use of its Galleries and are in line with SOAS Equality, Diversity, and Inclusion policies
- (c) To ensure consistency of the SOAS Collections programming and public programme content with SOAS's research, teaching and learning, student and public engagement priorities, policies and external funder conditions.
- (d) To seek advice from the Collections & Engagement Officer and Archives & Special Collections staff on suitability and condition of material requested to be displayed, from SOAS's Collections.
- (e) To ensure that exhibition proposals have adequate financial arrangements in place to proceed, considering requests by those proposals seeking support in kind from SOAS for which an exhibition proposal needs to illustrate its additional benefits and relevance to SOAS, levels of community and external engagement and involvement with students.
- (f) To consider donations and acquisition to and disposal of items from the SOAS Collections, making recommendations to the Executive Board for a final decision in line with the relevant collection's approved Development Policy, procedures, and Accreditation requirements.
- (g) To consider and review processes, procedures, and arrangements for the management of SOAS's Collections including use and display by SOAS of its own Collections and those held on behalf of third parties. Making recommendations to the

Executive Board for any final decision and approval in line with the relevant SOAS Collections Management Policy, collections approved Development Policy, procedures, and Accreditation requirements

- (h) To consider and assist with the development of proposals in support of SOAS's strategic planning, knowledge exchange, impact and fundraising generation activities that relate to the operational management of the SOAS Collections, and where appropriate to make recommendations to the Executive Board as required.
- (i) To make regular reports to the Executive Board, with at least one report being made in each academic year.
- (j) Undertake an annual review of the Terms of Reference for this group in line with the other operational groups within the Library and Learning Services Directorate.

Document Control		
Document Title	Terms of Reference: SOAS Collections Galleries and Studios Operational Group	
Version Number	1	
Approved By	Executive Board	20 Sept 2022

Terms of Reference:

IT Governance Group

The IT Governance Group considers IT initiatives and policies, sets priorities, makes consequent decisions where it can, and makes informed recommendations to Executive Board where it cannot.

Reporting

The IT Governance Group will report through to the Executive Board

Membership.

The membership of the IT Governance Group will comprise:

Chair	• Deputy Vice-Chancellor Finance & Operations
Ex Officio Members	• Director of Student and Academic Services • Director of Marketing, Student Recruitment, and Communications Director of HR • Director of Finance • Chief Librarian • Director of SOAS Foundation College • Director of Programmes
In Attendance (as required)	• Chief Information Officer • Director of Business Change & IT Governance
Secretary	• The Chair will nominate a Secretary

Meetings

The IT Governance Group will meet when necessary but at least once per term.

Terms of Reference

The IT Governance Group will have the following Terms of Reference:

- (a) Review proposed IT policies and suggest changes or make considered recommendations to Executive Board for ratification
- (b) Consider matters of IT policy implementation and interpretation as flagged up by I&T and reach a decision if possible or escalate to Executive Board if not
- (c) Consider requests for work that could not be agreed between the requester and I&T and reach a decision where possible or escalate to Executive Board where not
- (d) Consider IT project proposals and make recommendations to Executive Board

- (e) Consider the periodic I&T reports and provide an accompanying commentary to Executive Board
- (f) Receive reports on I&T performance against SLAs
- (g) Ensure communication is shared where appropriate with relevant stakeholders and the wider SOAS community.

Document Control		
Document Title	Terms of Reference: IT Governance Group	
Version Number	1	
Approved By	Executive Board	Oct 2021

Terms of Reference:

Senior Management Team

The Senior Management Team is responsible for the day to day operational and strategic management of the University. It is not a policy or strategy making body but provides a collective forum for senior management to discuss and review operational and strategic activities and prepare recommendations for the Executive Board.

Reporting

The Senior Management Team will report through to the Executive Board

Membership.

The membership of the Senior Management Team will comprise:

Chair

- Vice-Chancellor

Ex Officio Members

- Provost & Deputy Vice-Chancellor Education
- Pro Director(s)
- Deputy Vice-Chancellor Finance & Operations and Clerk to the Board
- College Deans
- Heads of Department, including the Doctoral School and Foundation College
- Directors of Professional Services

Secretary

- The Deputy Vice-Chancellor Finance & Operations and Clerk to the Board will nominate a Secretary.

Meetings

The Senior Management Team will hold ordinary meetings on a 6-weekly basis, and the quorum will be one third of committee members.

Terms of Reference

The Senior Management Team will have the following Terms of Reference:

- (a) Recommend to the Executive Board the ratification of the Strategic, Operational and Financial plans for the University.
- (b) Have responsibility for the operational delivery of the agreed SOAS Strategic, Operational and Financial plans, and to provide assurance to the Executive Board on the delivery and implementation of the strategies and plans, including progress against metrics as agreed in the institutional scorecard.

- (c) To manage day to day strategic and operational risks as they arise.
- (d) Receive high-level oversight on executive risk management
- (e) Review and endorsement of non-academic policies prior to recommendations put forward to the Executive Board
- (f) sharing best practice across the University
- (g) to consider and interpret the external strategic environment, including changes in government policy and sector developments, and to identify and act on their implications for SOAS
- (h) To oversee the effective health and safety management of the University
- (i) To oversee, advise and direct action on the requirements of the Office for Students and other regulatory or statutory bodies
- (j) To mandate effective response to immediate and unexpected operational pressures;

Document Control		
Document Title	Terms of Reference: Senior Management Team	
Version Number	1.1	
Approved By	Executive Board	17 Oct 2022

Terms of Reference: Scholarships Committee

The SOAS Scholarships Committee is a sub-committee of, and accountable to, Executive Board. The committee provides oversight of the provision of all scholarships and bursaries of the School, including its scholarship strategy and a fair and equitable allocation and award of scholarship funds.

Reporting

The Scholarships Committee will report through to the Executive Board, and will be supported by a scholarships panel

Membership.

The membership of the Scholarships Committee will comprise:

Chair

- Provost and Deputy Vice Chancellor Education

Ex Officio Members

- Deputy Vice Chancellor Research and Knowledge Exchange (and Executive Lead for Equality, Inclusion and Diversity)
- Deputy Vice Chancellor Finance and Operations
- Academic Registrar
- Director of Finance and Procurement
- Director of Marketing, Student Recruitment, and Communications
- Director of Advancement
- Head of the Doctoral School
- Head of College representative (rotated each academic year)
- Chief of Staff

Nominated Members

- Three Heads of Department
- Two Departmental Director of Doctoral Studies
- One Student Sabbatical Officer for Education
- One RSA Representative

In attendance

- Finance Business Partner (on invitation as and when needed)
- Deputy Director of Student Recruitment

Secretary

- Secretariat Support will be provided by Governance.

Meetings

The Scholarships Committee will hold two ordinary meetings per annum, and the quorum will be one third of committee members.

Terms of Reference

The Scholarships Committee will have the following Terms of Reference:

- (a) Develop, approve and keep under review the School's scholarship and bursary strategy and funding allocations.
- (b) Develop, approve and keep under review the School's scholarship and bursary policies and provision in accordance with the School's strategy.
- (c) To oversee the activities relating to scholarship and bursary recipients, ensuring pastoral support is coordinated across the School
- (d) To receive reports on the administration of the scholarships (including contribution from School to each scheme)
- (e) Agree the allocation of the SOAS Scholarship Fund to scholarship and bursary awards.
- (f) Evaluate the impact of scholarship initiatives and policies.
- (g) Prescribe the conditions governing the award of scholarships and bursaries where they not prescribed externally.
- (h) Make decisions on scholarship applications or delegate the decision-making processes to scholarship or bursary panels.
- (i) Recommend the award of scholarships to outside parties where appropriate.
- (j) Review and approve the composition and membership of scholarship or bursary panels.
- (k) Agree and ensure timely delivery of reports on the award of scholarships and bursaries to relevant parties.
- (l) To report to the Executive Board by submission of (i) an annual report and (ii) the Minutes of each meeting of the Scholarships Committee.

Document Control		
Document Title	Terms of Reference: Scholarships Committee	
Version Number	2	
Approved By	Executive Board	4 March 2024

Terms of Reference: Department Meeting

Each Department has a Department Meeting which monitors the Department's performance in relation to the School's and Colleges' strategic priorities.

Reporting

The Department Meeting reports to the College Management Committees. The following are subgroups of the Department Meeting:

- Department Research & Knowledge Exchange Steering Group
- Department Teaching, Learning & Student Experience Steering Group

Membership

The membership of the Department Meeting will comprise:

Chair	• Head of Department
Ex-Officio Members	• All full time Department staff • All permanent Department staff • Fractional staff representative • Student representatives
In attendance	• Any member of staff may attend at the invite of the Chair, and may contribute to the discussions
Secretary	• The College Manager will nominate a Secretary

The Chair and *ex-officio* members retain permanent voting rights for decisions as set out in the Terms of Reference.

Meetings

The Committee will normally hold three ordinary meetings per term and the quorum will be two-thirds of members.

Terms of Reference

The Department Meeting will have the following Terms of Reference:

1. To monitor and review learning, teaching and assessment performance and strategy within the Department
2. To monitor and review marketing, student recruitment, and admissions across the Department
3. To approve staff appointments, deployment, workloads, development, and training as per the agreed College strategy. To monitor their implementation and provide regular reports to the College Management Committee
4. To monitor and review research and knowledge exchange within the Department
5. To monitor the budget of the Department
6. To provide input into to the College risk register and business continuity plans, and to ensure awareness of departmental risks / business continuity plans and to support development of required mitigation actions
7. To monitor student experience within the Department
8. To propose, monitor and review programmes, modules, and partnerships or collaborative provision offered by the Department prior to their submission for formal approval via the College's and School's governance structure
9. To monitor and review Departmental institutional community and EDI objectives
10. To monitor and review the Department's operations, resources and overall financial position
11. To have oversight of any other relevant matters relating to the Department.

Document Control		
Document Title	Terms of Reference: Department Meeting	
Version Number	2	
Approved By	College Deans	6 June 2024

Terms of Reference:

Department Research and Knowledge Exchange Steering Group

The Department Research & Knowledge Exchange Steering Group is responsible for setting and overseeing the operation of Department's research and knowledge exchange strategies and for coordinating information for research exercises. The Steering Group additionally develops the Department's research and knowledge exchange environment.

Reporting

The Department Research & Knowledge Exchange Steering Group reports to the Department Meeting, with a dotted line to the College Research and Knowledge Exchange Committee.

Membership

The membership of the Department Research & Knowledge Exchange Steering Group will comprise:

- | | |
|---------------------------|--|
| Chair | <ul style="list-style-type: none">• Department Research & Knowledge Exchange Convenor |
| Ex-Officio Members | <ul style="list-style-type: none">• Director of Doctoral Studies• UoA REF Coordinators²• Departmental Research Seminar Series Lead• Chairs of Departmental Centres• Early Career Researcher |
| In attendance | <ul style="list-style-type: none">• Any member of staff may attend at the invite of the Chair, and may contribute to the discussions |
| Secretary | <ul style="list-style-type: none">• The Chair will nominate a Secretary |

The Chair and *ex-officio* members retain permanent voting rights for decisions as set out in the Terms of Reference.

² Given the interdisciplinary nature of our departments it may be that UoA REF Coordinators from any UoA might be relevant to the business of this Group. The Chair will balance the opportunities for this involvement with the workload of the UoA REF Coordinators, in discussion with the Chairs of the other Department Research & Knowledge Exchange Steering Groups and College and School REF governance,

Meetings

The Steering Group will normally hold a minimum of three ordinary meetings per annum and the quorum will be two-thirds of members.

Terms of Reference

The Department Research & Knowledge Exchange Steering Group will have the following Terms of Reference:

1. To enable, monitor and review the implementation of the SOAS Research and Knowledge Exchange Strategy across the Department
2. To develop Department research and knowledge exchange plans, ensuring that they are in line with the College and School's key performance indicators
3. To enable, monitor and review Departmental submissions to relevant research exercises
4. To identify areas of possible collaboration between Departments and Colleges to facilitate interdisciplinary research
5. To enable, monitor and review the Department's engagement with research and knowledge exchange assessment frameworks and key funding initiatives
6. To monitor and review reports from Departmental Centres for submission to the College Research and Knowledge Exchange Committee
7. To enable, monitor and review the Department's engagement with domestic and international partnerships involving research and/or knowledge exchange.
8. To monitor, review and respond to equality and diversity issues as they relate to Research and Knowledge Exchange.

Document Control		
Document Title	Terms of Reference: Department Research and Knowledge Exchange Steering Group	
Version Number	1	
Approved By	College Deans	5 February 2024

Terms of Reference:

Department Teaching, Learning and Student Experience Steering Group

The Department Teaching, Learning and Student Experience Steering Group is responsible for monitoring teaching, learning and student experience across the Department.

Reporting

The Department Teaching, Learning and Student Experience Steering Group reports to the Department Meeting with a dotted line to the College Learning and Teaching Committee.

Membership

The membership of the Department Teaching, Learning and Student Experience Steering Group will comprise:

Co-Chairs

- Departmental Director of Student Experience
- Department Learning & Teaching Convenor

Ex-Officio Members

- Departmental Careers Tutor/ Careers Liaison Officer
- Department Student Support and Experience Convenor
- Exam Board Chairs
- Deputy Exam Board Chairs
- Year Tutors
- Online Learning Co-Ordinator
- ISP Tutor/ISP Convenor
- Pre-sessional Coordinators
- Programme Convenors
- Representative from the Access, Participation and Student Success Team

In attendance

- Any member of staff may attend at the invite of the Chair, and may contribute to the discussions

Secretary

- The College Manager will nominate a Secretary

The Chair and *ex-officio* members retain permanent voting rights for decisions as set out in the Terms of Reference.

Meetings

The Department Teaching, Learning and Student Experience Steering Group will normally hold three ordinary meetings per annum and the quorum will be two-thirds of members.

Terms of Reference

The Department Teaching, Learning and Student Experience Steering Group will have the following Terms of Reference:

1. To receive output and feedback from School and College academic governance committees, and internal or external reviews, and to ensure that necessary actions are progressed and completed within the Department
2. To develop Department-specific implementation plans for School policies related to learning and teaching and student experience and to report to the College on their progress
3. To recommend to the College Teaching & Learning Committee proposals for curriculum development and new modules and programmes
4. To receive reports from Exam Boards on student attainment and progression and to monitor these, ensuring that students are meeting expectations, and to mitigate any emerging issues
5. To monitor academic development, academic standards and quality of learning and teaching in the Department, including module and programme evaluations, student feedback, and any accreditation or other reports
6. To implement, monitor and promote good practice and innovation in relation to the enhancement of the quality of learning and teaching in the Department
7. To oversee the process for visiting examiners, this includes endorsing nominations for visiting examiners, responding to visiting examiners' reports, and considering an annual report on the issues raised
8. To contribute to the College's annual report to the Teaching, Learning and Student Experience Committee
9. To ensure a positive student experience within the Department by monitoring student feedback and ensuring that this is responded to in an effective way.
10. To promote continuing dialogue between staff and students in the development and enhancement of the student learning experience
11. To oversee trends in outcomes of student complaints, mitigating circumstances, and academic misconduct and to ensure that continuous improvement activity is planned and delivered
12. To monitor and review equality and diversity issues as they relate to Teaching,

Learning and Student Experience matters.

To monitor and report to the College Teaching and Learning Committee on the Department's engagement with domestic and international partnerships involving teaching and/or learning exchange.

Document Control		
Document Title	Terms of Reference: Department Teaching, Learning and Student Experience Steering Group	
Version Number	1	
Approved By	College Deans	5 February 2024

Terms of Reference:

Library Advisory Committee

The Library Advisory Committee considers library initiatives and policies, sets priorities for improvement, makes consequent decisions where it can, and makes informed recommendations to Executive Board where it cannot. The Committee aims to represent the diverse needs of the academic community including faculty, students, staff and other stakeholders.

Reporting

The Library Advisory Committee will report through to the Executive Board

Membership.

The membership of the Library Advisory Committee will comprise:

Chair

- Chief Librarian

Ex Officio Members

- Chief Archivist
- Reader Service and Access and Discovery Manager
- Library Team Leaders
- Humanities representative
- CoLAP representative
- CoDEF representative
- Teaching and Learning representative
- Doctoral School representative
- Foundation programme representative
- Student representatives (undergraduate/postgraduate)
- Research Office representative
- IT representative

In Attendance

- Any member of staff may attend at the invite of the Chair, and may contribute to the discussions

Secretary

- The Chief Librarian will nominate a Secretary

Meetings

The Library Advisory Committee will meet when necessary but at least once per semester, and the quorum will be a third of members.

Terms of Reference

The Library Advisory Committee will have the following Terms of Reference:

- (h) Review proposed library policies, services and resources to ensure they align with the requirements of the academic community and suggest changes or make considered recommendations to Executive Board for ratification
- (i) Consider matters of library policy implementation and interpretation as flagged up by the library and reach a decision if possible or escalate to Executive Board if not
- (j) To review and advise on the development and implementation of new library initiatives, programmes and technology
- (k) To monitor student experience of the library and act as a conduit for communication between library users and library administration, conveying concerns, suggestions and recommendations for improvement
- (l) Ensure library communications / promotions are shared where appropriate with relevant stakeholders and the wider SOAS community
- (m) Participate in periodic workshops and training sessions organised by the library to ensure library developments and best practice are understood across the academic community
- (n) To provide periodic reports to the library administration which summaries the Committee's activities and recommendations for improvement. The Committee will receive and consider feedback and the response to any recommendations made by the library administration.
- (o) To have oversight of any other relevant matters to the library.

Document Control		
Document Title	Terms of Reference: Library Advisory Committee	
Version Number	1	
Approved By	Executive Board	27 Nov 2023

Terms of Reference: Biannual International Committee

This Committee is responsible for reviewing and supporting international activities across SOAS and providing assurance to Board of Trustees via the Executive Board, and that such activities will support the international theme of the University's strategy as well as the other international activities.

Reporting

The Biannual International Committee will report to the Executive Board

Membership

The membership of the Global Engagement Committee will comprise:

Chair

- Vice Chancellor

Members

- Provost and Deputy Vice Chancellor Education
- Deputy Vice Chancellor Research
- Deputy Vice Chancellor Finance and Operations
- Heads of Colleges
- Academic Registrar
- Director Marketing, Student Recruitment and Admissions
- Director of Advancement
- Director of Learning and Teaching
- Director of Research and Knowledge Exchange
- Chief Librarian
- Chief of Staff

Secretary

- The Governance Directorate will serve as Secretary.

Meetings

The Committee will normally hold two ordinary meetings per annum, in May and September. The quorum will be a third of committee members.

Terms of Reference

- To develop a global vision and strategy which is an enabler to delivering the overall School's strategy for international working across education, research, innovation and enterprise at a global scale

- To provide strategic oversight and delivery of the approved global vision and strategy, and to provide an annual report to the Executive Board on progress, impact and outcomes
- To consider proposed extensions of global activities into new geographic areas, particular those to be considered high risk, which will be considered by the Board of Trustees via the Audit and Risk Committee
- To facilitate collaboration and cross organisational working to ensure there is a coordinated approach to engaging with emerging markets in relation to student recruitment, investments and partnership development
- Using available market intelligence to inform decision about which global markets to target
- To maximise opportunities where external funding is available to invest into business development and growth activities
- To maintain close working with the Curriculum Strategy and Collaborative Provision Committee in the development of global partnership proposals

Document Control		
Document Title	Terms of Reference: Biannual International Committee	
Version Number	1	
Approved By	Executive Board	4 March 2024

Terms of Reference: College Recruitment, Admissions, Marketing and Communications Steering Group

The College Recruitment, Admissions, Marketing and Communications Steering Group is responsible for setting, and overseeing the operation of its Departments' student recruitment, admissions, and marketing strategies.

Reporting

The College Recruitment, Admissions, Marketing and Communications Steering Group reports to the College Management Committee.

Membership

The membership of the College Recruitment, Admissions and Marketing Steering Group will comprise:

Chair	Dean of College
Ex-Officio Members	- All Departmental Conveners of Recruitment & Admissions Year Abroad/student exchange Co-ordinator - All Departmental UG and PGT Admissions Tutors - Social Media Coordinator - Online Admissions Tutor - UG Admissions Tutor - PGT Admissions Tutor - Summer Schools & Short Courses Admissions Tutor - Representative from Communications, Marketing, Student Recruitment and Admissions
In attendance	Any member of staff may attend at the invite of the Chair, and may contribute to the discussions
Secretary	The College Manager will nominate a Secretary

The Chair and *ex-officio* members retain permanent voting rights for decisions as set out in the Terms of Reference.

Meetings

The Steering Group will normally hold three ordinary meetings per annum and the quorum will be two-thirds of members.

Terms of Reference

The College Recruitment, Admissions and Marketing Steering Group will have the following Terms of Reference:

1. To enable, monitor and review marketing, student recruitment, and admissions strategies for the College's programmes
2. To enable, monitor and review communications of the College's research and knowledge exchange
3. To recommend changes to entry requirements for individual programmes
4. To receive reports for information and advise the College Management Committee on the key performance indicators around marketing, student recruitment and admissions
5. To monitor and review application, offer, and enrolment numbers across the Departments, and to agree on any interventions needed within the Steering Group's areas of responsibility
6. To enable, monitor and review the Departments' performance in their widening participation activities, as these relate to recruitment and admissions.

Document Control		
Document Title	Terms of Reference: College Recruitment, Admissions, Marketing and Communications Steering Group	
Version Number	1	
Approved By	Executive Board	4 March 2024

Terms of Reference: Academic Promotions Panel

The Academic Promotion Panel will be appointed to initially consider whether there is a prima facie case for applications for academic promotion. These applications are then considered in full by the Academic Promotion Panel and decisions are reported to the Board and relevant subcommittees.

Reporting

The Academic Promotions Panel will report final decisions on academic promotion to the Executive Board, Senate, Resources and Planning Committee. The Board of Trustees formally endorse appointments to Reader and Professor.

Membership

The membership of the Academic Promotions Panel will comprise:

Chair

- Vice Chancellor

Members

- Provost and Deputy Vice Chancellor Education
- Deputy Vice Chancellor Research and Knowledge Exchange
- Chair of Equality and Diversity Committee
- Deans of Colleges
- Professors who do not hold roles as Head of Departments
- Representative Professor from another University

Secretary

- The secretary will be the Director of People or an appointment by the Chair of this Committee

Meetings

The Committee will normally hold two ordinary meetings per annum: An initial sub-panel meeting will decide whether there is a prima facie case for promotion, followed by a full meeting of the Academic Promotions panel to decide on promotions to be awarded. The quorum will require a unanimous decision.

Terms of Reference

The Academic Promotions Panel will have the following Terms of Reference:

- (a) To ensure the promotions are considered against the agreed academic promotions procedure and guidelines

- (b) To receive assurance that due diligence checks have been undertaken to confirm that applicants have successfully performed the duties outlined in their current job description and the Academic Performance Framework, confirmation that they have not been subject to a formal disciplinary sanction (for misconduct or performance) at the time the promotion, and all mandatory training has been completed
- (c) Panel members will be fully briefed to support them in making fair and consistent assessments of the merits of each application.
- (d) An initial sub-panel meeting will decide whether there is a prima facie case for promotion, and if there is, agree the names of the referees to be approached.
- (e) The initial sub-panel meeting will consider any individual special circumstances
- (f) The Panel will consider all applications against criteria for all possible levels of promotion and not only for the one applied for. The panel will take a decision in all cases if it is considered that a prima facie case has been made for promotion to another level.
- (g) The decision of the promotions panels is final, except where there has been a material breach of these promotions procedures. Appeals may only be initiated on procedural grounds, and the appeal process may not be used to challenge the academic judgment of the Promotions Panel.

Document Control		
Document Title	Terms of Reference: Academic Promotions Panel	
Version Number	1	
Approved By	Senate	13 Dec 2023