

Part 2

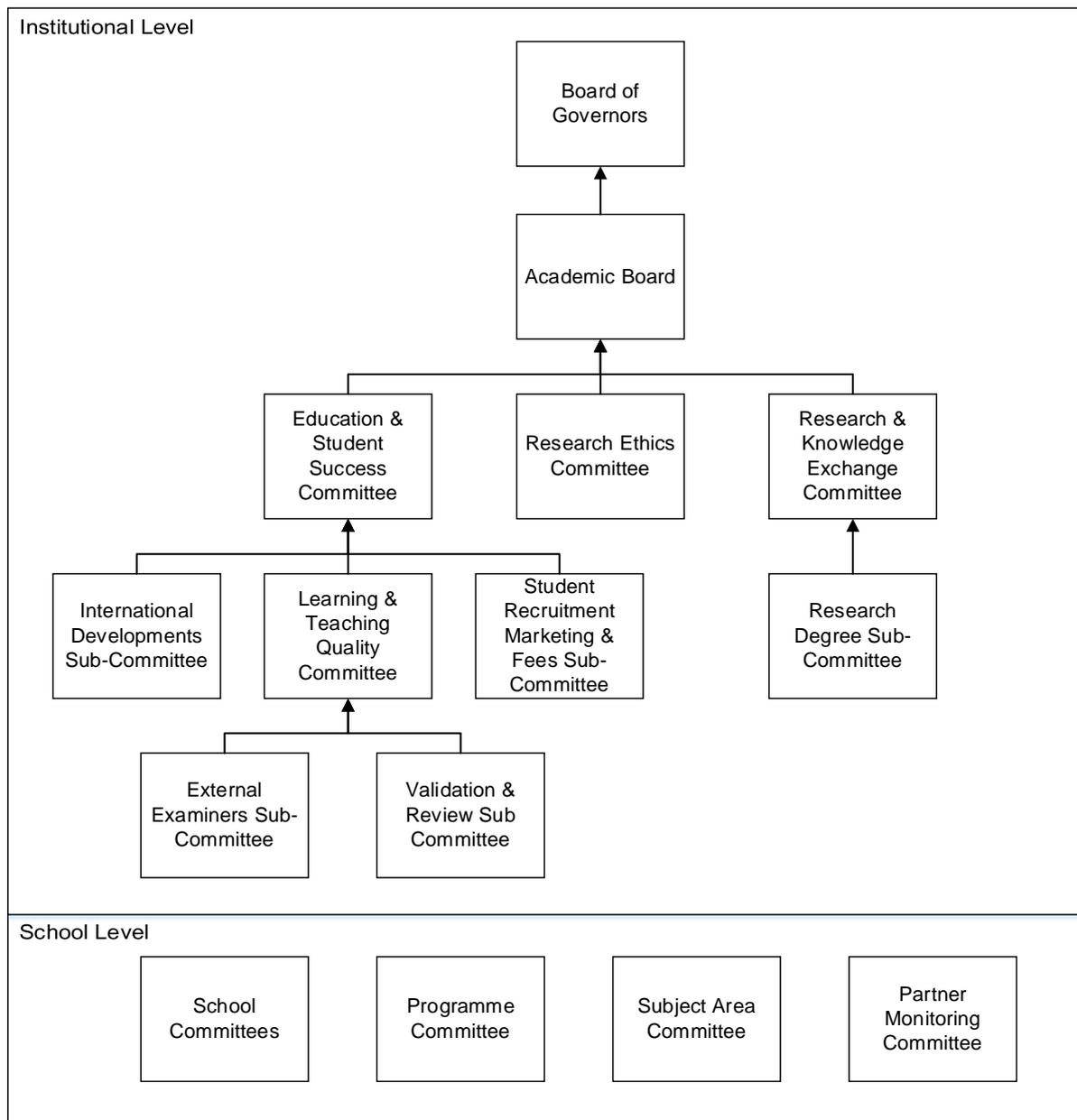
Responsibility for Quality Assurance & Enhancement

1 Introduction

- 1.1 UEL's quality assurance and enhancement system incorporates clear lines of responsibility and accountability. This can be seen from two different perspectives: the collective responsibility of staff through the committee structure; and the individual responsibility of all staff in the performance of their duties.
- 1.2 This manual details the locus of responsibility for implementation of the various elements of our policies and procedures, and for its monitoring. Quality and Standards Committee regularly reviews elements of our procedures as appropriate, and receives on an annual basis an annual summary of changes that have been made.

2 The committee structure

The following is a basic visual interpretation of the committee structure followed by a summary of the roles and responsibilities of committees associated with quality assurance. The full terms of reference for committees, are available on UEL's web site (<https://www.uel.ac.uk/Discover/Governance>).



2.1 The Board of Governors

The Board of Governors is responsible for determination of the educational character and mission of the University and for oversight of its activities. Its key responsibilities relating to quality assurance include:

- Oversight of the programme of quality related activities scheduled for the year and discussion of the outcomes of those activities. Leading to submission of any annual accountability returns.

2.2 Academic Board

The Academic Board is responsible for academic quality in relation to taught programmes and research. Many of the operational aspects are delegated to

standing committees of Academic Board. The Board monitors the operation of delegated powers by the receipt of minutes and reports from its committees. Its key responsibilities relating to quality assurance include:

- Oversight of the programme of quality related activities scheduled for the year and discussion of the outcomes of those activities.
- Criteria for the admission of students.
- The appointment and removal of internal and external examiners.
- Policies and procedures for assessment and examination of the academic performance of students.
- The content of the curriculum; academic standards and the validation and review of courses.
- The procedures for the award of qualifications and honorary academic titles.
- The procedures for the expulsion of students for academic reasons.
- Considering the development of the academic activities of the University and the resources needed to support them and for advising the Principal and the Board of Governors thereon.
- Advising on such other matters as the Board of Governors or the Principal may refer to the Academic Board.

2.3 Education and Student Success Committee

The Education & Student Success Committee is responsible to Academic Board for leading UEL's strategic approach to the development, delivery and support of the Academic Strategy, and management of the academic portfolio. Including broad issues of higher education policy; matters relating to the Teaching Excellence Framework; oversight of measures to improve student attendance, engagement, progression, completion, achievement, employability, and satisfaction; student recruitment and admission; initial approval for new programmes and institutional approval of new partners. The Deputy Vice-Chancellor (Academic) is *ex-officio* chair of the Education & Student Success Committee.

2.4 Research Ethics Committee

The Research Ethics Committee is responsible for advising Academic Board on the development of research ethics policy and planning, monitoring and implementation of procedures for research ethics. It oversees the provision of research ethics training and advice to staff and students, and considers applications for the approval of research programmes involving the use of human participants. The Research Ethics Committee is chaired by a nominee of the Academic Board.

2.5 Research and Knowledge Exchange Committee

The Research and Knowledge Exchange Committee is responsible for advising Academic Board on policy and strategy for research and knowledge exchange; stimulating a culture of research, enterprise and innovation within

UEL; strategy for developing research and third stream income; strategies for the delivery of Higher Education Innovation Fund (HEIF) funded (or any subsequent funding resource) activity; and to develop and monitor impact strategies, with particular reference to the 2013 Research Excellence Framework submission, our external engagement, and the Research Councils UK research concordats. The Pro Vice Chancellor (Research), is *ex-officio* chair of the Research and Knowledge Exchange Committee.

2.6 International Developments Sub-Committee

The International Development Committee is responsible to the Education & Student Success Committee to contribute to the development, implementation and promotion of the University's International Strategy. It monitors and evaluates new and existing international partnerships; reviews and approves international projects; acts as a focal point for matters relating to international recruitment, including the dissemination of information and organisation of international visits. It identifies and promotes best practice identified through surveys. The aim of the committee is to ensure a holistic approach to international recruitment, research and partnerships. The Head of Academic Partnerships is *ex officio* the chair of the International Developments Sub-Committee.

2.7 Learning and Teaching Quality Committee

The Learning and Teaching Quality Committee is responsible to the Education & Student Success Committee for the oversight of all matters which have an impact on maintaining and enhancing the quality of the student experience and assuring the academic standards of programmes including; collaborative and overseas delivery; the University's Learning and Teaching Strategy; and the Professional Standards Framework. It is responsible for the development and implementation of policy in relation to: academic standards; quality assurance and enhancement; and the quality and standard of research degrees including professional doctorate degrees. The committee promotes and disseminates good practice and encourages innovation in learning, teaching, assessment and curriculum development. It receives and considers Review and Enhancement Process reports for collaborative programmes and considers proposals for the termination of collaborative partnerships and programmes. The Director of Learning and Teaching is *ex-officio* chair of the Quality & Standards Committee.

2.8 Student Recruitment Marketing & Fees Sub-Committee

The Student Recruitment Marketing and Fees Sub-Committee is responsible to the Education & Student Success Committee for development and monitoring of student recruitment, marketing strategies, tuition fee levels, and the effectiveness of bursary and scholarship schemes. It liaises with the OFFA Delivery Group regarding widening participation strategy. The Director of Finance is *ex-officio* chair of Student Recruitment Marketing & Fees Sub-Committee.

2.9 Research Degrees Sub-Committee

The Research Degrees Sub-Committee is responsible to Research and Knowledge Exchange Committee for the oversight of all policy, quality assurance, regulatory, and procedural matters relating to research degrees. The Head of the Graduate School is *ex-officio* chair of the Research Degrees Sub-Committee.

2.10 External Examiner Sub-Committee

The External Examiner Sub-Committee is accountable to the Learning and Teaching Quality Committee for the appointment of external examiners. It is also responsible for recommending to the Learning and Teaching Quality Committee development of policy in relation to the external examiner system. The Sub-Committee appoints external examiners on the recommendation of Schools. The Quality Manager (Validation & Review) is *ex-officio* chair of the External Examiners Sub-Committee.

2.11 Validation & Review Sub-Committee

The Validation & Review Sub-Committee is responsible to the Learning and Teaching Quality Committee for overseeing the day-to-day implementation of the quality assurance systems for the approval, validation, review, and withdrawal of programmes, including the Review & Enhancement Process. The Head of Quality Assurance and Enhancement is *ex-officio* chair of the Validation & Review Sub-Committee.

In exceptional circumstances, and only if there are serious concerns about the effectiveness of procedures followed at School level, the Validation & Review Sub-Committee reserves the right to recommend to the Learning and Teaching Quality Committee that delegated responsibility for quality assurance and enhancement to a School be suspended until it can be demonstrated that appropriate action has been taken to rectify any shortcomings.

2.12 School Committees

Schools have delegated responsibility to construct a school level committee structure with terms of reference and memberships that are appropriate to the size and scope of the school remit. The terms of reference are wide-ranging and where provision exists, should include:

- Oversight of School Plans
- Oversight of equality and diversity matters
- Oversight of research strategy
- Oversight of staff development activity
- Oversight of strategies to promote civic engagement
- Development, implementation, and monitoring of strategy and process with respect to:

- Academic portfolio
- Admissions requirements and targets
- Collaborative partners
- Knowledge exchange
- Learning, teaching and assessment
- Quality assurance and enhancement
- Research degrees, research ethics, and research students
- Student success

2.13 Programme Committee

Programme Committees are responsible to the relevant School Committees. They are responsible for assuring the quality of the student experience at programme level. Programme Committees include all staff making a significant teaching contribution, students on the programme, and representatives of relevant academic services (i.e. Learning Support Services). Its role is to ensure that the programme(s) operates in a manner appropriate to its stated aims and objectives and to a standard commensurate to the award to which it leads. The Programme Committee is responsible for approving the Review & Enhancement Process report and action plan produced by the programme team prior to its consideration by the school committee responsible for quality assurance and enhancement, and then monitoring the action plan. Proposals to change a programme for existing students must be approved by the Programme Committee.

2.14 Subject Area Committee

Subject Area Committees are responsible to the relevant School Committees. The Subject Area Committee comprises all module leaders in the subject area and programme leaders for programmes on which modules are core. Subject Area Committees are responsible for assuring the quality and standards of the range of modules within the subject area. They will consider matters relating to the content, assessment and delivery of modules in the subject area on the basis of feedback from programme leaders, programme committees, module feedback questionnaires and module leaders. The Subject Area Committee is responsible for approving the Review & Enhancement Process report and action plan prior to its consideration by the school committee responsible for quality assurance and enhancement, and then monitoring the action plan.

2.15 Partner Monitoring Committee

Partner Monitoring Committees report to the Learning and Teaching Quality Committee. Partner Monitoring Committees are established where collaborative activity with the same partner extends across two or more UEL Schools. The purpose of the committee is to establish communication mechanisms, maintain consistency of support mechanisms, and monitor and evaluate the student learning experience.

3 Other types of sub-committee

3.1 Working Groups

Working groups may be established by parent committees on a temporary basis, in order that certain aspects of committee business can be investigated or monitored in more depth. Where this occurs the parent committee will establish the membership and remit of the working group, receive reports or minutes and make decisions based on recommendations for action.

3.2 Scrutiny Groups

Scrutiny groups may be established by parent committees on an ongoing basis, in order that certain aspects of committee business can be scrutinised outside of the main assembly and then formally proposed to the committee for approval. Where this occurs the parent committee will establish the membership and remit of the scrutiny group, receive reports or minutes and make decisions based on recommendations for action.

4 Executive responsibilities for quality

4.1 Vice-Chancellor's Group

The Vice-Chancellor is accountable to the Board of Governors. The Vice-Chancellor has overall executive responsibility for the management of UEL and is *ex officio* chair of Academic Board. The Vice-Chancellor delegates to senior staff responsibility for particular aspects of the institution's management. Each member of staff has responsibility for ensuring quality within their area.

4.2 Dean of School

Each Dean of School is accountable to a member of the Vice-Chancellor's Group for the effective management of their School. This includes executive oversight for the quality of the School's academic provision and for ensuring that quality assurance procedures are complied with inside the School.

The Dean of School is responsible for ensuring the appointment of School Directors for Learning and Teaching, and Research.

The Dean of School is responsible for ensuring that each Programme Committee completes a Review and Enhancement Process report and action plan. The Dean of School ensures that a School Overview Report, including an improvement plan, is produced and approved by the relevant school committee(s).

The Dean of School is responsible for the implementation within the school of actions arising from validation, monitoring and review.

4.3 School Leaders and Directors

Each School has Directors for Learning and Teaching, and Research. They also have 'Leaders' for the following areas: Collaborations, Learning &

Teaching, Quality Assurance, Research Ethics, Research Degrees, and Research and Knowledge Exchange. The Leaders are accountable to the Directors for the effective implementation of relevant procedures at school level. The Director may act as the Leader or appoint the Leader in each area. The Director may also appoint a Deputy Leader who may represent the school on committees and chair the relevant school meetings in the absence of the Leader.

4.4 Programme Leader/Head of Subject

Programme Leaders and Heads of Subject are accountable to the Dean of School for the effective management of a subject area or programme and for ensuring that quality assurance procedures at subject area or programme level, as appropriate, are followed.

The Head of Subject is responsible for leading subject development and ensuring the management of delivery of modules and their associated assessment in the subject area. Heads of Subject ensure the appointment of appropriate numbers of external examiners.

The Programme Leader co-ordinates the Review & Enhancement Process for approval by the Programme Committee and is also responsible for co-ordinating the preparation of the student handbook and other documentation for quality assurance and enhancement purposes.

The Programme Leader is responsible for ensuring that each member of the programme team is aware of his or her particular responsibilities with regard to the management of a programme e.g. Module Leaders, Admissions Tutors, Year Tutors, Personal Tutors.

4.5 Directors of Services

Each Director of a Service is accountable to a member of the Vice-Chancellor's Group for the quality of the service which is provided. The Director is responsible for ensuring that quality assurance procedures are followed.

In particular, the Head of Quality Assurance and Enhancement is responsible for: the provision of support for the development of policy with regard to quality assurance; the implementation of those quality assurance processes managed by Quality Assurance and Enhancement; and the provision of advice and guidance with regard to implementation at school level.

The Director of the Centre for Excellence in Learning and Teaching is responsible for overseeing the development of policy and practice in relation to the development of learning and teaching.

4.6 All staff

All staff are accountable to their line manager. All staff have clearly defined job descriptions which state their duties and responsibilities.

The effective fulfilment of their job description is the responsibility of every member of staff.

Every member of staff is expected to subscribe to the ethos of quality and contributes to quality assurance and enhancement.