



Fairfield School of Business

Governance & Oversight of Academic Standards

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Fairfield School of Business

Fairfield School of Business (“FSB”, “The School”) is a UK higher education institute with a governing body that is appropriate for the scale of its activities as a community-focused learning provider. The School has ambitions to establish a significant presence in the private higher education sector by providing well designed, industry-relevant qualifications to anyone who may benefit from them, regardless of their socioeconomic circumstances or their academic credentials.

Although FSB does not currently hold degree awarding powers, it has reasonable aspirations to do so in time. This agreement therefore commits the School to implement governance structures which are comparable to those of a publicly founded HEI, and which demonstrate the necessary transparency and probity for institutions which receive income from publicly funded student loans.

Vision and Mission

FSB’s Vision is to be instrumental in advancing the economic and professional prospects of individuals within the local communities where the School is based, and to extend the reach of high-quality education to those who may benefit from it, but who are unable to study at a mainstream institution.

FSB’s Mission is to provide accessible and transformational learning experiences that meet or exceed the exacting standards of UK education, to inspire and develop future business leaders by:

- offering educational services that are relevant and appropriate to the needs of our student demographic, and which deliver a recognised qualification,
- maintaining quality learning resources in line with academic standards and industry expectations
- exemplifying best practices in leadership, governance and academia

The School’s Core Values are:

- Education and learning through excellence
- Accountability and academic integrity
- Professionalism and support
- Widening access and participation and promoting equality of opportunity

Code of Governance for Independent Providers of Higher Education (“The IHE Code”) ¹

The governance arrangements at FSB are informed by the Independent Higher Education (IHE) Code of Governance for Independent Providers of Higher Education (September 2021) and the School has adopted the ten principles of the Code, namely:

1. Clarity of Roles
2. Collective Responsibility
3. Academic Governance
4. Risk Management
5. Size and Skill
6. Effectiveness
7. Integrity
8. Remuneration
9. Fair reporting

¹ <http://independenthe.com/wp-content/uploads/2021/10/Code-23Sept2021.pdf>

10. External and student engagement

The Code defines a foundation of guiding principles on which institutions can develop their own values, specialisms, and effective structures for the students and communities they serve. It has been developed in acknowledgement of the differences between private providers like FSB and traditional universities and colleges, with particular regard to transparency and regularity in the management of ownership structures and stakeholders' interests.

The IHE Code emphasises a need for the clear distinction of responsibility between the Board, its sub-committees, and its Executive; this requirement is addressed herein.

Public Interest Governance Principles ²

By adopting the IHE Code, FSB will demonstrate its commitment to governance in the public interest, as required of higher education institutions which receive funding from the Student Loans Company in the form of tuition fee loans to students. FSB has applied to the Regulatory body for Higher Education in England (the [Office for Students](#)) for recognition as an Approved provider, which will enable its students to access this funding directly; presently student loans are drawn through its university partners.

The governing body will routinely map its governance arrangements to the Public Interest Governance Principles; in doing so the Board will determine an appropriate level of student involvement within its governance structure.

The Governors of FSB are persons who meet the OfS' defined criteria for being fit and proper persons ; these requirements are incorporated within its procedures for nomination and succession to senior positions with the School's management and governance committees.

Configuration

The Board of Governance is the principal body of governance at FSB and accountable for all its activities, through its delegation the academic board maintains oversight of academic standards.

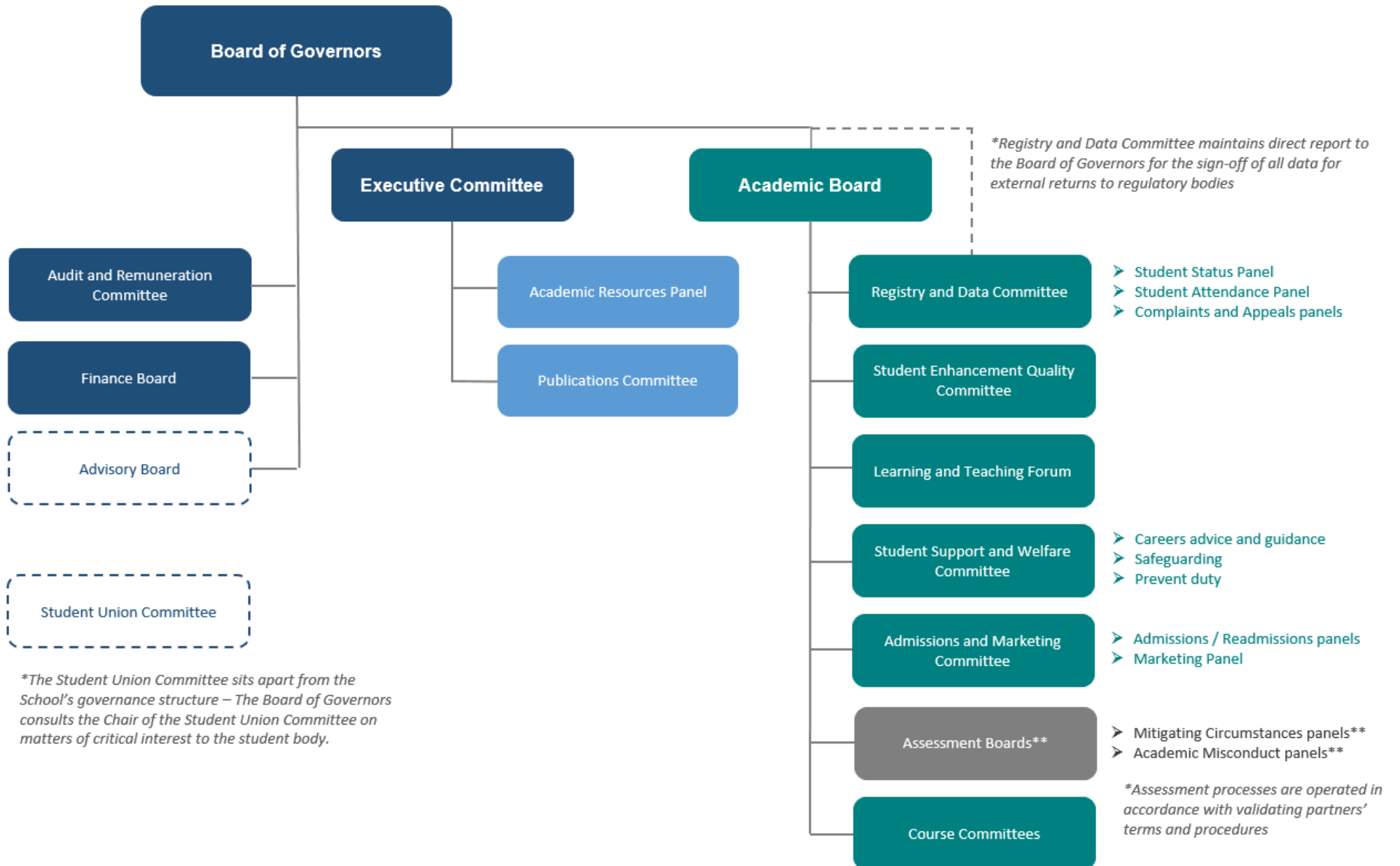
Authority for committing necessary resources and coordinating actions to carry out strategic plans and directives from the Board is delegated to an Executive Committee, comprising the School's senior management and departmental heads.

FSB respects the autonomy of FSB's Student Union (SU) and its committee, but may consider appropriate interventions where it has concerns that the SU does not operate in a fair, democratic, accountable or financially sustainable way.

(See governance chart overleaf)

² <https://www.officeforstudents.org.uk/advice-and-guidance/regulation/conditions-of-registration/public-interest-governance-principles/>

Governance Chart



1. The Board of Governors (the “Board”)

The Board is the ultimate accountable body of FSB and is responsible for all actions and decisions of FSB, whilst approving its mission, vision, strategy and policy framework. It is responsible for the long-term success of the School, as well as the composition and skills balance of its Executive team.

The Board invites independents to join its committees and periodically consults an independent advisory body comprising external industry professionals and those with expertise on mission-critical issues.

The Board delegates responsibility for academic and educational oversight to an appropriately constituted Academic Board, which advises it on matters of academic risk (such as those involving partnerships and collaboration, recruitment, retention, data provision and quality assurance). It will additionally solicit students’ impressions of quality and value for money from student representative bodies and consider these in its deliberations.

Under its validation agreements, students’ learning outcomes are authorised through joint assessment boards, facilitated by the School’s partner universities in accordance with their terms of reference, and are not under the authority of this governance agreement.

Within this framework, the interests of shareholders are embedded into the governance of FSB, not at the expense of the interests of students, or of public funds, but in addition to those accountabilities.

Membership:

Meetings will be **chaired by the CEO**. and be attended by:

The Principal, the Director of Finance, the Head of Estate & Resource Management, Campus Dean, and two independent members.

A senior student representative may be present for selected items of business only.

All appointed governors must submit declarations that ensure they are fit and proper persons to hold a governance office, in line with the definitions of ‘fit and proper’ set out within the OfS’ Regulatory Framework.

Quorum

The quorum of governors may be fixed from time to time by a decision of the governors but there must never be less 50% of its members present, one of whom must be the CEO.

Frequency:

Quarterly (4 meetings per annum) as a minimum; the Chair may convene extraordinary meetings in accordance with business need.

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Protocol:

At a Governors meeting, unless a quorum is present, no proposal is to be voted on, except a proposal to call another meeting.

A minimum of three working days' notice is required for all board meetings; ideally one' week notice will be given.

Agenda and Board papers to be circulated at least three working days before meetings.

Within the Board and all its committees, decisions will be made by a majority, with the Chair having a second or casting vote in the event of a 'tie'. In "emergency" situations the Chair may take "Chair's action" on behalf of the Board but must report the decisions taken to the other Board members at the earliest opportunity and seek the endorsement of the Board.

In addition to the Academic Board, the Board of Governors will routinely receive minutes outlining recommendations from the Finance Committee, and the Internal Audit Committee and Remuneration Committee.

The membership and Terms of Reference of the Academic Board is set out in Section 2 below, the terms of reference and membership of the other committees is set out in Appendix A.

Duties:

Further to its core brief defined above, the Board will:

- i. Satisfy itself of the effectiveness of internal performance monitoring and compliance frameworks by approving an annual schedule of independent audits and reviews,
- ii. Have oversight of the School's legal obligations, particularly with regard to equality & diversity, academic freedom and integrity, health & safety, data protection and information governance, the Prevent Duty and procurement,
- iii. ensure that appropriate systems of control and accountability are in place to secure the solvency of the FSB and the safeguarding of its assets, including financial and operational controls and risk management procedures, and that such systems are subject to independent audits,
- iv. ensure that appropriate strategies are in place to ensure the resilience of FSB and its higher education programmes, including the management of estates, finances and human resources and accreditations,
- v. review and approve all institutional reports produced for and received by third parties (including statutory and regulatory bodies and strategic partners) and associated action plans produced by FSB in response to such reports,
- vi. evaluate, at least annually, the School's Risk Management Report (Risk Register) to ensure key risks are effectively exposed and assessed, and remedial activities are monitored. The Board will further ensure that an appropriate risk management framework is in place and extends to all areas of HE delivery, differentiating strategic risk, academic risk and operational risks, and assigning ownership of risk accordingly.

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- vii. review the academic management and annual quality planning cycle of the FSB across all HE delivery sites and keep under regular review all policies, procedures and delegated authority limits,
- viii. maximise the physical, electronic and human resources available to the FSB and ensure their effective, efficient and economical use.

2. The Academic Board

The Academic Board is responsible for advising the Board of Governors on matters of academic standards, the quality of the student experience and associated academic risks, and assuring the School's alignment with accepted standards and practices in UK higher education, as defined in the UK Quality Code. It also oversees the sustainability of the School's strategic partnerships with university awarding bodies.

The Academic Board receives and tests such assurances from the School's departmental heads and programme managers on behalf of the Board, and oversees systems in place for internal quality monitoring and assurance. It also receives reports from the partner universities and external examiners.

The work of the Academic Board is supported by a number of committees necessary to assist in the further and better discharge of its responsibilities; contributions are overseen by a Student Enhancement and Quality Committee, which reviews a Self-assessment Report for the Academic Board's digest.

Academic Board Terms of Reference

Membership:

The Academic Board will be chaired by **FSB's Principal**; it will be attended by:

The Dean(s), Program Managers, the Quality Manager, Academic Independent members, the Registrar, Senior Student Support Officer, the Head of Estate & Resource Management, Senior HR Officer, & a senior student union representative. Representatives of the validating partner universities will attend as co-opted members.

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership.

Frequency:

Once per semester (three times annually); in February following the end of Semester One, in June following the end of Semester Two, and at the end of August/early September following the end of the Summer Semester and student assessment resits.

Protocol:

No less than one week notice will be given prior to meetings of the Academic Board, and ideally one month prior. Contributions to the Self-Assessment Report will be requested two weeks prior to meetings taking place.

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Within the Board and all its committees, decisions will be made by majority consensus, with the Chair having a second or casting vote in the event of a 'tie'.

Duties:

In addition to its brief above, the Academic Board will:

- i. maintain, promote and enhance the FSB's academic standards, the quality of students learning opportunities, the enhancement of programmes and the accuracy of the School's published information,
- ii. receive and consider contributions to the School's Self-Assessment Report, in order to make sound judgements of progress against the School's academic performance objectives,
- iii. report these judgements, and risks of non-conformance to the Board,
- iv. advise the Board on the development of academic activities and the resources needed to support these,
- v. develop and keep under review a framework of the principles and regulations to be complied with by all programmes of study delivered by the FSB,
- vi. develop policies for the management of risk to academic standards and quality, and to receive regular reports on academic standards and quality,
- vii. advise on such other matters as the Board of Governors may refer to it,
- viii. review the School's Self Evaluation Document and other key strategic documents such as the Strategic Enhancement Plan and the Student Protection Plan
- ix. Oversee the School's policies and procedures which reconcile its obligation to uphold academic freedom and freedom of speech within the law, with its duty to preserve a scholarly and respectful learning environment,
- x. Ensure there is a clear understanding of remit and responsibility in academic and administrative processes where programmes are delivered under partnership agreements with awarding universities, and that such processes are routinely tested and resilient.

3. The Executive

The Executive Committee is responsible for the successful delivery of the School's strategic plans and for the day to day running of the School, together with such matters that are delegated to it by the Board of Governors.

The Executive Committee is authorised to allocate resources and direct the activities of the School on behalf of the Board of Governors, as is reasonably necessary to carry out the Board's directions.

Membership:

The meeting of the Executive will be chaired **by the CEO**. It will be attended by:

The Principal, Quality Manager, Registrar, a representative from the Admissions & Marketing team, Senior IT Officer, Senior Student Support Officer, the Head of Estate & Resource Management, the Operations Manager, and an Independent Academic Member.

At their discretion, the Chair may invite additional members from lower tier managerial positions to give accounts or recommendations relevant to items of business under review.

Quorum:

Generally, meetings will be quorate with the Chair and 50% of the above membership to ensure its resilience. The Chair may call extraordinary meetings at short notice where necessary to respond to particular exigencies.

Frequency:

Meetings will be held as required; reasonable notice to be provided to all members.

Appendix A: Delegated functions of the Board of Governors

A1 - Audit and Remuneration Committee

The Audit Committee is responsible for advising the Board of Governors on financial reporting, risk management and audit matters. It will also advise the Board of Governors on the framework and policy of remuneration for the governors, officers and senior management of FSB.

Membership:

Meetings are chaired by an **Independent Financial Member**, who shall not be a member of the Board of Governors; they will be attended by:

an independent Academic member, the CEO, the Finance & Payroll Officer, Senior HR Officer.

Quorum:

Meetings will be quorate with the Chair and 75% of the above membership, one of whom must be the Independent Finance Member.

Frequency:

At least annually.

Duties:

The primary audit-related duties of the committee are set out below:

- i. To advise the Board of Governors 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.
- ii. To discuss with the external auditors, before the audit begins, the nature and scope of the audit.
- iii. 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 responses, the external auditor's opinion on whether public grant funding (if any) has been used for the purposes intended, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).
- iv. To consider and advise the Board of Governors on the appointment and terms of engagement of the internal audit (and the head of internal audit if applicable), the audit fee, the provision of any non-audit services by the internal auditors, and any questions of resignation or dismissal of the internal auditors.

- v. To review the internal auditors' audit risk assessment, strategy and programme; consider major findings of internal audit investigations and management's response; and 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 FSB's needs (or make a recommendation to the governing body as appropriate).
- vi. Keeping under review any circumstances which may constitute reportable events to the OfS, and advising the Board of Governors appropriately, together with recommending possible mitigating actions.
- vii. To review the FSB's corporate risk register, keep under review the effectiveness of the risk management, control and governance arrangements, and in particular review the external auditors' management letter, the internal auditors' annual report.
- viii. To monitor the implementation of agreed audit-based recommendations, from whatever source.
- ix. To ensure that all significant losses have been properly investigated and that the internal and external auditors have been informed.
- x. To keep under review the FSB's policy and procedures for detecting fraud and irregularity, including being notified of any action taken under that policy.
- xi. To keep under review the FSB's policy and procedures for the prevention of bribery and receive reports on non-compliance.
- xii. To review regular reports from the compliance officer and keep under review the adequacy and effectiveness of the FSB's compliance function.
- xiii. To satisfy itself that suitable arrangements are in place to promote economy, efficiency and effectiveness.
- xiv. To monitor annually the performance and effectiveness of the external and internal auditors, including any matters affecting their objectivity, and make recommendations to the governing body concerning their reappointment, where appropriate.
- xv. To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion.
- xvi. To consider significant accounting policies, any changes to them and any significant estimates and judgements.
- xvii. Where the accounting treatment is open to different approaches, to consider whether the FSB has adopted appropriate accounting standards and, where necessary, made appropriate estimates and judgements taking into account the views of the external auditor.

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- xviii. To review the clarity and completeness of disclosures in the financial reports and statements and consider whether the disclosures made are set properly in context.
- xix. To review any material information presented with the financial statements, (insofar as it relates to the audit and risk management).

In its duties to oversee executive and governor's remuneration:

- i. To advise the Board on the framework and policy for the remuneration of the governors, chairs and any other such members of the senior management as it is designated to consider (no person may be involved in any decision as to their own remuneration).
- ii. To review the ongoing appropriateness and relevance of the remuneration policy, taking into account any relevant legal requirements.
- iii. To advise the Board of Governors on the design of, and determine targets for, any performance related pay schemes operated by the FSB and approve the total annual payments made under such schemes.
- iv. To advise the Board of Governors on the policy for, and scope of, pension arrangements for each of the governors and other senior officers of the FSB,
- v. To ensure that contractual terms on termination, and any payments made, are fair to the individual and the FSB, that failure is not rewarded and that the duty to mitigate loss is fully recognised.
- vi. Within the terms of the agreed policy and in consultation with the Board of Governors, to advise the Board of Governors on the total individual remuneration packages for each governor and senior manager including bonuses and incentive payments.
- vii. To review and note annually the remuneration trends across the FSB.
- viii. To oversee any major changes in employee benefits structures across the FSB.
- ix. To review and advise the Board of Governors on the policy for authorising claims for expenses from the governors and from the chairs.
- x. To ensure that all provisions regarding disclosure or remuneration, including pensions, are fulfilled.
- xi. To be exclusively responsible for establishing selection criteria, appointing and setting terms of reference for any remuneration consultants who advise the committee.
- xii. To obtain reliable up to date information about remuneration in other similar institutions.

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A2 - Finance Board

The Finance Board reviews monitors and reports on all matters relating to the financial affairs of the FSB, encompassing the areas of strategic financial planning, resources management, financial monitoring and policy related issues.

Membership:

Meetings of the Committee are chaired by the **Director of Finance**; they are attended by:

The CEO, Registrar, the Finance and Payroll Officer, a representative from Admissions and Marketing, a representative from HR, and independent finance member.

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership, which must include the independent finance member.

Frequency:

Bi-annually (2 meetings per annum to be held after or before every term)

Duties:

The primary responsibilities of the Finance Board are set out below.

- i. To consider the annual operating budget and recommend its approval to the Board of Governors,
- ii. To monitor and review the current and projected levels of income and expenditure across business areas,
- iii. To review FSB's Financial Strategy at least annually and recommend its approval to the Board of Governors,
- iv. To confirm, if appropriate, to the Board of Governors that it is satisfied that the Annual Report is an appropriate and reasonable representation of the financial position of the Company for the year and that the narrative in the introduction and the Operating & Financial Review are appropriate and consistent with the FSB's financial position and strategy.
- v. To receive and consider reports from the External Auditors relating to the annual financial statements.

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- vi. To monitor the FSB's cash flow performance, forecasts and overall liquidity position.
- vii. To review the adequacy and effectiveness of the FSB's anti-money laundering systems and controls.
- viii. To consider material financial risks and monitor the financial sustainability of the FSB.
- ix. To prepare and submit financial statements to Companies House, and other external authorities, if required to do so and approved by the Board of Governors.
- x. To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan of the FSB and drawing any matters of concern to the attention of the Board of Governors.

Appendix B: Committees underpinning the work of the Academic Board

B1 - Student Enhancement and Quality Committee

Student Enhancement and Quality Committee presides over the School's strategic quality framework, policies and procedures for assuring, enhancing and maintaining standards and quality of higher education.

Membership:

Meetings are chaired by the Quality Manager; they will be attended by:

Deans, Admissions Manager, Registrar, the Chair of PDRG Committee, Senior Student Support Officer, a senior Student Union representative, (Program Managers by invitation as appropriate)

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership.

Frequency:

Once per semester to coincide with Academic Board (usually 2 weeks prior)

Duties:

The primary responsibilities of the Student Enhancement and Quality Committee are set out below.

- i. To develop and review the FSB's strategic quality framework, policies and procedures for assuring, enhancing and maintaining standards and quality of provision and ensure the FSB's policies and procedures in support of these are consistently and effectively implemented.
- ii. To identify, implement and ensure the dissemination of practices which enhance the quality of the student learning experience.
- iii. To establish, as appropriate, relevant sub-committees or working groups as the committee requires to fulfil its role.

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- iv. To advise the Academic Board on responses to external quality reviews and initiatives where appropriate and to be responsible for ensuring appropriate follow-up actions arising from external regulatory functions.
- v. To develop & review School & Programme level quality assurance arrangements, handbooks and policies.
- vi. To ensure that the FSB's higher education programmes meet the requirements of awarding body partners, external reference points, the expectations of the QAA UK Quality Code for Higher Education and PSRB requirements.
- vii. To formulate and recommend to the Academic Board strategies and policies on all matters relating to academic quality, academic standards, student enhancement, student engagement and published information.
- viii. To review the Strategic Enhancement Framework (Strategy & Plan), and the Student Engagement Strategy to further develop future enhancement opportunities based on students' comments, staff initiatives, comments received from other committees and instructions received by the Board of Governors.
- ix. To review and maintain the accuracy and currency of the FSB's responsibilities checklist for providers against degree awarding bodies' regulations.
- x. To monitor and disseminate developments in the sector relating to regulations, quality, enhancement and engagement.
- xi. To assure Academic Board through the Annual Report on Academic Quality and Standards that the FSB's academic quality and standards are being maintained and processes for quality enhancement are secure.
- xii. To review the FSB's engagement with external agencies including QAA, Advance HE and receive reports and consider outcomes from accreditation visits as well as oversee the responses to be made concerning quality and standards to follow up actions.
- xiii. To monitor outputs from internal and external monitoring and reviews, which includes Periodic Reviews, QAA and other external agencies reviews, External Examiner reports, identify risk areas for enhancement and discuss and approve actions.
- xiv. To monitor reports from validations, approvals and terminations and discuss and approve actions.
- xv. To monitor regularly all guidance and requirements issued by the QAA, particularly in relation to Higher Education Review and the UK Quality Code for Higher Education, initiating and coordinating action as appropriate.

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- xvi. To monitor a range of relevant risk and performance indicators, including risk indicators monitored by the QAA, such as:
 - statistical data on the performance of programmes;
 - student feedback and survey results as appropriate (NSS and other student-experience surveys); and
 - annual reports regarding complaints, appeals, misconduct, fitness to practice and cases submitted to the Office of the Independent Adjudicator.
- xvii. To have oversight of the FSB's approach to assuring the completeness, accuracy, reliability and fitness for purpose of information provided for applicants and students.
- xviii. To produce the annual Quality Management Cycle for review by Academic Board.
- xix. To receive and review the minutes and reports of its sub-committees.
- xx. To provide copies of its minutes and an Annual Self-Assessment Report (SAR) to Academic Board.

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B2 - Admissions and Marketing Committee

The Admissions and Marketing Committee oversees the development and implementation of the recruitment strategies and School admission processes which ensure that learning opportunities are visible, accessible, and that offers of acceptance are made on the basis of robust assessments of a students' capability to benefit from higher education.

Membership:

Meetings are chaired by the Admissions Manager; they will be attended by:

Marketing Officers, Admissions Officers and the Registrar

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership.

Frequency:

Quarterly

Duties:

The Admissions and Marketing Committee will:

- i. oversee and monitor the delivery of the School Student Recruitment Strategy and progress against targets and Key Performance Indicators.
- ii. develop, review and revise the FSB's recruitment strategies especially:
 - Digital / Electronic Marketing;
 - Applications Processing;
 - Affiliation Marketing / Advertising;
 - Events and Activities (Open and Visiting Days) Social Media;
 - Publications;
 - Retention marketing;
 - Internal marketing and communications Widening participation and social; inclusion Offer Making; and
 - Entry Requirements.
- iii. monitor success against targets set in the strategies set out above.
- iv. ensure compliance with legislation and good practice (including CMA).

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- v. monitor that public information related to marketing and admissions is clear, accessible, accurate and up-to-date.
- vi. To monitor the implementation and effectiveness of admissions policies, to ensure that practices remain fair, transparent, promote equality of opportunity and are consistently applied in relation to all the FSB provision.
- vii. To review the FSB's Admissions Policy and Procedures and to ensure that they continue to support the FSB's Vision, Mission and Values.
- viii. To monitor application and conversion rates as the admission cycle progresses as well as the forecasted intake(s).
- ix. To consider and develop the FSB's Widening Participation and Access Strategy, ensuring it is aligned with the FSB's Strategy.
- x. To review Admissions complaints and appeals.
- xi. To analyse and review annual statistics regarding how many applicants have transitioned into fully enrolled students.
- xii. To receive and consider Annual Admissions Planning report.
- xiii. To monitor and disseminate developments relating to enhancement of admissions.

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B3- Registry and Data Committee

The Registry and Data Committee is responsible for central student administration. It plans, monitors and reviews all Registry procedures and processes (appeals, complaints, disciplinary issues, timetabling and attendance including all registrations with the external awarding bodies) ensuring that student learning and achievement is enhanced.

Membership:

Meetings are chaired by the Registrar; they will be attended by:

The CEO, the Assistant Registrar, the Attendance Officer, Examination Officers, the Senior Admissions Officer, representatives from campuses

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership.

Frequency:

Quarterly

Duties:

The primary responsibilities of the Registry Committee are set out below.

- i. To ensure the integrity and alignment of processes with the FSB's strategic aims.
- ii. To audit student records and ensure that the FSB's Student Management System and awarding bodies' platforms are accurate on students' enrolment and registrations.
- iii. To promote fairness, consistency and transparency in the FSB's enrolment and attendance practices.
- iv. To ensure all the students are enrolled with the external awarding bodies.
- v. To discuss all the withdrawn/at risk students as notified by the Attendance Panel.
- vi. To discuss all the students withdrawn/terminated from examination board.
- vii. To make decisions regarding students' certification for those students who have completed their course.
- viii. To monitor and disseminate developments relating to enhancement of Registry services.

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- ix. To report annually to the Quality Enhancement Committee on the profile of cases received and validated to assist in institutional analyses.
- x. To report annually to the Quality Enhancement Committee on the efficacy of the Registry regulations, making recommendations for improvement where appropriate.
- xi. To discuss the students with disciplinary cases, non-academic appeals and complaints.

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B4 - Student Support and Welfare Committee

Membership:

Meetings are chaired by Senior Student Support Officer; they are attended by:

The Mental Health and Welfare Officer, the Employability & Careers Officer, Campus Deans, the Student Union Representative + one Student Support Team representative from each campus to be present

Ex officio: the Principal, CEO, the Designated Prevent Lead.

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership.

Frequency:

Quarterly

Duties:

- i. To review performance of services provided by the Student Support Services.
- ii. To advise the Academic Board on any policy proposals that specifically affect student focused non-academic activity.
- iii. To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of development student support.
- iv. To monitor activities and data relating to the support for students and report on matters which could impede delivery of the FSB's objectives.
- v. To monitor and disseminate developments relating to enhancement of student support.

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B5 - Pre-assessment Boards

Internal Assessment Boards (IABs) take place ahead of the formal Assessment/Examination boards where assessment of students' achievement against set learning objectives is ratified. The IAB is responsible for the quality control of internal assessment marking, prior to recommending the approval of assessment grades to external examiners and/or awarding body moderators.

The purpose of IAB is to:

- i. ensure that examinations and assessment procedures are carried out in accordance with FSB and awarding bodies' regulations, as well as any PSRB regulations that may be applicable;
- ii. detect and resolve any anomalous patterns or inconsistencies in recommended assessment marks before they are given to external examiners and awarding bodies.

Membership:

Boards are chaired by the Examination Officer; they will be attended by:

The Senior Assessment Officer, the Principal, Deans*, Program Managers*, the Registrar, the Assistant Registrar.

**Only Deans and Program Managers whose students are under review need attend the IAB*

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership.

Frequency:

Termly, after the end of the assessment marking period and no less than one week prior to a formal Assessment/Exam board.

Duties:

The primary responsibilities of the IAB are to:

- i. Ensure that the rules and regulations relating to assessment and progression are applied consistently and in line with awarding bodies' published guidelines.
- ii. Review students' assessed achievement against set learning outcomes and formulate recommendations regarding students' academic status for the Formal Assessment/Exam Board.

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- iii. Take a holistic view of internal grading to ensure a consistent approach across all subject areas.
- iv. Identify and undertake to resolve any inconsistency or anomalous instances or patterns within marking.
- v. Resolve any instances of borderline pass/fail grades and oversee the validity of judgements of higher attainment (e.g. merits / distinction, etc.)
- vi. Receive and consider recommendations on mitigating circumstances from the Mitigating Circumstances Panel.
- vii. Detect any areas of underperformance in assessments and report these accordingly.
- viii. Make recommendations for the conferment of the approved awards for those students who have completed the course.
- ix. Periodically review its terms of reference, composition and effectiveness.
- x. Monitor and disseminate developments relating to enhancement of student assessment process.
- xi. Detect and deter patterns of grade inflation, or deflation

B6- Learning and Teaching Forum

The School periodically convenes a forum dedicated to supporting staff in further developing their awareness and understanding of higher education pedagogy and the identification, and sharing of, good practice for the enhancement of the student learning experience.

L&T Forum meetings are considered to be an informal developmental activity and the Chair will facilitate a general discussion around pre-identified themes, rather than directing a rigid order of business. Suggestions arising from these deliberations will be presented to the Academic Board for its consideration when reviewing the School's Learning, Teaching and Assessment Strategy.

Membership:

Meetings are facilitated by the Dean (on rotation);

Module Leaders and tutors, a registry officer, Senior Student Support Officer, Student Representatives, an Awarding body Link Tutor from the university validating the programme.

Quorum:

The forum is not a decision making body and may proceed at the discretion of the Dean with any level of attendance.

Frequency:

3 – 4 times annually, including sessions to be scheduled after teaching observations and peer observations to reflect on outcomes

Duties:

The primary responsibilities of the Learning and Teaching Forum are set out below.

- i. To identify and share good practice in teaching and learning.
- ii. To invite contributions from internal and external practitioners.
- iii. To initiate enhancements to teaching and learning practice in support of quality enhancement.
- iv. To receive and review the minutes and any reports of its sub-committees.
- v. To provide copies of its minutes and an annual report (if required) to the Quality Enhancement Committee and Academic Board.
- vi. To review its terms of reference, composition and effectiveness.

B7- Course Committees

Course Committees are responsible for monitoring and dealing with all issues associated with programme delivery. The purpose of Course Committees is to provide a forum for the discussion of all matters, which affect the operation of a course. It should keep under review the academic quality of the course and ensure that the course is delivered in accordance with the aims and objectives defined at validation. In doing so it should monitor:

- feedback from students, tutors and the operational team; and
- statistics relating to pass rates, progression, retention.

Membership:

Meetings are chaired by the relevant Programme manager; they will be attended by:

Module Leaders and tutors, a registry officer, Senior Student Support Officer, Student Representatives, an Awarding body Link Tutor from the university validating the programme.

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership, which must include the link tutor.

Frequency:

Meetings will be held on a termly basis.

Duties:

The Course Committee meets to:

- i. discuss and advise on general course organisation, administration and student attendance
- ii. review of programme delivery, academic regulations, assessment, and examination methods for the course
- iii. review and identify actions on student performance and pass rates
- iv. monitor and evaluate of the academic standards and effectiveness of the course and drawing up necessary action plans as a consequence
- v. review resources required by the course and making recommendations to the Academic Board as appropriate

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- vi. identify and propose to the Learning and Teaching Forum and the Quality Enhancement Committee training needs to be provided by link tutors and other individuals from respective awarding body
- vii. collect feedback from students and tutors and to review module(s) term surveys in support of the preparation of Annual Programme Review reports as part of the FSB's Annual Monitoring Framework
- viii. receive reports on the operation of the course and ensuring that matters relating to the course's effectiveness and student satisfaction are followed up
- ix. act upon External Examiner Reports identified actions and recommendations
- x. discuss and review programme specific student engagement and enhancement matters
- xi. monitor and disseminate developments relating to enhancement of students on academic programme
- xii. review and monitor work placements where applicable

The Committee will provide copies of its minutes and an annual report (if required) to the Learning and Teaching Forum and Student Enhancement and Quality Committee.

Appendix C: Executive Sub-Committees

C1 - Academic Resources Committee

The Academic Resources Committee supports the Executive Committee in practical matters relating to the allocation of resources and operation of facilities. It also advises the Executive on all matters relating to the resources; Learning Resource Centre, Information Technology provision, facilities, including the purchase of new equipment and overall Health and Safety and Security.

Membership:

Meetings are chaired by the Operations manager; they will be attended by:

The Deans, the Senior IT Officer, Senior HR Officer, Security Officer and other staff of function by invitation, as appropriate to business under discussion.

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership, which must include the link tutor.

Frequency:

Meetings will quarterly.

Duties:

The primary responsibilities of the Operations Committee are set out below.

- i. To maximise the physical, electronic and human resources available to the FSB, in line with the committee's brief and ensure their effective and efficient use.
- ii. To monitor the effectiveness of Health, Safety and Security Policies against regulations.
- iii. To monitor the outcome of health and safety audits, accidents and incidents, significant issues arising from the various channels of communications and determine an appropriate course of action.
- iv. To advise the Executive Committee on resources, computing, telecommunications, library, facilities, canteen (where applicable), Health and Safety, and any other relevant aspects in order to maintain a healthy and safe environment across all campuses.
- v. To advise the Executive Committee on the use of computers within the FSB, including such matters as the choice of hardware and software, computer networking and security, and the provision of capital and recurrent funds for computing.

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- vi. To ensure that all licenses and employer certificates are up-to-date.
- vii. To review and maintain accuracy and currency of the FSB's responsibilities checklist for providers against degree awarding bodies' regulations.
- viii. To allocate fire marshals, first aiders and designated safeguarding officers in order to ensure that such list is updated and staff receive the required training and certificates when needed according to their designated responsibilities.
- ix. To ensure that Health and Safety equipment (such as fire extinguishers and first aid kits) are up to date and current.
- x. To monitor and disseminate developments relating to enhancement of resources.
- xi. To receive and review the minutes and any reports of its sub-committees.
- xii. To provide copies of its minutes and an annual report (if required) to the Quality and Enhancement Committee.
- xiii. To review its terms of reference, composition and effectiveness.

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C2- Publications Committee

The Publications Committee is responsible for the consideration, development and monitoring of all information produced by the School to ensure that it is fit for purpose, accessible and trustworthy.

The Committee reports to the Executive Committee

Membership:

Meetings are chaired by the Principal (or a delegated member of the Quality Team); they will be attended by:

Deans, Program Managers, Admissions Manager, Registrar, Senior Student Support Officer, a Student Union representative, Operations Managers, Senior Librarian, IT Support, VLE Manager, Work Placement and Careers Manager

Quorum:

Meetings will be quorate with the Chair and 50% of the above membership, which must include the link tutor.

Frequency:

The Committee convenes as appropriate under the management coordination of the Quality Office.

Duties:

The primary responsibilities of the Publications Committee are set out below.

- i. To ensure that all key FSB information (such as the School's Mission Statement), organisational facts (such as accreditations and approvals) and legal and regulatory licenses and memberships (such as OIA, CMA HEA) and key policies are clearly visible to all stakeholder groups via the FSB's website.
- ii. To ensure that information clearly shows the FSB's campuses, key facilities and main expectations from both a student's and the FSB's perspectives.
- iii. To review and consider all relevant internal and external information, in line with the Published Information Policy, so that information released is accurate, up-to-date and trustworthy, and reports to the Executive Committee assuring the fitness for purpose of all organisational information.
- iv. To ensure information for prospective students is available on printed publications and online (website and social media platforms), in a clear and straightforward style and in a manner that

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demonstrates that the FSB application and admission processes are fair, transparent and consistent.

- v. To enable prospective students to make an informed decision about their proposed course of study, the Publications Committee will ensure all relevant information is available on line and on printed publications.
- vi. To ensure that students are able to access all information relating to the academic and pastoral support available to them.
- vii. To ensure that all relevant information on the many and diverse FSB handbooks such as the student handbook and course handbooks are up-to-date and accurate.
- viii. To ensure that the FSB makes clear how it engages with students at a course, faculty and school level and make sure that all policies and procedures relevant to students are published on the website and student portal (VLE).
- ix. To ensure that information and guidance is available to students on how to access their personal records of study and achievements, upon completion of their course and exit before completion.
- x. To ensure that information is available to all relevant stakeholders, about how the FSB manages academic standards, learning, teaching and assessments, how it aims at enhancing students' overall experiences at the FSB and how it ensures that information is accurate, up-to-date and trustworthy.
- xi. To receive requests from all other committees for change(s)/addition(s) to public information.