



Committee Servicing: Procedures & Good Practice Guidance

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By:	D Cloy, Governance Services

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1. INTRODUCTION

1.1. Purpose

The following guidance on committee servicing at Edinburgh Napier University is intended to:

- Offer a model of good practice in the conduct of committees within the University;
- Set common standards for committee agendas, papers, minutes and reports;
- Facilitate communication between committees, sub-committees and the wider University community (including the general public), and
- Encourage committees to periodically monitor and review their own effectiveness.

1.2. Who is this aimed at?

This guidance primarily relates to Clerks to committees and sub-committees of University Court, Academic Board and the University Leadership Team/Senior Leadership Team and clerks of other committees not formally part of the deliberative executive or governance structure, but for which a degree of formality is appropriate.

Sections of this guidance are also of interest to:

- Staff responsible for providing papers for committees;
- Staff responsible for ensuring actions are monitored and implemented;
- Convenors / vice-convenors (particularly those new to the role);
- Committee members, and
- Line managers of staff with committee servicing responsibilities.

Those running and supporting exam boards should also refer to the specific procedures in accordance with University Regulations.

Please note that certain matters relating to Court and its sub-committees are governed by the Order of Council and Court's Standing Orders. The requirements of these formal instruments take precedence over this guidance.

1.3. Roles & responsibilities

1.3.1. Convenor

The Convenor presides over a committee meeting. Key responsibilities of the Convenor include:

- Approving agendas and papers;
- Regulating the conduct of the meeting and facilitating discussion;

- Guiding members on the order of business, the amount of time to be spent on each item and the completion of the committee's tasks within the overall time available;
- Leading the committee towards a decision at the end of each discussion;
- Ensuring responsibility for actions are allocated and recorded, and
- Ensuring that essential business of the committee is conducted when not in session by written procedure or Convenor's action where appropriate (see 4.4).

1.3.2. Clerk

The Clerk has primary responsibility for the provision of professional support to a committee who, along with the Convenor, should play a key role in managing and advancing the business of the committee. Key responsibilities of the Clerk will include:

- Organisation and practical arrangements for meetings;
- Understanding the constitution, remit and terms of reference of the committee;
- Ensuring membership is up to date, including planning to fill forthcoming vacancies;
- Preparing an annual forward schedule of committee business;
- Drafting agendas in liaison with, and for approval by, the Convenor;
- Advising on the competence of business;
- Liaising with authors to ensure the timely production of appropriate papers;
- Timely circulation of agendas, papers and minutes;
- Familiarity with the business being considered;
- Knowledge of procedural or regulatory matters affecting the committee;
- Informing the Convenor where the meeting may not be quorate (see 3.6 below);
- Assisting the Convenor to ensure the rules of the meeting are followed;
- Producing timely minutes or notes accurately recording decisions and actions;
- Maintaining a master record of all committee documentation, and
- Communicating decisions to relevant parties to assist with follow up actions.

1.3.3. Paper Author/Sponsor

The **paper author** is the person who has written the paper which will be considered by the committee.

The **paper sponsor** is the person who has commissioned the paper to be written and who will normally present the paper to the committee. Paper authors and sponsors are required to:

- Liaise with the Clerk to agree which papers will be brought to which meeting of the committee to inform the forward schedule of committee business;
- Ensure they follow the forward schedule of committee business and meet the agreed deadlines for the submission of their papers;
- Ensure concise, clear, well written papers are prepared following the standard paper template / coversheet (see APPENDIX I) and including the required background and supporting summary information where appropriate;
- Consider whether there are any communication issues, specifically with regard to business which may be subject to an exemption (see 5.3 below), and
- Ensure committee outcomes (decision, actions) are communicated to the paper author and other relevant parties.

1.4. Governance, Executive & Deliberative Structure

The reporting lines of the committee structures for University Court, Academic Board and the University Leadership Team are included in APPENDIX A. All staff involved in committee servicing should familiarise themselves with these structures.

1.5. Committee Acronyms & Abbreviations

A system of standard prefixes are used and consistently applied for each committee. Those currently in use for Court, Academic Board and their sub-committees are as follows:

UC	University Court	AB	Academic Board
AU	Audit & Risk Committee	CPC	Collaborative Provision Committee
FPC	Finance & Property Committee	QSC	Quality & Standards Committee
NC	Nominations Committee	RDC	Research Degrees Committee
R	Remuneration Committee	RIC	Research & Innovation Committee
		RIntC	Research Integrity Committee
		SEC	Student Experience Committee
		LTASEC	Learning, Teaching, Assessment & Student Experience Committee

School level committees should retain the consistency of approach and reflect the reporting line above by prefixing their committees appropriately:

For example:

- **SACILTASEC** - the Learning, Teaching, Assessment and Student Experience Committee of the School of Arts and Creative Industries
- **SASRIC** – the Research & Innovation Committee of the School of Applied Sciences

1.6. Styles & Formatting

The font used throughout minutes, agendas and papers is Arial point 12. Main body text in all minutes should be left justified in accordance with accessibility guidance¹. Paragraphs in papers should be individually numbered. All papers should adopt a common header as shown in the example at APPENDIX N.

2. THE COMMITTEE CYCLE: PLANNING & ARRANGEMENTS

2.1. Academic Calendar & Room Booking

To ensure that committee business is dealt with in the most timely and efficient manner it should be a priority before the end of each academic year to establish dates for committees and sub-committees, via the Academic Calendar, for the following year. This allows for early room booking, advanced warning of potential diary issues or conflicts for key members. It provides ample time for the Convenor and Clerk to consider potential business for the coming year, particularly that defined in the annual cycle of business and, where appropriate, common business considered by different committees.

Once set, these dates should not normally be changed except in exceptional circumstances. In the event that a committee Convenor cannot attend a scheduled meeting, and there is no vice-convenor appointed, where possible and appropriate the Convenor should seek to appoint an alternate to chair the meeting in their absence.

2.2. Cyclic Model of Main Events & Timings

The process outlined in the table at APPENDIX B is offered as an example of good practice in the planning of meetings, based upon the current cycle in use to support committees of Court. It is recognised that the model set out in the table will not suit all committees within the University. For some committees a four week model may be sufficient and in other cases where meetings are held frequently, very short lead times may apply. Clerks will need to be pragmatic in adopting a cycle, based on the stages outlined, which best serve the needs of their committee. Governance Services can advise on this if required. Whichever cycle is adopted, the timings for circulation of papers to the membership, preparation and circulation of minutes and notification of actions set out in stages 5 to 8 should be followed unless the committee meets on a very frequent basis.

The benefits of a cyclic model can be summarised as follows:

- Promotes a clear understanding between Convenor, Clerk and members of responsibilities regarding papers, agendas and minutes through a series of agreed “trigger points”;

¹ <https://staff.napier.ac.uk/services/Student-Wellbeing-Inclusion/disability/accessibility/Pages/print.aspx>

- Encourages advanced planning by the Clerk thereby minimising last minute “rush jobs” such as drafting minutes, identifying competent business, copying papers, room booking etc.;
- Encourages advanced planning by the Convenor and members thereby reducing “last-minute” papers and agenda items, and
- Promotes clearer communication channels between parent and sub-committees through timely delivery of reports and minutes and ongoing monitoring of “actions” within a fixed timescale.

3. REMITS & TERMS OF REFERENCE

3.1. Identifying Competent Business

The Clerk should act as the initial “gatekeeper” in identifying which matters requested for inclusion on an agenda are relevant to the committee’s remit and within its terms of reference, otherwise known as “competent business”. The following terminology applies:

- **Remit** - the purpose the committee was established for, and
- **Terms of reference** – the range of functions and / or area over which the committee has authority and the limits of that authority.

It is usually straightforward for a Clerk to identify which items are competent (or not) but in cases where there is ambiguity the Convenor should be consulted to make a ruling.

The remits and terms of reference for the committees and sub-committees of Court and Academic Board can be found on the Governance Services intranet pages².

3.2. Constitution and Membership

The Constitution is the number and type of members a committee has. The membership are the individuals appointed to serve on a committee, as designated by the categories of membership set out in the Constitution. The subject of membership is dealt with in more detail in Section 4.

3.3. Frequency of Meetings

The number of times a committee should meet in any given academic year will be identified in the remit of the committee. The frequency will be defined by the reporting requirements to other committees, by the amount of business the meetings will be expected to deal with and possibly by external factors.

It may, in certain circumstances, be necessary to hold an extraordinary meeting, where unexpected but important business needs to be discussed and ratified at fairly short notice, or where it is judged that the complexity of an item is such that

² <https://staff.napier.ac.uk/services/governance-compliance/governance/Pages/Governance.aspx>

it warrants a separate meeting in order to deal with it effectively. The University seeks to minimise the need for extraordinary meetings but recognises they are occasionally necessary.

3.4. Reporting Requirements

In order for a parent committee to confirm that its sub-committees are continuing to meet their remits and are working effectively on its behalf, it is necessary that reports covering each sub-committee meeting are received by the parent committee. This should be a standing agenda item at each meeting. In many cases, e.g. as a stated requirement for Academic Board, the entire minutes of a sub-committee should be submitted. In other cases, it may be more useful for the parent committee to receive a summary report of the sub-committee meeting. Any issues which require consideration by the parent committee should be adequately detailed for this purpose. Items of routine business need not be described in detail. The Convenor of the sub-committee should be prepared to respond to any questions raised by members arising from such minutes or reports.

3.5. Forward Schedule of Business

Committees of Court operate on the basis of an established cycle of core business. Due to the cyclical nature of the academic year it is possible to identify, well in advance, regular items of business. Typical examples would be:

- Financial (such as monthly, quarterly or annual accounts);
- Legal (such as audit or compliance requirements);
- Qualitative (such as regulatory reviews of staff and student satisfaction);
- Quantitative (such as student numbers, progression or retention), and
- Project-based (such as the implementation of a major new process overseen by a committee over an extended period).

As a matter of good practice the Clerk and Convenor should identify the likely annual cycle of business for a committee in advance of the first meeting of the year and ratify this via the membership at the first meeting. As part of that process the individual with primary responsibility for bringing forward each piece of business should be identified and agreed at that stage. This will allow the Clerk to issue a reminder in advance of a meeting to the person to ensure the necessary paper(s) are ready. An example of a forward schedule can be found at APPENDIX D.

3.6. The Quorum

The quorum is the minimum number of members who must be present before any committee business can be officially transacted. The standard within the University is a quorum of one third of the formal membership including either the Convenor or Vice-Convenor. Committees of Court often have specific additional requirements but the “one third rule” should apply to **all** committees within the institution as a minimum requirement.

It is the responsibility of the Clerk to monitor attendance before any meeting proceeds as no meeting can be regarded as having proper authority unless there is a quorum, which guards against any inadequate representation and bias or inconsistency in decision making which may result.

If a meeting is (or becomes) inquorate, any decision taken must be homologated (confirmed), either by the parent committee or at the next quorate meeting of the committee as appropriate.

3.7. Voting Rights

All committee members (including co-opted members) have equal voting rights. If any matter needs to be put to a vote to agree a decision, each member has one vote. The Convenor has both a deliberative vote and casting vote if the result of the vote is inconclusive.

The norm within the University is to seek consensus decisions wherever possible and formal votes are rare.

3.8. Status of Decisions

Once a committee has reached a decision it should stand until the committee reconsiders it and makes a different decision. Court's Standing Orders indicate that once a committee has made a decision on a particular topic this should not be altered or rescinded **for a period of one calendar year** from its adoption, other than in exceptional circumstances, and this applies to Court and its sub-committees.

4. CONDUCT OF MEETINGS

4.1. Terminology of Membership

There are a number of terms employed to describe the various roles of those attending formal committees. It is worth noting that not all present at a meeting will be a "member": others may be "in attendance" for a variety of reasons and those who are members may have been appointed through a variety of methods as set out in the **constitution** of each committee. The standard terminology used within the University is set out in the table at APPENDIX C.

4.2. Privilege of Membership & Attendance

The concept of "privilege of membership" reflects the need for members to be both active and committed in their role. Attendance at meetings should be a priority, with members accepting fully the responsibilities that are inherent in participation in the University's deliberative and decision making structure. Members require a clear perception of their role and duties, that there may be a requirement for activity between meetings, and that there is an expectation that members will disseminate the work of the committee to the areas of the University from which they are drawn where appropriate.

The Clerk is expected to monitor members' attendance and (where appropriate) terms of office. If an individual's attendance is giving cause for concern, the Clerk should discuss means of improving attendance or removal of the person from membership with the Convenor.

4.3. New Member Induction

It is recommended that all committees within the University have an induction process for new members to assist them in fulfilling their role. If required, additional support should be given to new members (either via the Convenor or a nominated experienced member of the committee). This is particularly pertinent to new student representatives if their participation in formal committees has been limited.

Induction should include, at minimum, an explanation of the requirements described in 4.2 above, along with an induction information pack which includes key information about the committee and its business. A meeting between the new member, Convenor and Clerk ahead of their first meeting is beneficial, where practical and appropriate. A typical induction information pack would include the following:

- The Remit and Terms of Reference of the committee;
- The Constitution and Membership of the committee;
- The Committee reporting structure (including sub-committees);
- The calendar of meetings for the year;
- The Standing Orders of the University;
- Expected roles and duties of members;
- Copies of minutes of previous committee meetings (e.g. for the preceding academic year), and
- Guidelines on the submission of papers, attendance and timescales for agendas / minutes.

4.4. Convenor's Action

A Convenor may take action on any matter between meetings where, in their judgement, delaying a decision would disadvantage the University. This should only be in circumstances which do not allow for the business to wait until the next meeting of the relevant committee and the practice should be kept to a minimum. Any action taken must be reported before or at the next meeting for homologation (confirmation) by the committee and must be noted in the minutes.

4.5. Effectiveness of the Committee

It is required, in line with the Scottish Code of Good Higher Education Governance³, that the governing body and its sub-committees should periodically monitor and review their effectiveness.

³ <http://www.scottishuniversitygovernance.ac.uk/>

The University carries out periodic reviews of its governance structure covering Court, its sub-committees and Academic Board. In addition to this, a template and standard process is offered at APPENDIX E which should be used by Clerks and Convenors to monitor the continued effectiveness of their committee. This is an annual requirement for Court's sub-committees, including the Academic Board and its sub-committees. For others it may prove useful in checking that the remit is being fulfilled and identifying any operational issues such as repeated poor or late papers, attendance and relevance of business.

4.6. Further Preparation

The Clerk should seek to become familiar with all subjects under discussion and ensure that background papers, files, correspondence, etc. which may be needed for the meeting are available. For certain committees (e.g. Court or Academic Board) a meeting may need to be arranged to brief the Convenor in advance of the committee meeting and it may be useful to combine this meeting with setting the final agenda.

5. AGENDAS

5.1. Structure of the Agenda

Following the call to members for proposed items and papers, the first draft agenda should be prepared by the Clerk for consideration by the Convenor (who may have items to contribute). The agenda will mainly be made up of the following:

1) Standing items from the annual cycle of business. Examples would be an annual financial report expected to be discussed at a certain point of the academic or calendar year or the minutes from a sub-committee (see 3.5).

At the first committee meeting of each year, the agenda should include an item on the remit and composition of the Committee, to allow for this to be reiterated and noted by all members.

2) Minutes. The minutes from the previous meeting should always be on the agenda as something to be considered for formal approval along with matters arising (i.e. items not being dealt with elsewhere on the agenda).

3) Items following from previous or recent meetings. An example would be an action on an individual from the previous meeting to produce a report to be discussed at this meeting.

4) Items proposed by members for consideration. As set out in Section 3.1, it is important that items for consideration fall within the remit and terms of reference of the committee. This should be carefully managed between the Clerk and Convenor to ensure the volume of business before the committee meeting is manageable.

In general, an agenda might be assembled in the following order:

- Convenor's welcome and opening remarks;
- apologies for absence;
- matters relating to membership and terms of reference;
- confirmation of the minutes of the previous meeting;
- matters arising from the minutes;
- items for discussion/decision;
- items for report only;
- date of next meeting, and
- reserved business (separate agenda for confidential matters – see 5.3 below).

In terms of ordering the business, it is good practice to start and finish the meeting with items that may be dealt with quickly and conclusively, while the lengthier, more complex issues are addressed in the middle of the list, with priority and focus on matters where a decision is required.

It is helpful to give approximate timings for each item to help ensure sufficient time is allocated to each item and meetings keep within time. A sample agenda is given at APPENDIX F.

5.2. Any Other (Competent) Business

The University does not allow Any Other Business (AOB) (or AOCB as it is sometimes called) to be part of an agenda for any of its committees. Any business deemed competent to be brought to the committee should already be on the agenda, even if it is added immediately before the meeting begins. It will be the Convenor's decision whether such items are deemed competent.

5.3. Open and Reserved Business

If the business of the committee requires it, agendas and minutes should be divided into two sections:

Open business for items where there would be no hesitation about release of the minute (though not necessarily the paper) through online publication or in response to a request under the Freedom of Information (Scotland) Act 2002 (FoISA), and;

Reserved business for items of business of a sensitive or confidential nature e.g. commercially or operationally sensitive matters which would be considered exempt under the FoISA, or confidential matters relating to individual members of staff or students, where disclosure would be prohibited under Data Protection Legislation⁴.

Reserved business is also used to refer to a section of the meeting of a committee where certain attendees are excluded from discussion of particular

⁴ The EU-General Data Protection Legislation (GDPR) and Data Protection Act 2018
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matters as set out in the committee's terms of reference e.g. student members or officers in attendance.

It is expected that the business of most committees will fall under the open category and the use of reserved agendas (and minutes) will be limited.

In most cases papers associated with items under the open business agenda will be freely available. There may be occasions where a paper is withheld for a period of time in line with one of the exemptions available under the FoISA. Where this is the case, this should be noted on the agenda and on the minute in the form of a Clerk's note.

It is recognised that certain committees deal with matters which are almost wholly confidential in nature e.g. Nominations Committee, Remuneration Committee, Academic Conduct Committee, where there is no expectation of publication and the entire agenda, minutes and papers can in effect be considered as reserved business.

This approach, along with guidance on the production of minutes under section 7 below, will ensure that open agendas and minutes are produced which can be routinely published on the University's external website and in line with the University's Freedom of Information Publication Scheme, whilst separate reserved agendas and minutes are produced when required for members only, which can be withheld from publication.

Sample open and reserved business agendas are provided at APPENDIX F and APPENDIX G.

5.4. Convenor's Briefing Notes

Some Convenors prefer to have a briefing note prepared by the Clerk in advance of the meeting which summarises items coming up for discussion. This acts as an aide-memoir regarding the conduct of the meeting and highlights potential issues the Convenor should be aware of. A common approach is to expand the agenda with a series of notes under each item; however this will vary depending on individual preferences and should be established between the Convenor and Clerk. A fictional example of a briefing note is provided at APPENDIX H.

Such notes also provide a useful aid for the Clerk in providing an outline minute which can be fully populated following the meeting, thus saving time.

6. PAPERS

6.1. Format of Papers – University Template / Cover Sheet

Papers prepared for submission to any committee within the University should adhere to the single standard template for papers, provided (with explanatory text) at APPENDIX I. Governance Services can provide additional advice on using the template. The template should be used in one of two ways:

- To act as the preface / cover sheet for a lengthy, detailed or complex paper (in which case the template is used to sum up the main areas for discussion at the committee and any recommendations or actions to be considered, while the full paper is attached as an appendix, or
- As the overall structure for a short paper.

All papers considered within the University should have a cover paper structured as follows (or form the structure of a short paper itself as described above):

- Purpose
- Background
- Alignment to Strategic Objectives/External Policy Driver
- Summary of Key Issues and Options
- Resource Implications
- Equality Considerations
- Communication Issues (including Freedom of Information implications)
- Responsibility for Actions
- Monitoring/Evaluation & Reporting Back of Actions
- Timing
- Recommendation(s)
- Name of Paper Sponsor & Paper Author (if different)

Not all of the above will apply to every paper and in some cases additional headers may be appropriate. Authors should consider and populate the relevant template headings, ensuring that **recommendations** are clearly set out. Guidance on the content for each of these headers can be found in the template (APPENDIX I).

Each paragraph within a paper should be individually numbered for ease of reference and each page should have a page number in the format '*page x of n*' (to confirm to the reader that all pages are included).

All papers must include the standard committee header **on the cover page only**, as detailed in APPENDIX N.

Authors should ensure that papers are written in a way that is appropriate to the intended audience. A single paper can be presented to a number of committees at different levels, with differences in context relevant to each committee facilitated through the use of different cover sheets.

Detailed technical papers should ensure that, whilst providing comprehensive information, the key data of most relevance to the committee is clearly identified and described in a manner comprehensible to non-technical audiences.

6.2. Recommendations – to “approve” or “note”

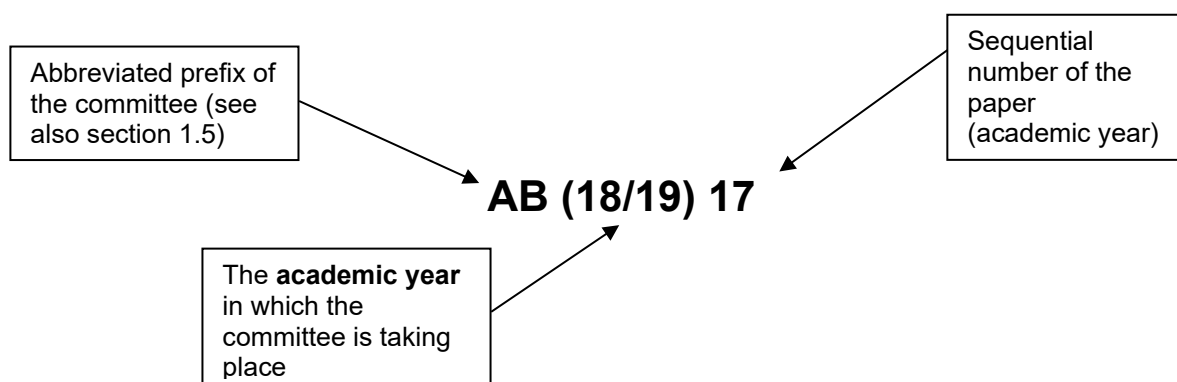
As set out above, one of the primary functions of the University template for meeting papers is to make clear exactly what a committee is being asked to do.

As far as possible, authors should adopt a standard lexicon (see 7.3 & APPENDIX M) with a set of fixed outcomes. Wherever possible this should be either to **approve** or to **note** an issue. The recommendations given here should be consistent with the summary of the paper.

If the number of recommendations is large, it may be advisable to bring them together as a separate annex. Authors should not use open recommendations, for example asking members to ‘decide what course of action they want to take’ or ‘provide a steer on how they wish to respond’. If absolutely necessary, a choice between a small number of specific options should be offered.

6.3. Paper Identification Convention

In order to aid cross-referencing, information retrieval and communication between committees, it is important that all papers and minutes are given a unique identifier. The system adopted by the University is as follows:



6.4. Late and Tabled Papers

Late Papers

Problems resulting from late papers include:

- Poor quality “rushed” reports and analyses;
- Insufficient opportunity for members to read/digest a paper in advance of the meeting, resulting in less than optimal discussions;
- Resource planning implications (for example, taking a member of staff from a priority task at very short notice to copy and distribute a late paper), and
- Use of staff time in repeatedly pursuing authors for their papers.

It is essential that papers are received at least one week in advance of a meeting. Forward planning – such as establishing an annual cycle of business and timely reminders from the Clerk - can help deter late papers. Ultimately, the responsibility of ensuring the timely production of papers rests with the authors themselves and, if individuals are consistently late in producing material, it may be necessary for the Convenor to intervene.

Tabled Papers

University guidance is that tabled papers should **not** be permitted. If, however, the Convenor exceptionally allows such an occurrence, the paper should be given the next available unused reference number, recorded in the minutes, circulated to members unable to attend the committee meeting, and added to the electronic records for the meeting.

7. MINUTES

7.1. Minute Formats

All formally constituted meetings require a formal record, the format for which will vary according to the type of meeting:

Full Formal Summary Minutes

A detailed official record required where internal and external scrutiny is necessary and where audit trails of decisions are required. Summary minutes, capturing the discussion, significant views expressed, decisions taken and actions are the most common form of committee record used within the University and should be used by all committees / sub-committees of Court and Academic Board.

Action Notes

Action notes can be little more than a series of bullet points with names against them to identify those with responsibilities post-meeting. These can be useful for groups that meet frequently (weekly or fortnightly for example) where the mechanisms of producing and following up on a formal set of minutes is not required. Action notes should be used only in informal meetings and are not appropriate for Court or its sub-committees.

Summary Reports

Required for internal and external scrutiny, often used when a more summarised record of the key issues and decisions are recorded, for example, Convenors' reports to Court.

7.2. Minute Style and Content

In-house training for minute-taking is available and is considered essential for all members of staff new to committee servicing. Experienced Clerks would also benefit from attending as a refresher and means of sharing experience with colleagues.

The minutes of a meeting should aim to capture the sense of the meeting in a brief manner. Communications from meetings often take the form of minute extracts therefore it is important to ensure that each section within the minute makes sense in its own right without the need for additional background information or clarification.

Minutes are not a transcript of discussion, but an official record of a meeting. In summary terms, the main precepts for any minutes produced within the University are as follows:

- The record should include the time, date and venue of the meeting;
- It should list everyone who was present, all who sent apologies, anyone in attendance and the name of the Clerk;
- Each agenda item discussed should be recorded separately under its own heading;
- Each paper should be numbered consecutively from the start of each academic session;
- Only the main points of the discussion should be recorded; the use of bullets is acceptable to provide clarity;
- Detailed information contained in papers should not be repeated in minutes unless necessary for illustration or clarification purposes;
- All important decisions should be recorded accurately, using the terminology outlined in 7.3 & APPENDIX M. Clarification of the decision taken should be sought if necessary from the Convenor;
- Actions should be clearly noted together with the individual responsible for their completion and the date by which they are expected to be completed;
- Any documents tabled at the meeting should be recorded as such. A copy should be retained by the Clerk as part of the master copy of documentation for the meeting;
- Plain, grammatically correct language should be used;
- Jargon should be kept to a minimum and acronyms explained the first time they are used;
- The past tense should be used at all times (it is a record of an event that has taken place);
- Sentences should be clear, concise, accurate and unbiased, and
- It is University practice **not** to quote or identify individuals by name (see section 7.4.1), nor to attribute particular views to individuals. Decisions taken by University committees are done so on the basis of collective responsibility.

A standard minute template and example of a formal minute in the University style are included as APPENDIX K and APPENDIX L .

7.3. Standard Lexicon of Terminology

To ensure clarity, a restricted set of defined common terms as set out in APPENDIX M should be used consistently in papers and minutes. There may be instances where it is appropriate to use other terms, but these should be limited as far as possible and agreed in advance with the Convenor when papers are being prepared.

7.4. Legal Compliance Issues

When minutes and reports are written, it should be assumed they will be publicly available within a short period unless it is clear that some of the contents fall within the exemptions from publication provided under the FoISA, in which case the business should be dealt with under a reserved section of the agenda and a

separate reserved minute produced (see 5.3 above). This will require careful consideration. It does not necessarily follow that because an agenda paper is covered by an exemption, the relevant minute of its discussion will also be exempt.

7.4.1. Identification of Individuals in Minutes, Papers & Reports

Freedom of Information legislation can mean that all minutes, papers and reports are potentially accessible to the public, either through routine publication of open minutes on the University's website or on request under the Freedom of Information (Scotland) Act 2002.

Data Protection legislation requires that a cautious approach is taken to making personal data available. It is desirable that University minutes are written in such a way that they can, wherever possible, be published. A common-sense approach needs to be adopted, as outlined below.

In writing minutes, papers or reports Clerks and authors should consider very carefully whether it is ever necessary to identify individuals by name. Clerks should minimise the extent to which individuals are mentioned by name through the use of a style of "It was suggested that ..." or "a member suggested that..." rather than "Professor Higgins suggested that..."

If it is necessary to identify a speaker to make the significance of the comments clear, this should normally be done by reference to the role the speaker plays in the Committee (e.g. the Convenor) or to the office held within the University (e.g. "The Director of.....").

Similarly, students' names and other personal data should not be recorded unless absolutely necessary. For example, this would be required in the minutes on an Academic Conduct committee meeting (which would be reserved in any event) but would not be required in reporting a summary of decisions to the Academic Board.

The exceptions to this would be when someone is being thanked or congratulated personally by the membership on a professional achievement, or for their contribution to the committee upon leaving. It is unlikely that recording such matters, provided they fall within the scope of public life, would present any difficulties. Where a member is insistent that they oppose a particular point or decision made in the meeting and wish this opposition to be recorded, then their opposition should be recorded and the member identified (with their permission).

References to personal events in the lives of members which may be mentioned in the course of proceedings (e.g. births, periods of illness) should not be recorded in the minutes.

7.4.2. Website Implications

Members and university staff participating in all committees whose minutes and reports are placed on the internet should be made aware of this practice. This information is limited to recording their attendance at the meeting of a public body in an official capacity. As such, publication in this way would be considered to be entirely acceptable within the terms of the Data Protection Legislation.⁵

7.5. Approval Status

Minutes will go through a series of changes before a final “approved” status is reached:

Status	Definition
Unapproved / Not Circulated	This is the first iteration. The minutes have been drafted by the Clerk for consideration by the Convenor.
Unapproved / Circulated	<p>The minutes have been sent to the Convenor and any changes incorporated. The minutes are then circulated to members at the earliest opportunity. If there are any considerations regarding reserved and unreserved business minutes this should be taken account of (see Section 5.3). This also applies to electronic storage such as different SharePoint or team-sites.</p> <p>It is worth stressing that, although the minutes have been “approved” by the Convenor they are not yet formally approved. As such, the minutes may be made available to university staff for information but are not suitable for the public domain (see also Section 7.4.2).</p> <p>Important: it should be stressed that, prior to and after a minute is formally approved, any other versions such as draft minutes, hand-written notes, log books etc. can be requested under the FoISA. These should therefore not be retained by the Clerk under normal circumstances once the formal record has been approved and should be destroyed securely.</p>
Approved / Circulated	The minutes have been considered at the next meeting, any changes agreed and they are now considered a formal record. Clerks should ensure open minutes are structured and written such that they can be published without difficulty (see Section 7.4). Again, reserved minutes will almost certainly have Data Protection Legislation/FoISA restrictions and will not be routinely published. Other than that, minutes are a matter of public record.

8. COMMITTEE RECORDS MANAGEMENT

8.1. Records Management

Retention of Master Record

The Clerk is responsible for retaining a full set of master committee records in a secure storage area. For Court and Academic Board, these should be retained in hard copy. For all other committees, records should be stored electronically on an agreed area of the University network. These records should be stored in the PDF/A format (guidance on the use of the PDF/A format can be found on the University’s [Records Management intranet site](#)). In both cases (i.e. hard and electronic copies), the following should be retained:

⁵ The EU-General Data Protection Legislation (GDPR) and Data Protection Act 2018
Page 20 of 48

- One copy of the approved circulated minute;
- One copy of the agenda, and
- One copy of the papers discussed (including any papers tabled at the meeting).

Draft minutes and notes **should not be retained** (see Section 7.5).

In addition, a master electronic version of each of the above must also be retained in either a secure network drive or SharePoint site where access is limited to those directly concerned with the work of the committees to ensure the integrity of the master record.

Naming Conventions

Clear and consistent naming conventions for electronic committee records should be used which make clear the status of each document and allow for easy identification and retrieval.

In general, the filename should include the paper code, the paper name (shortened as appropriate), the date of publication, version (see below) and status of the paper, e.g.

AB(1819)26_ mins_20190501_approved_circulated.doc

AB_Agenda_20160501_circulated.doc

AB(1819)16_Principal's_Report_20190501.doc

Version Control

Where a number of working versions of a document are produced, the version number of the document should be included as part of the file name. This ensures a clear audit trail exists for tracking the development of a document and identifying earlier versions when needed. The following should be observed:

<paper ref.><document name> <version number> <status: draft/final/circulated>

e.g:

AB(1819)15_Pathway_College_Update_V1_DRAFT.doc

AB(1819)16_Principal's_Report_20190501_FINAL_CIRCULATED.doc

Publication and Sharing

Committee records should be made widely available internally (for committees whose business can be freely shared) through publication on the University intranet, normally via a SharePoint site or shared network drive.

Open minutes and agendas should be published, where appropriate, on the University intranet site following their approval.

8.2. Retention of Committee Records

Records of University Committees and working groups typically document University decisions and policy formulation and will usually have long-term archival value.

Master copies of the agendas, papers and minutes of University Court, Academic Board, ULT and their sub-committees must be retained permanently.

Master copies of the agendas, papers and minutes of all other University committees and working groups should be retained in accordance with guidance issued by the University's Information Governance team and as agreed by the Convenor of the committee/working group and/or senior management in the relevant area. Please see: <https://staff.napier.ac.uk/services/governance-compliance/governance/records/Pages/RecordsRetentionSchedules.aspx>

Duplicate copies should be disposed of when no longer required for reference purposes.

9. STAFF DEVELOPMENT & TRAINING

The University currently offers in-house training on committee servicing, minute taking and report writing, which are aimed at those with limited or no experience and are useful to those who have been clerking meetings for some time.

Anyone who takes on the role of committee Clerk should attend these training sessions and be familiar with good practice and procedures. This is important, even for staff with prior experience at other institutions, as it covers much of the University specific terminology and methodology. Further details on these training events can be obtained from Human Resources & Development.

Legal Compliance

In recent years legislative compliance has had an increasing role to play in the running, conduct and support of committees. As such, it is important that Clerks are knowledgeable with regards to the implications of legislation on the committees they support. For this reason, it is imperative that staff attend the briefings on the **General Data Protection Regulation, FoI and Equality Impact Assessment** which are run regularly within the University by expert staff. Further details on these training events can be obtained from Human Resources & Development.

10. REFERENCES & FURTHER INFORMATION

Grier. J (2002), *Just a Minute: A guide to Committee Servicing*, AUA Good Practice Series Number 26 (second edition)

Field T (2002), Data day issues: A guide to data protection, AUA Good Practice Series Number 27

Grier, J (2007), AUA Good Practice Series Number 32 – A Sense of Freedom: Committee Servicing and the Freedom of Information Acts

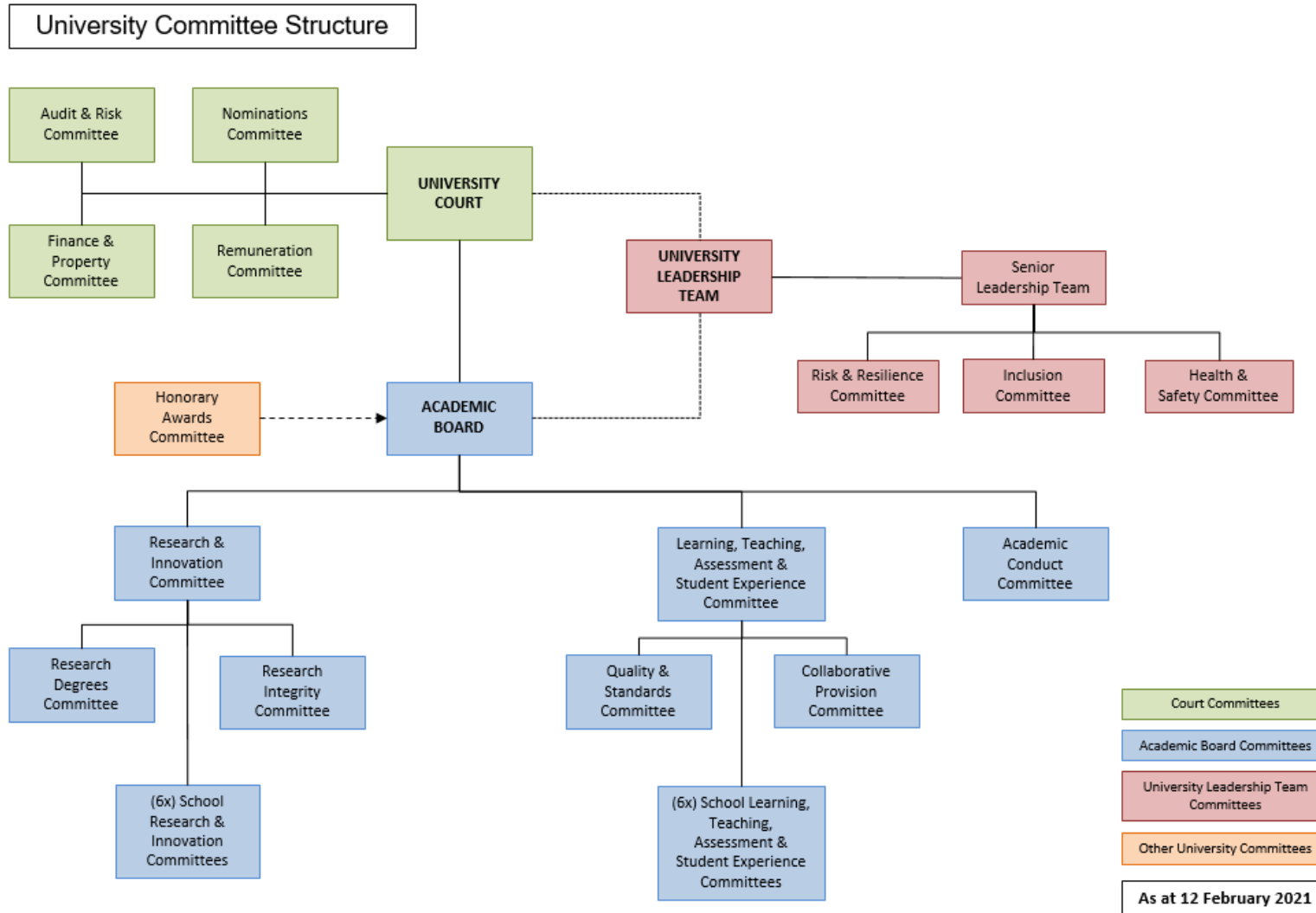
Committee of University Chairmen (2004), Guide for Members of Higher Education Governing Bodies in the UK.

Edinburgh Napier University Court Handbook (e-version available for download on the staff Intranet)

Leadership Foundation for Higher Education (2008), A Guide for New Clerks and Secretaries of Governing Bodies of Higher Education Institutions in the UK

Please contact Governance Services with any queries on this guidance.

APPENDIX A UNIVERSITY COMMITTEE STRUCTURE



APPENDIX B CYCLIC MODEL OF MAIN EVENTS & TIMINGS

Lead Time	Event	Detailed Clerk's Action
1 6 weeks prior to meeting	<ul style="list-style-type: none"> ▪ Call for agenda items and papers. ▪ Reminder to those with actions from last meeting. ▪ Consult annual schedule of business. 	<p>Email all committee members and confirm deadlines.</p> <p>Check forward agenda list and annual schedule of business to identify those responsible for agenda items and with actions from the last meeting. Email individually.</p>
2 4 weeks prior	<ul style="list-style-type: none"> ▪ Deadline for agenda items ▪ Draft agenda to Convenor for comment 	<p>Create draft of agenda based on items submitted, brought forward from previous meetings and drawn from the annual schedule of business.</p> <p>Submit to Convenor for consideration.</p>
3 2.5 weeks prior	<ul style="list-style-type: none"> ▪ Deadline for Convenor's agenda approval 	<p>Following liaison with Convenor, create second draft of agenda with anticipated papers referenced.</p>
4 2 weeks prior	<ul style="list-style-type: none"> ▪ Deadline for submission of papers ▪ Papers to Convenor for comment 	<p>Liaise with authors to ensure standard paper format / template has been followed.</p> <p>Submit to Convenor for information and comment (if required).</p> <p>Finalise agenda.</p>
5 1 week + 1 day prior 3 days prior.	<ul style="list-style-type: none"> ▪ Deadline for agenda and papers to be circulated to members 	<p>Circulate agenda and papers to members.</p> <p>Post these on staff intranet space in PDF format.</p> <p>Prepare Convenor's briefing notes if required (to include apologies for the meeting).</p>
6 0	Meeting is held	
7 1 week post meeting	<ul style="list-style-type: none"> ▪ Draft minutes to Convenor for approval ▪ Notify actions to relevant staff via draft minute extract 	<p>This is the latest date to ensure Clerk and Convenor have a clear recollection of what was agreed.</p>
8 2 weeks post	<ul style="list-style-type: none"> ▪ Deadline for minutes to be circulated to members 	<p>Make any changes or corrections as required by the Convenor.</p> <p>Circulate "unapproved" minutes to members and publish on staff intranet.</p> <p>Prepare report for parent committee if required.</p>

APPENDIX C TERMINOLOGY OF MEMBERSHIP

Membership Category	Description
Convenor	The person – as designated by the constitution - with formal responsibility for leading a committee.
Vice Convenor	The person identified as having the responsibility for leading a committee in the absence of the Convenor. This may, or may not, be a formal requirement depending on the particular Constitution of a committee.
Ex officio members	Those whose position in the University automatically carries with it the right of membership of a committee. They do not have to be elected and remain members indefinitely while they remain in that role or until the constitution of the committee changes.
Elected members	Those elected to a committee drawn from a specified category such as staff or students. Normally they will serve on the committee for a fixed period of time.
Lay members	Specific to University Court – external persons appointed to Court reflecting a variety of different interests and experience from the private, public or voluntary sectors.
Co-opted Member	A temporary member invited to a committee to bring special expertise or knowledge not available through the standard membership. The purpose and period should be recorded at the outset and monitored by the committee. Specific rules regarding co-option apply to Court and its sub-committees under Court’s Standing Orders. <u>Co-opted members have the same voting rights as a ‘full’ member.</u>
In Attendance	People attending a committee meeting for particular purposes who are not members. In some cases, specific roles will be defined within the constitution of a committee as being “in attendance” for a particular reason such as: position within the University, provider of specialist input (such as financial commentary) or Clerk to the committee.
Observers	Occasionally, the Convenor may permit a non-member to attend as an “observer” (this would be in a non-speaking or other participatory role).

ACADEMIC BOARD

FORWARD SCHEDULE OF BUSINESS 20XX/XX

Standing items at all meetings	Author/ Sponsor
Principal's Report	Principal
Minutes of previous meeting	Secretary/ Principal
Receipt of sub-committee minutes	Convenors of sub-committees
Member updates (if appropriate)	Secretary/ Principal
October 20XX	Author/ Sponsor
Terms of Reference, Constitution and Membership of Academic Board (for noting)	Secretary/ Principal
Forward Schedule of Business of Academic Board	Secretary/ Principal
Report on Student Surveys	Vice Principal
Honorary Awards for approval	Principal
Academic Calendar: Update	Director of School Support Service
Research & Innovation Committee Annual Report	Vice Principal
Learning, Teaching & Assessment Committee Annual Report	Vice Principal
Student Experience Committee Annual Report	Assistant Principal (Student Experience)
Quality & Standards Committee Annual Report	Dean, Learning & Teaching
Annual Report on Quality Enhancement Activity to the Scottish Funding Council Final Report (for information)	Vice Principal
November 20XX	Author/ Sponsor
Student Population Forecast & Early Matriculation Numbers for 20XX/XX	Vice Principal
Student Partnership Agreement	Assistant Principal, Student Experience
Personal Development Tutors	Assistant Principal, Student Experience
Top Risks Monitoring Report (1 of 3)	University Secretary
Update on Planning & Budgeting Process	Vice Principal

March 20XX	Author/ Sponsor
Report on Applications for 2018/19	Assistant Principal, International
Student Enrolments and Forecasts for 20XX/XX	Vice Principal
University Strategy Key Performance Indicators & Academic Strategy KPIs	Principal/ Vice Principal
Student Appeals, Complaints & Conduct: Statistics and Annual Report	University Secretary
Student Retention	Assistant Principal, Student Experience
Higher Education Achievement Record (HEAR)	Assistant Principal, Student Experience
Draft SFC Outcome Agreement	Vice Principal
Planning Process Update	Vice Principal
Top Risks Monitoring Report (2 of 3)	University Secretary

June 20XX	Author/ Sponsor
Corporate Plan Priorities 20XX/XX	Vice Principal
Collaborative Provision Committee: Annual Report and Register of Activity	Vice Principal
Annual Report on Quality Enhancement Activity to Scottish Funding Council	Vice Principal
Academic Regulations 20XX/XX	Dean of Learning & Teaching
Academic Calendar 20XX/XX	Director of School Support Service
Higher Education Achievement Record (HEAR)	Assistant Principal, Student Experience
Quality Framework	Dean Learning & Teaching
Honorary Awards for approval	Principal
Research & Innovation Strategy Update	Dean, RIO
SFC Outcome Agreement (Final Submitted)	Vice Principal
Top Risks Monitoring Report (3 of 3)	University Secretary
Meeting Dates for Next Year	Secretary

Annual Self-Evaluation of Effectiveness of Committees

Process for Completion

1. Following the last committee meeting of the academic year the Clerk should circulate this evaluation template to all committee members to complete and return to the Clerk. The Clerk and Convenor should also complete the template.
2. The Clerk should collate the feedback received, share and discuss with the Convenor, and together they should propose any improvement actions as appropriate.
3. The Clerk should prepare a paper summarising the review and any proposed improvement actions which the Convenor should present at the first meeting of the committee in the new academic year for consideration and agreement as appropriate. This will inform, as appropriate and where required, reports on committee business and effectiveness submitted to parent committees.

Committee Title:		Name:		Academic Session:	
-------------------------	--	--------------	--	--------------------------	--

	Strongly Disagree	Disagree	Agree	Strongly Agree	Comments (if disagree, please elaborate)
The committee has been effectively fulfilling its remit over the last year.					
On the basis of the business dealt with over the last year, the current remit, constitution and terms of reference remain appropriate.					
In terms of the quantity, relevance and level of business dealt with by the committee, have there been					

any recurring issues or themes which you feel should be raised?	
Are there any other issues relating to the effective operation of the committee which should be noted?	
What actions (if any) are proposed to address the issues identified above in the next academic year?	Action 1: Action 2: Etc.

**UNIVERSITY COURT
ACADEMIC BOARD**

Friday 20 October 2017 at 9.00 am in the Rivers Suite, Craiglockhart Campus

A G E N D A

Estimated
Timings

- | | | | |
|----|------|--------------------------------------|--------------------------------|
| 1. | 9.00 | Opening Remarks, Welcome & Apologies | ORAL
(Prof Sambell) |
|----|------|--------------------------------------|--------------------------------|

Part A Items for Discussion & Decision

- | | | | |
|----|-------|---|--|
| 2. | 9.05 | Minutes of Meeting held on 02 June 2017 | AB(16/17)58
(Prof Sambell) |
| 3. | 9.10 | Matters Arising | |
| 4. | 09.15 | Principal's Report | AB(17/18)01
(Prof Sambell) |
| 5. | 09.25 | Report on Student Surveys | AB(17/18)02
(Prof Sambell) |
| 6. | 10.00 | Academic Calendar Review Update | AB (17/18)03
(Dr Logie) |
| 7. | 10.20 | Honorary Awards* | AB(17/18)04
(Prof Sambell)
[Tabled Paper] |

Part B Receipt of Minutes

(These are received to confirm to the Board that its sub-committees are continuing to meet their remits and are undertaking business on its behalf to the standard it expects. Items of particular note can be brought to the attention of the Board by the respective committee convenors)

- | | | | |
|----|--|--|--|
| 8. | | Minute from the Research & Innovation Committee held 22 September 2017 | AB (17/18)05
(Prof Kennedy) |
| 9. | | Minute from the Joint meeting of Learning, Teaching & Assessment Committee & Student Experience Committee held 28 September 2017 | AB (17/18)06
(Prof Webster-Henderson) |

Part C Items for Information

- | | | |
|------------|---|---|
| 10. | Research & Innovation Committee Annual Report | AB(17/18)07
(Prof Kennedy) |
| 11. | Learning, Teaching & Assessment Committee Annual Report | AB(17/18)08
(Prof Webster-Henderson) |
| 12. | Student Experience Committee Annual Report | AB(17/18)09
(Dr Cairncross) |
| 13. | Quality & Standards Committee Annual Report | AB(17/18)10
(Prof Webster-Henderson) |
| 14. | Annual Report on Quality Enhancement Activity to the Scottish Funding Council | AB(17/18)11
(Prof Sambell) |
| 15. | Academic Board Membership and Terms of Reference | AB(17/18)12
(Prof Sambell) |
| 16. | Forward Schedule of Business | AB(17/18)13
(Prof Sambell) |
| 17. | Schedule of meetings for 2017/18 | |

All on Fridays at 9.00am in the Rivers Suite, Craiglockhart Campus:

08 December 2017

09 March 2018

01 June 2018

**EDINBURGH NAPIER UNIVERSITY
UNIVERSITY COURT
FINANCE & PROPERTY COMMITTEE**

Wednesday 11 May 20XX

**RESERVED BUSINESS
AGENDA**

- | | | |
|------------|--|-----------------------|
| 15. | Reserved Minutes of the Meeting held on 2 February 20XX | FPC (XX/XX) XX |
| 16. | Detailed Consideration of Contract with Commercial Partner | FPC (XX/XX) XX |
| 17. | Proposed Sensitive Commercial Activity | FPC (XX/XX) XX |

APPENDIX H SAMPLE CONVENOR'S BRIEFING NOTE

(NOTE: Names have been redacted from this document in accordance with University Data Protection principles).

EDINBURGH NAPIER UNIVERSITY
UNIVERSITY COURT
ACADEMIC BOARD
Friday 03 July 20XX at 9.00 am
in the Rivers Suite, Craiglockhart Campus

CONVENOR'S BRIEFING NOTES

- | | | | |
|-----------------------------|---------------------------------------|---|---|
| 1. | Estimated
Timings
0900-
0905 | <p><i>Opening Remarks, Welcome & Apologies</i>
<i>Please welcome members to the final meeting of the Session. You may wish to note that there is a very full agenda and a number of important items that merit the close attention of the Board.</i></p> <p><i>Please welcome Mickey Mouse, who has recently joined the University as Head of Governance & Management Services, and who will clerk the meeting.</i></p> <p><i>Please also welcome Donald Duck, the new Faculty Manager for Health, Life & Social Sciences, who will be an observer at the meeting as part of his induction</i></p> <p><i>As at 1 July, apologies have been received from:</i></p> <p style="margin-left: 40px;"><i>Snow White; Dopey Dwarf;</i>
<i>Cinder Ella; Christopher Robin;</i>
<i>Chip Potts;</i></p> | <p>ORAL
(Convenor)</p> |
|
 | | | |
| Part A | | | |
| <i>Items for Discussion</i> | | | |
| 2. | 0905-
0910 | <p>Minutes of Meeting held on 1 May 20XX
<i>Please ask members to approve the minutes as a fair record of the previous meeting.</i></p> <p><i>No objections have been flagged ahead of the meeting.</i></p> | <p>AB(XX/XX)26
(Convenor)</p> |
| 3. | | Matters Arising: | |

- a) Outcome of Election to Court (Item 15) **ORAL (Convenor)**
Please report for the record that Drizella Tremaine has been elected by the Board for a four-year term of office as member of University Court.
Please note Reginald Bushroot's contribution over the past eight years as the member of Court drawn from the Board.
4. 0910-0920 Principal's Report **AB(XX/XX)27 (Convenor)**
The Report is presented for members' information.
5. 0920-0930 University Strategy to 20XX **AB/(XX/XX)28 (Convenor)**
The Strategy is presented for members' information, having been approved by Court on 22 June.
6. 0930-0945 Academic Strategy to 20XX **AB(XX/XX)29 (Vice Principal)**
Please ask Edgar to speak to the final version of the Academic Strategy which is presented for the Board's approval. The Strategy has been endorsed by the LTA Committee and members have all had the chance to comment on a draft version that was circulated some weeks ago.
*Academic Board is requested to **consider** and **approve** the Strategy.*
7. 0945-1005 International Strategy to 20XX **AB(XX/XX)30 (Vice Principal Internationalisation)**
Please ask Victor to speak to the International Strategy which is presented for the Board's information. It would be appropriate to note that as an executive document the International Strategy has been considered by PEG. The aspects of the Strategy that relate to academic work are covered in the Academic Strategy.
*Academic Board is therefore requested to **consider** and **note** the Strategy.*
8. 1005-1020 Research, Knowledge Transfer and Commercialisation Strategy to 20XX **AB(XX/XX)31 (Dean Research & Innovation)**
Please ask Giles to speak to this Strategy which is presented for the Board's approval. The Executive aspect of the R&KT Strategy has been considered by PEG, and the Board will be asked to focus on the Academic aspects. Giles will help guide the discussion.
*Academic Board is therefore requested to **consider** and **approve** the Strategy.*

[PAPER CODE]

EDINBURGH NAPIER UNIVERSITY
[TITLE] COMMITTEE

[PAPER TITLE]

[Authors should ensure that their papers are written in a way that is appropriate to all intended audiences, whereby a single paper can be presented to a number of committees at different levels, with differences in framing and context relevant to each committee facilitated through the use of different cover sheets.]

The template may be used in two ways:

- (a) To act as the preface / cover sheet for a lengthy, detailed or complex paper (in which case the template is used to sum up the main areas for discussion at the committee and any recommendations or actions to be considered, while the full paper is attached as an appendix. Such cover sheets should normally be no longer than two sides.*
- (b) To form the “skeleton” structure around which a paper is prepared (this would be useful for papers where content is limited to no more than around two to three pages).*

The font used in papers and cover sheets should be Arial point 12 and text should be left aligned in accordance with accessibility guidance

Each paragraph within a paper should be individually numbered for ease of reference.

*Papers should be structured on the following template, **using those section headings which are relevant**. Text appearing in square brackets is for guidance and should be replaced by content specific to the paper.]*

Purpose

1. [Summarise the purpose of the paper and the action required of the committee. Wherever possible this should be to either **approve** or to **note** an issue. Authors should not use an open recommendation, for example asking members to ‘decide what course of action they want to take’ or ‘provide a steer on how they wish to respond’. If absolutely necessary, a choice between a small number of specific options should be offered]

Background

2. [Summarise why the issue has arisen and from what source; the history of discussions so far; any internal or external consultation conducted; and any key decisions taken to date by the Executive or Committees.]

Alignment to Strategic Objectives/External Policy Driver

3. [Clearly indicate which of the University's strategic objectives or which external policy/regulatory driver the paper is addressing]

Summary of Key Issues and Options

4. [This general heading can be used if appropriate to the particular content of the paper.]

Resource Implications

5. [Where appropriate, summarise the resources needed and from where these will be secured. Cover the main dimensions of people, finance and other relevant areas e.g. data, equipment. Outline what effects this will have on other priorities? What authority to invest at the required levels is needed and has been granted? How do the costs compare with anticipated benefits?]

Equality Considerations

6. [This heading can be used to highlight, where appropriate, particular issues concerning equality, diversity and inclusion. Refer to the [current guidance](#) on the requirements for Equality Impact Assessments and, if appropriate, indicate whether the matter contained requires and/or has been subject to a rapid or full Equality Impact Assessment. Completed Equality Impact Assessment Templates should be attached to the cover sheet. Wherever possible, such assessments should be undertaken prior to presenting the matter to a committee.]

Communication Issues

7. [Consider and identify to whom the outcome or content of the paper needs to be communicated. If the outcome is for wide communication, liaise with Marketing, Brand & Communications for assistance on the best approach and to provide brief key messages summarising what can be said about the issue to outside audiences.
8. If it is believed the paper should not be disclosed beyond the committee because the matter contained is sensitive or confidential in nature this should be indicated here with reference to the relevant exemption under the Freedom of Information (Scotland) Act 2002. These are:
 - Substantially prejudice a programme research (Section 27 – FOISA)
 - Substantially prejudice the commercial interests of any person or organisation (Section 33 – FOISA)
 - Breach of the Data Protection Act (Section 38 – FOISA)
 - Substantially prejudice the effective conduct of public affairs (Section 30 – FOISA)
 - Constitute a breach of confidence actionable in court (Section 36 – FOISA)

The duration of time for which the paper should be withheld should also be indicated here]

Risk Appetite

9. [Where appropriate, refer to the [Edinburgh Napier University Risk Appetite Statement](#) and indicate whether the matter requires and/or has been subject to an assessment of risk appetite. Completed Risk Appetite Templates should be attached to the cover sheet. Wherever possible, such assessments should be undertaken prior to presenting the matter to a committee.

Responsibility for Actions

10. [Identify the individual with responsibility for ensuring a given action is implemented, avoiding as far as possible ownership by groups and departments]

Monitoring/Evaluation & Reporting Back of Actions

11. [Where appropriate, set out how and when actions will be monitored, evaluated and reported back to the committee]

Timing

12. [Identify key deadlines and milestones. If appropriate, explain why it is important for the committee to make a decision at this meeting.]

Recommendation

13. [This is the place to make your recommendation(s) on what action is required of the committee. Provide a clear and specific recommendation for a particular course of action which is supported by your analysis. Wherever possible this should be to either **approve** or to **note** the matter.
14. Authors should not use an open recommendation, for example asking members to 'decide what course of action they want to take' or 'provide a steer on how they wish to respond'. If absolutely necessary, a choice between a small number of specific options should be offered. The recommendations given here should be consistent with the summary in paragraph one of the paper. If the number of recommendations is very large, it may be advisable to bring them together as a separate annex.]

[Initial(s) and Surname of Paper Sponsor]
[Job Title]

[Initials and Surname of Paper Author]
[Job Title]

[Date of Completion of Paper]

EDINBURGH NAPIER UNIVERSITY
QUALITY & STANDARDS COMMITTEE

Schedule of Quality Related Activities for Academic Session 20XX-XX

Purpose

1. The purpose of this paper is to provide Quality & Standards Committee (QSC) with a schedule of quality related activities that are planned for academic session 20XX-XX. The Committee is asked to note the content of this paper and to approve the introduction of a forward schedule of business for the Committee.

Background

2. As a means of assisting schools and subject areas with their forward planning Academic Development has started to develop a forward schedule of business for each of the University committees administered by staff within the department. The principle purpose of a forward schedule of business is to identify the Committee's standard business and the meeting at which each item will be considered. However, the forward schedule also enables specific known planned items for the current academic year to be noted and provides a mechanism for ensuring that Committee business for the following academic session is efficiently managed. Governance Services are introducing a similar forward schedule of business for Academic Board.

Forward schedule of standard business

3. A proposed forward schedule of standard business for QSC is attached as Appendix 1. The forward schedule of standard business reflects the Committee's remit and sets out the business that is expected at each meeting on a cyclical basis.

Schedule of quality related activities for academic session 20XX-XX

4. A proposed schedule of quality related activities for academic session 20XX-XX is attached as Appendix 2. This schedule is specific to the current academic session and identifies key activities which will be included on the Committee's agenda at key points throughout 20XX-XX.

Equality considerations

5. There is no requirement to undertake a rapid or full equality impact assessment in relation to this paper.

Communication

6. There are no restrictions regarding circulation of the content of this paper.

Recommendation

7. QSC is asked to:
 - a) **note** the proposed forward schedule of standard business for the Committee (Appendix 1) and the schedule of quality related activities for academic session 20XX-XX, and
 - b) **approve** the introduction of the forward schedule of business as a standing item for all future meetings.

Head of Academic Quality

31 August 20XX

APPENDIX K STANDARD MINUTE TEMPLATE

UN / APPROVED
NOT / CIRCULATED

[PAPER CODE]

EDINBURGH NAPIER UNIVERSITY
[NAME OF MEETING]

Minutes of the meeting held on [Day Date]
at [Time] in the Room, Campus

PRESENT: (title, initial, surname (role title); e.g. Dr J.H. Watson
(Head, School of Medicine))

IN ATTENDANCE: M. Hudson (Administrator, Administrative
Affairs)

APOLOGIES: Prof. J. Moriarty (Dean, Faculty of Education)

1. WELCOME

[opening remarks, apologies to be noted above]

2. MINUTES OF THE MEETING HELD ON [date]

[approved as a fair record?]

3. MATTERS ARISING

Update from Previous Discussion (AB(XX/XX)13 - Item
4.1.2)

4. SUBSTANTIVE AGENDA ITEM

AB(XX/XX)23

4.1 Para 1

4.2 Para 2

4.3 Decision (*note / approve – decision term in bold*)

5. Date of Next Meeting

**APPROVED
AB(17/18)XX
CIRCULATED**

**EDINBURGH NAPIER UNIVERSITY
UNIVERSITY COURT**

ACADEMIC BOARD

**Minutes of the meeting held Friday 20th October 2017 at 9.00 am in
The Rivers Suite, Craiglockhart Campus**

PRESENT:

Professor A Sambell (Vice Principal (Deputy Vice Chancellor)) (Convenor); Ansten Augustus Arulpragasam (Student Rep); Franziska Baumann (Student Rep); Dr S Cairncross (Assistant Principal); Dr N Cimini (School of Applied Sciences); Dr A Fonzone (School of Engineering & the Built Environment); Dr J Hails (School of Arts & Creative Industries); Dr G Hutchison (Dean, School of Applied Sciences); Professor J Kennedy (Dean, Research & Innovation); Mr M Khatri (ENSA President); Mr R Lannon (School Academic Lead, Quality Enhancement); Dr S Logie (Director, School Support Service & Academic Registrar); Dr L Muir (School of Computing); Mr D Telford (Director, Information Services); Ms A Sharp (School of Health & Social Care); Dr S Smith (Dean, School of computing); Dr E Theodoraki (Business School); Professor Alyson Tobin (Interim Dean, Business School); Professor B Webster-Henderson (Dean, Learning & Teaching); Dr N Urquhart (School of Computing).

IN ATTENDANCE:

Mr D Cloy (Assistant University Secretary); Dr G Webber (University Secretary).

APOLOGIES:

Professor A Nolan (Principal & Vice Chancellor); Professor L Dryden (School Academic Lead, Research); Dr A Gavris (Business School); Ms N Graham (Assistant Principal); Professor E Hart (Professoriate); Professor T Humphrey (Dean, School of Health & Social Care); Mr M Innes (School of Arts & Creative Industries); Dr Eva Malone (School of Applied Sciences); Dr I McIntosh (Acting Dean, School of Engineering & the Built Environment); Professor A McCleery (Professoriate); Ms P Miller-Judd (Dean, School of Arts & Creative Industries); Dr B Neades (School of Health & Social Care); Professor B Paechter (School Academic Lead, Research).

1. WELCOME & OPENING REMARKS

- 1.1 The Convenor welcomed members to the first meeting of the new session and extended a particular welcome to the new student members and to Professor Alyson Tobin (Interim Dean of the Business School) who were attending their first meeting.
- 1.2 The apologies were **noted**.

PART A: ITEMS FOR DISCUSSION & DECISION

2. MINUTES OF MEETING HELD ON 2 JUNE 2017 AB(16/17)58

2.1 The minutes were **approved** as an accurate record of the previous meeting.

3. MATTERS ARISING

3.1 No matters arising were identified.

4. PRINCIPAL'S REPORT AB(17/18)01

4.1 Academic Board **noted** the report.

5. REPORT ON STUDENT SURVEYS AB(17/18)02

5.1 Academic Board received the paper which identified themes across the various student satisfaction surveys undertaken and outlined the actions being taken by the University in response to the student feedback received. Further context was provided to the data presented in relation to the PRES along with an overview of action planning activity underway in relation to it.

5.2 Discussion followed during which the critical role of the Programme Leader in enhancing the student experience was recognised, as were some of the challenges they faced in performing their duties. The importance of providing support to help Programme Leaders carry out their roles effectively was emphasised and the role of Programme Leader Forums and leadership development training were highlighted as elements which would contribute to this. The importance of effective Staff Student Liaison Committees and Boards of Studies with appropriate student representation was noted. Difficulties faced by the Students' Association, ENSA, in identifying Programme Reps for the current session were highlighted and it was agreed that support should be provided to help ensure more Reps were signed up. The need to make improvements around student engagement, voice and community were recognised, and the upcoming Student Engagement Strategy, which would cover these areas, was highlighted. It was noted that this strategy would be brought to the Board at a future meeting. In response to a query as to whether there was any gender differentiation which could be discerned from NSS responses, it was noted that the data was available to enable this to be explored further.

5.3 Thereafter, Academic Board **noted** the update.

6. ACADEMIC CALENDAR REVIEW UPDATE AB(17/18)03

6.1 Academic Board received the paper which outlined a range of issues surrounding possible future amendments to the academic calendar and provided a number of principles and an indicative alternative academic calendar for discussion. It was noted that the paper was in the process of being discussed at a range of forums, including within Schools, and that the

working group would gather and reflect on the feedback obtained and bring a recommendation to Academic Board at its December meeting.

- 6.2 Lengthy discussion followed in which a wide range of detailed comments were fed back by members. Members were broadly positive about the principles presented, whilst recognising a number of issues and points of detail which would need to be worked through and resolved in operationalising any proposal. It was noted that feedback to date had been particularly positive about revision weeks, student opportunities weeks and later start dates, however there was particular concern around the potential reduction in contact time with students. The implications for the academic workload were also discussed.
- 6.3 Members were thanked for their detailed consideration and feedback and invited to provide any further feedback to the working group outwith the meeting.
- 6.4 Thereafter, Academic Board **noted** the paper.

7. **HONORARY AWARDS*** **AB(17/18)04**

[Clerk's note: This paper was tabled and collected from members following the meeting]

- 7.1 Academic Board **approved** the Honorary Award nominations recommended by the Honorary Awards Committee for onwards transmission to Court for endorsement.
- 7.2 It was noted that good progress had been made in terms of the gender balance of nominations received, but that further progress could be made to enhance the broader diversity of nominations. Members were encouraged to consider and put forward appropriate nominees in view of this.
- 7.3 Following discussion around nomination criteria and the balance of nominees in terms of their background, it was agreed to provide, for members' information, the list of those who had received Honorary Awards along with the criteria and guidance for selection.

PART B RECEIPT OF MINUTES

Academic Board received the minutes of the following meetings to confirm that its sub-committees were continuing to meet their remits and were undertaking business on its behalf to the standard it expects.

8. Minutes of Research & Innovation Committee meeting held on **AB(17/18)05**
22 September 2017

It was noted that the committee was reflecting on the most effective way to communicate outcomes and decisions arising from its business.

The minutes were **noted**.

9. Minutes of Joint Student Experience Committee & Learning, **AB(17/18)06**
Teaching & Assessment Committee meeting held on 28
September 2017

It was noted that LTAC & SEC were meeting jointly this session to enable a coherent focus on overlapping areas of activities particularly surrounding NSS feedback.

The minutes were **noted**.

PART C ITEMS FOR INFORMATION

- 10. RESEARCH & INNOVATION COMMITTEE ANNUAL REPORT AB(17/18)07**
- 10.1 Academic Board **noted** the 2016/17 annual report of the Research & Innovation Committee.
- 11. LEARNING, TEACHING & ASSESSMENT COMMITTEE ANNUAL REPORT AB(17/18)08**
- 11.1 Academic Board **noted** the 2016/17 annual report of the Learning, Teaching & Assessment Committee
- 12. STUDENT EXPERIENCE COMMITTEE ANNUAL REPORT AB(17/18)09**
- 12.1 Academic Board **noted** the 2016/17 annual report of the Student Experience Committee.
- 13. QUALITY & STANDARDS COMMITTEE ANNUAL REPORT AB(17/18)10**
- 13.1 Academic Board **noted** the 2016/17 annual report of the Quality & Standards Committee.
- 13.2 Thanks were extended to all those involved in Academic Board's sub-committees for the significant and valuable work they had undertaken over the past year.
- 14. ANNUAL REPORT ON QUALITY ENHANCEMENT ACTIVITY TO THE SFC: FINAL REPORT AB(17/18)11**
- 14.1 Academic Board **noted** the final submitted annual report to the Scottish Funding Council on institution-led processes to maintain and enhance academic quality.
- 15. ACADEMIC BOARD MEMBERSHIP & TERMS OF REFERENCE AB(17/18)12**
- 15.1 Academic Board **noted** its terms of reference and membership for 2017/18.
- 15.2 The outcome of the Board's annual effectiveness evaluation was also noted.
- 16. FORWARD SCHEDULE OF BUSINESS AB(17/18)13**
- 16.1 Academic Board **noted** the 2017/18 Forward Schedule of Business.

17. SCHEDULE OF MEETINGS 2017/18:

Noted as:

8 December 2017

9 March 2018

1 June 2018

All at 09.00, Rivers Suite, Craiglockhart Campus.

OTHER MATTERS

It was noted that the University had been successful in its bids for funded places for Graduate Level Apprenticeships.

The ENSA President extended an invitation to members to attend the Scotland Celebrates Black History Month event on 30 October.

Thanks were extended to members who had demitted their membership of the Board since the last session.

***denotes a paper to which an exemption under the Freedom of Information (Scotland) Act 2002 applies.**

STANDARD LEXICON OF COMMITTEE TERMINOLOGY

Terminology for Papers

Term	Definition
Note	Where the matter is presented to the committee for information and no decision or action is required to be taken e.g. The Committee is asked to note the report on student complaints.
Consider	For use where the committee is being asked to give attention and deliberation to the matter proposed prior to reaching its decision. It should be used along with the term reflecting the decision desired e.g. The Committee is asked to consider the matters outlined in this paper and approve the new policy on Environmental Management.
Endorse	Where the committee is being asked to express its approval or support for a matter not requiring formal approval e.g. The Committee is asked to endorse the proposed approach to improving communication with students.
Homologate	To be used where the committee is being asked to officially confirm or countenance a decision taken by Chair's action between meetings, other urgent actions necessarily and properly taken by officers or to ratify any decisions taken by non-quorate meetings e.g. The committee is asked to homologate the actions taken by the Chairman and Finance Director in the acquisition of.....
Approve	Where the committee is being asked to officially agree to something (a strategy, policy, procedure or course of action). e.g. The committee is asked to approve the HR Strategy.

Terminology for Minutes

Term	Definition
Note	Where the matter is presented to the committee for information and no decision or action is required to be taken e.g. The Committee noted the report on student complaints.
Consider	For use where the committee is being asked to give attention and deliberation to the matter proposed prior to reaching its decision. It should be used along with the term reflecting the decision desired e.g. The Committee considered the matters outlined in this paper and approved the new policy on Environmental Management.
Endorse	Where the committee is being asked to express its approval or support for a matter not requiring formal approval e.g. The Committee endorsed the proposed approach to improving communication with students.
Homologate	To be used where the committee is being asked to officially confirm or countenance a decision taken by Chair's action between meetings, other urgent actions necessarily and properly taken by officers or to ratify any decisions taken by non-quorate meetings e.g. The committee homologated the actions taken by the Chairman and Finance Director in the acquisition of.....
Approve	Where the committee is being asked to officially agree to something (a strategy, policy, procedure or course of action) e.g. The committee approved the HR Strategy.

APPENDIX N STANDARD HEADER FOR COMMITTEE PAPER

Each committee paper, agenda and minute should have a common header which is standard to all University committee papers. The **header on the first page** of every paper should contain the following:

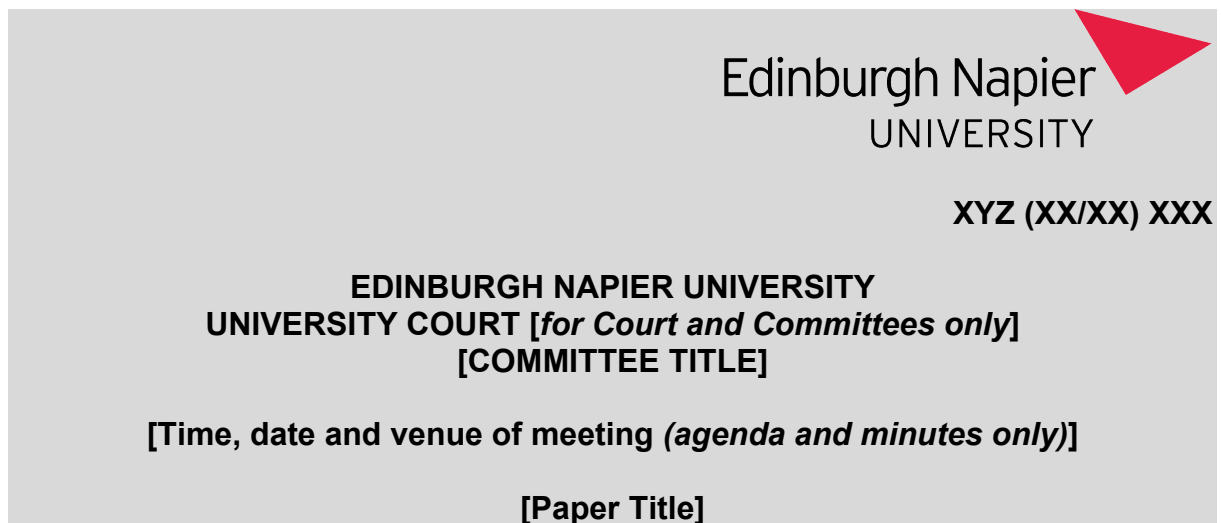
In the document header space:

- University logo – the logo must measure 83mm long in accordance with University branding guidelines⁶.

In the document body (all in Arial 12pt) :

- Paper number;
- Edinburgh Napier University (bold, all capitals);
- Committee Title (bold, all capitals) – ‘UNIVERSITY COURT’ should precede the title if the committee is a sub-committee of Court;
- Paper title (Capitalise each word), and
- Time, date and venue of meeting (agenda/minutes only).

An example is given below:



⁶ <https://staff.napier.ac.uk/services/corporateaffairs/photography-logos-branding/Pages/Logos.aspx>