

B Y - L A W S

By-laws may be made, altered, suspended or rescinded by a simple majority of those present and voting at Stated Meetings of Governing Body or a two-thirds majority of those present and voting at Ordinary Meetings of Governing Body

Statute I.8

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1. The Governing Body

(Statute I)

1.1 Membership

This shall comprise the Principal, all Official and Professorial Fellows, together with those Research and Supernumerary Fellows who have additionally been duly elected as members of Governing Body. It shall be chaired by the Principal.

1.2 Remit

- i) Governing Body shall have responsibility for the entire direction and management of the affairs of the College as set out in the Statute (1.6) and for its policies.
- ii) Without prejudice to the generality of 1.2(i) above, its specific remit shall entail:
 - a) Setting out the College's aims, objectives and values;
 - b) The annual Budget;
 - c) The decisions of Council and other committees, as referred to it through Council, the Principal's Report and those of other College Officers;
 - d) The College Officers' remits and objectives.
- iii) Powers to be exercised solely by Governing Body are to:
 - a) Adopt or change the By-laws;
 - b) Make applications for changes to the Statutes;
 - c) Elect Council Members and appoint Governing Body Committee members;
 - d) Elect the Principal and Vice-Principal and all Fellows;
 - e) Make all other academic appointments;
 - f) Elect College Officers;
 - g) Approve amendments from approved budgets;
 - h) Approve and amend policies as required for regulatory purposes and in the interest of good governance;
 - i) All other matters which, by law, must be reserved to Governing Body.

1.3 Dates of Meetings

There shall normally be five meetings of Governing Body each year: a Stated Meeting in Week 0 of Michaelmas Term; Stated Meetings in Week 8 of Michaelmas Term, Hilary Term and Trinity Term; and one Ordinary Meeting in Week 3 of Hilary Term. Additional Special Meetings and Ordinary Meetings can be called in accordance with Statute 1.3.

1.4 Conduct of Business

- i) The quorum shall be in accordance with Statutes I.4. For purposes of quorum any period of leave formally granted by Governing Body shall be regarded as leave of absence. Save for periods of sick leave or for leave confined to specific dates, leave shall be deemed for quorum purposes to have commenced at the end of the preceding full term and to continue throughout the vacation following the term for which such leave shall have been granted.
- ii) Any member of Governing Body may object to the discussion of opposed business begun more than two hours after the beginning of the meeting. Any member who wishes the discussion to continue may move the suspension of this By-law and in such a case a vote shall be taken.
- iii) At an Ordinary Meeting of the Governing Body no business shall be raised under Any Other Business except with the consent of two-thirds of those present at that stage of the Meeting.
- iv) No matters rejected during a term shall be re-proposed in the same term, nor shall any resolution of the Governing Body be rescinded in the same term as it was passed, except with the consent of two-thirds of those present
- v) On the demand of one-third of those present and voting, a secret ballot shall be taken.
- vi) Meetings may take place virtually should face-to-face meetings not be possible or preferable, as decided by Governing Body.

1.5 Representation of non-Governing Body Members

- i) Two members of the JCR, two members of the MCR, one member from the Administrative Common Room (ACR), and one member of the SCR shall be expected to attend meetings of the Governing Body for all but reserved business. Such members are not entitled to vote. The JCR representatives at Governing Body shall be the President and the Vice-President. The MCR representatives at Governing Body shall be the President and Vice-President. The representatives of the ACR and SCR shall be as elected by their members from time to time.
- ii) Attendance shall be understood as meaning that such members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of Governing Body through the Chair.

- iii) Reserved business shall consist of:
 - a. Any matters concerning individuals;
 - b. Conditions of employment;
 - c. Any matters which require financial, commercial or administrative confidentiality;
 - d. Confidential papers from the University or any other body;
 - e. Senior Tutor's business as appropriate;
 - f. The election of the Principal and Fellows and the appointment of Lecturers and College Officers.
- iv) Any member of Governing Body may request, at any meeting of Governing Body under Conflicts of Interest and Consideration of Agenda, that any unreserved items be moved to reserved business and vice versa. Any member of Governing Body is also free to request at any time prior to a Governing Body meeting that some matter be discussed under reserved business whether or not it falls within the definition of reserved business in 1.5 (iii) above.

1.6 Secretary

The Secretary to the Governing Body shall be appointed from among its members or from among the staff of the College.

1.7 Committees

- i) Governing Body shall appoint members to the Council and Committees listed in By-laws 2 and 3.
- ii) The Vice-Principal shall receive nominations for membership of Council and the Committees and present them to Governing Body for approval.
- iii) Council, Academic Committee, Development Committee, Human Resources Committee and Equal Opportunities Committee shall make available their Agendas to the members of Governing Body in advance of their meetings.
- iv) All Committees shall make available a copy of the Minutes or report of their meetings to the members of Governing Body.
- v) Once her probationary period of appointment has passed, every member of Governing Body shall be expected to play a full part in the governance of the College.
- vi) Other Committees and Sub-Committees may be appointed as and when required by Governing Body. The membership and procedure of such committees is set out in these By-laws.

1.8 Urgent Business

- i) There shall be provision for approval of urgent, but uncontroversial decisions taken by Council and as defined by Council for which Governing Body approval is required between meetings of Governing Body. In such circumstances, the Principal shall write to all Governing Body members explaining the reasons for Council's decision, and why this decision cannot wait until the next Stated meeting of Governing Body.
- ii) If five voting Governing Body members object to Council's decision in writing to the Secretary of the Council, the Principal shall call a Special Meeting of the Governing Body at which Council's decision shall be considered.

1.9 Urgent Vacation Business

- i) Those members of Governing Body who are available may meet to deal with urgent vacation business. Such meetings shall, in the absence of the Principal or Vice-Principal, be convened and chaired by the senior Fellow available and shall not be subject to the normal notice and quorum provisions, although every reasonable attempt shall be made to contact members.
- ii) Decisions taken shall be reported to the Governing Body at its first following meeting.

1.10 Request for additional review of Council Business

- i) Any decision of Council that would not otherwise need the approval of Governing Body may be referred to Governing Body. Notice of a referral may be made by any voting Governing Body member in writing to the Secretary of the Governing Body, and the reasons stated, within five working days of Council's decisions being notified to Governing Body members. This referral should be confirmed in writing within 10 working days by five voting Governing Body members.
- ii) The decision that is the subject of the referral shall be considered at the next Stated meeting of Governing Body. If the issue is deemed by the Principal too urgent to wait until the next Stated meeting, she may convene a Special meeting of Governing Body.

2. Council (Statute I)

2.1 Membership

- i) The ex officio membership of Council shall comprise: The Principal, The Vice-Principal, The Senior Tutor, The Treasurer, and The Domestic Bursar.
- ii) There shall also be six Governing Body Fellows, engaged in full time academic employment, normally representing each of the academic divisions as defined by the University, and normally including at least one Professorial Fellow.

- iii) The term of each academic member of Council shall be two years, with renewable election for up to a further two years if required.
- iv) In the event of a Council member being unable to serve due to a period of leave, the Vice-Principal shall ensure that a replacement is sought, mindful to ensure the appropriate balance on the committee.
- v) Other Governing Body Fellows or College Officers may be co-opted as non-voting members.
- vi) The Dean may attend for items relating to Junior Member discipline or other decanal matters
- vii) The Librarian may attend for items relating to the Library.
- viii) The Director of Development may attend for items relating to Development.
- ix) The Human Resources Manager shall attend for items relating to personnel or harassment issues.
- x) The IT Manager may attend when required.
- xi) Council shall be chaired by the Principal or, in her absence, the Vice-Principal.

2.2 Remit

- i) Council shall report to Governing Body. It shall have the responsibilities of a General Purposes Committee to which Governing Body delegates certain responsibilities of decision making and College management, consistent with Governing Body's own responsibilities as the College's sovereign body as set out in the Statutes.
- ii) Council shall have delegated to it by Governing Body the following responsibilities:
 - a. To lead the preparation of the College's academic and budgetary priorities, policies and strategies for recommendation to Governing Body which shall take the final decision;
 - b. To take in-year decisions on resources and priorities to implement the policies and strategies as decided by Governing Body;
 - c. To lead the academic and financial planning, properly balancing academic priorities against available resources;
 - d. To agree the nominations of external members to serve on Governing Body committees for recommendation to Governing Body which shall take the final decision;
 - e. To make decisions where a policy or strategy does not exist, subject to the provisions of the Statutes;
 - f. To consider and respond to the College's statutory duties.

- ii) Council has a remit to:
 - a. approve, reject or amend College Officers' reports;
 - b. approve, reject or amend recommendations of the Committees;
 - c. agree options to be put to Governing Body;
 - d. keep the financial position of the College under review;
 - e. consider the annual accounts and recommend an annual budget for Governing Body approval;
 - f. ensure rigorous financial controls over the movement of College funds;
 - g. allocate financial resources to spending committees and officers in accordance with the approved budget;
 - h. review the Accommodation and Estates plan and to control annual programmes of Major Works;
 - i. review Fundraising and Development planning;
 - j. review risk management strategy, including robust project management procedures for capital projects;
 - k. review the IT budget;
 - l. approve any other requests for non-budgeted expenditure of up to an annual total of £100,000 subject to the submission of a suitable business plan;
 - m. consider any requests for non-budgeted expenditure and recommend to Governing Body for approval.

2.3 Dates of Meetings

There shall be at least two meetings of Council each term and one in the Long Vacation as and when required.

2.4 Conduct of Business

- i) Business shall be divided into reserved and unreserved business as under the rules for Governing Body 1.5 iii) above.
- ii) Papers shall be divided clearly into "For Discussion" and "For Noting". No issue can be raised on a "For Noting Paper" unless raised in advance with the Chair.
- iii) Any member of Governing Body may attend Council as a non-voting member and has the right to address Council on any agenda item. Other members of the College might be asked to attend Council for specific agenda items.

- iv) The quorum for Council shall be six voting members, of whom a minimum of two must be academic Governing Body Fellows, and a minimum of two must be College Officers.
- v) The agenda of Council shall be made available to Governing Body in advance of the meeting.
- vi) The minutes of Council shall be made available to all members of Governing Body.

2.5 Provision for Election

- i) The Vice-Principal shall seek six nominations to the six places for Council reserved for academic Governing Body Fellows. Self-nomination shall be allowed. In the event of there being more nominations received than there are places on Council, an election shall take place in which each Governing Body member may cast up to six votes. The Secretary to the Governing Body shall act as scrutineer.
- ii) If fewer than six academic Governing Body Fellows are nominated, vacancies shall be filled on a system of rotation to be determined by Governing Body.
- iii) Council shall have the power to fill the vacant posts if required, of College Officers by nomination if no candidate is forthcoming by elections; the nomination process shall be determined by Governing Body.

2.6 Representation of non-Governing Body Members

- i) Two members of the JCR, two members of the MCR, one member of the ACR and one member of the SCR may attend meetings of Council, for all but reserved business. Such members are not entitled to vote. The JCR and MCR representatives at Council shall be the President and the Treasurer or their nominees from their Committees. The ACR and SCR representatives shall as elected by their members from time to time.
- ii) Attendance shall be understood as meaning that such members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of Council through the Chair.
- iii) Any member of Governing Body may request, at any meeting of Council under Conflicts of Interest and Consideration of Agenda, that any unreserved items be moved to reserved business and vice versa. Any member of Governing Body is also free to request at any time prior to a Council meeting that some matter be discussed under reserved business whether or not it falls within the definition of reserved business in 1.5 iii) above.

2.7 Secretary

The Secretary to the Governing Body shall act as Secretary to the Council.

3. Other Committees Appointed by Governing Body

3.1 Academic Committee

i) Membership

- a. The ex officio membership of the Academic Committee shall comprise: The Principal, The Vice-Principal, The Senior Tutor (acting also as The Tutor for Admissions and The Tutor for Graduates), The Treasurer, The Librarian, and The Academic Registrar.
- b. Five other members of the Governing Body, who shall be academic Fellows appointed by the Governing Body to hold office for three years.
- c. There shall normally be one academic representative from each of the Divisions and at least one of the members of the Committee shall normally be a Professorial Fellow.
- d. The term of each academic Fellow of Academic Committee shall be three years, renewable, subject to election, for up to a further three years.
- e. Academic Committee shall be chaired by The Vice-Principal.
- f. The Academic Registrar shall be Secretary to the Academic Committee.

ii) Remit

Academic Committee shall report to the Council. The terms of reference of the Academic Committee shall be:

- a. To make recommendations to Council on academic matters, in particular:
 1. All new or replacement academic appointments, in accordance with best employment practices;
 2. Undergraduate and graduate admissions policy.
- b. To consider proposals from the Tutor for Admissions for the allocation of undergraduate places among Schools;
- c. To review the progress of Junior Members, subject to By-law 9 below, and to receive and discuss all examination results at its meeting next following their publication. The Senior Tutor shall report on and analyse cases of poor performance;
- d. To receive reports from The Senior Tutor on arrangements for substitute teaching during secondment or leave;
- e. To oversee the management of the College's library provision;
- f. To oversee the management of the academic content of the College website;

- g. To receive a report at each meeting from The Senior Tutor and The Librarian.
- iii) Dates of Meetings

There shall be at least two meetings of Academic Committee each term.
- iv) Conduct of Business
 - a. Business shall be divided into reserved and unreserved business as under the rules for Governing Body 1.5 iii) above.
 - b. The minutes shall be made available to Governing Body.
 - c. Academic Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of business.
- v) Representation of Non-Governing Body Members
 - a. Two members of the JCR, two members of the MCR, one member of the ACR and one SCR member may attend meetings of Academic Committee for all but reserved business. Such members are not entitled to vote. The JCR representatives at Academic Committee shall be the President and the Academic Affairs Officer or their nominees from the JCR committee. The MCR representatives at Academic Committee shall be the President and the Academic Affairs Officer their nominees. The representatives of the ACR and SCR shall be as elected by their members from time to time.
 - b. Attendance shall be understood as meaning that such members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of Academic Committee through the Chair.
 - c. Any Governing Body member may request at any meeting of Academic Committee under Conflicts of Interest and Consideration of Agenda that any unreserved items be moved to reserved business and vice versa. Any Governing Body member is also free to request at any time prior to an Academic Committee meeting that some matter be discussed under reserved business whether or not it falls within the definition of reserved business in 1.5 iii) above.

3.2 IT and Data Security Committee

- i) Membership
 - a. The ex officio membership of the IT Committee shall comprise: the Vice-Principal, the Treasurer, and the Domestic Bursar.
 - b. Three academic members of the Governing Body, who shall be appointed by the Governing Body.
 - c. The term of each academic member of the IT Committee shall be three years, renewable, subject to election, for up to a further three years.

- d. The IT Committee shall be chaired by the Vice-Principal.
- e. The IT Manager shall be in attendance as well as nominated representatives of the main college departments: Academic Office, HR, Treasury, the Bursary, the Library, and Development.
- f. The Data Protection Officer (external appointment) may attend from time to time.
- g. The Deputy IT Manager shall be in attendance as secretary to the committee.

ii) Remit

The IT Committee shall report to the Council. The terms of reference of the IT Committee shall be to review College strategy for IT systems, with emphasis on IT security and data protection, and in particular to:

- a. Review how the College can utilise existing or introduce new systems to improve operational efficiency;
- b. Review how the College, working with other colleges and the university, can improve IT security;
- c. Ensure compliance with regulation and good practice in relation to data protection, in particular GDPR;
- d. Consider the impact of proposals from the University and Conference of Colleges for the modification of networks (including telephones) and systems;
- e. Monitor progress on IT projects within College;
- f. Approve unbudgeted spending up to an annual total of £25,000 subject to the submission of a suitable business plan.

iii) Dates of meetings

There shall be at least one meeting of the IT Committee each term. The IT Committee shall also meet on one occasion during the long vacation if required.

iv) Conduct of Business

- a. Business shall be divided into reserved and unreserved business as under the rules for Governing Body 1.5 iii) above.
- b. Minutes shall be made available.
- c. The IT Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of its business.

v) Representation of Non-Governing Body Members

- a. One member of the JCR committee, one member of the MCR committee and representatives of the ACR and SCR may attend meetings of The IT and Data Security Committee for all but reserved business. Such members are not entitled to vote.
- b. Attendance shall be understood as meaning that such members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of the Committee through the Chair.

3.3 Student Welfare Committee

i) Membership

- a. The ex officio membership of the Student Welfare Committee shall comprise: The Principal, The Dean of Welfare, The Senior Tutor (acting also as The Tutor for Admissions and The Tutor for Graduates), The Dean, The Domestic Bursar, The Advisers to Junior Members, The Academic Registrar and the Disability Co-ordinator.
- b. The Assistant Deans shall be in attendance.
- c. The College nurse, link counsellor and College doctor shall be invited to attend as the Student Welfare Committee thinks necessary.
- d. The Vice-Principal may be in attendance as required.
- e. It shall be chaired by the Dean of Welfare.
- f. The Disability Co-ordinator shall act as Secretary.

ii) Remit

The Student Welfare Committee shall report to Academic Committee. The terms of reference of the Student Welfare Committee shall be:

- a. To keep under review the College's Welfare Code of Practice;
- b. To ensure the College is providing equality of opportunity and improving access for all people with disabilities who study here;
- c. To ensure the College makes suitable arrangements for the training of staff with responsibility for the care of students;
- d. To review the College's responsibilities as they relate to Prevent;
- e. To receive reports (as and when required) from the following College Officers: The Senior Tutor, The Dean, The Dean of Welfare, The Disability Coordinator and The Advisers to Junior Members;
- f. To receive reports (as and when required) from the following non-College Officers: the Assistant Deans, and link College Counsellor, nurse and doctor.

iii) Dates of Meetings

There shall be at least one meeting of the Student Welfare Committee each term.

iv) Conduct of Business

- a. Business shall be divided into reserved and unreserved business as under the rules for Governing Body 1.5 iii) above.
- b. The minutes shall be made available.
- c. In addition, Student Welfare Committee shall refer to Academic Committee such papers as it deems necessary for further discussion in the conduct of business.

v) Representation of Junior Members

- a. The JCR and MCR Welfare representatives, the JCR Disabilities Representative, the Peer Supporter Co-ordinator and the RSH Wardens may attend meetings of Student Welfare Committee for all but reserved business. Junior members are not entitled to vote.
- b. Attendance shall be understood as meaning that Junior Members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of Student Welfare Committee through the Chair.
- c. Any Governing Body member may request at any meeting of Student Welfare Committee under Conflicts of Interest and Consideration of Agenda that any unreserved items be moved to reserved business and vice versa. Any Governing Body member is also free to request at any time prior to a Student Welfare Committee meeting that some matter be discussed under reserved business whether or not it falls within the definition of reserved business in 1.5 iii) above.

3.4 Development Committee

i) Membership

- a. The membership of the Development Committee shall consist of all members of the Development Office, the Principal, Vice-Principal, Alumnae Relations Fellow, Senior Tutor, Treasurer and Domestic Bursar.
- b. Two academic members of the Governing Body, who shall be appointed by the Governing Body.
- c. The term of each academic member of the Development Committee shall be three years, renewable, subject to election, for up to a further three years.
- d. The Development Committee shall be chaired by the Principal.

ii) Remit

Development Committee shall report to Council.

The Committee shall consider matters relating to Development, including but not limited to, fundraising, alumnae relations and stewardship activities, alumnae, donor and career events, fundraising income, and communications.

iii) Dates of Meetings

There shall be at least one meeting of Development Committee each term.

iv) Conduct of Business

- a. The agenda of the Development Committee shall be drawn up by the Director of Development and members of the Development Office.
- b. The Secretary of the Development Committee shall be the Development Assistant who shall be responsible for the organisation of meetings.
- c. Papers for the Committee should go to members one week before the meeting.
- d. Minutes of the Development Committee shall be made available.

v) Representation of Non-Governing Body Members

- a. One member of the JCR, one member of the MCR, one member of the ACR and one member of the SCR may attend meetings of Development Committee, for all but reserved business. Such members are not entitled to vote. The JCR representatives Development Committee shall be the Academic Affairs Rep, Careers Rep or the President or their nominees from the JCR committee. The MCR representative at Development Committee shall be the President or her nominee from the MCR committee. Representatives of the ACR and SCR may attend from time to time.
- b. Attendance shall be understood as meaning that such members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of Development Committee through the Chair.
- c. Any Governing Body member may request at any meeting of Development Committee under Conflicts of Interest and Consideration of Agenda that any unreserved items be moved to reserved business and vice versa. Any Governing Body member is also free to request at any time prior to a Development Committee meeting that some matter be discussed under reserved business whether or not it falls within the definition of reserved business in 1.5 iii) above.

3.5 Estates Committee

i) Membership

- a. The ex officio membership of Estates Committee shall comprise: The Principal, The Treasurer, Librarian and The Domestic Bursar.
- b. Two academic members of the Governing Body, who shall be appointed by the Governing Body.
 - i. Further representative from Academic members might be sought during periods when a major building project is being planned and/or under construction.
- c. The term of each academic member of Estates Committee shall be three years, renewable, subject to election, for up to a further three years.
- d. The Vice-Principal may be in attendance as required.
- e. The Garden Fellow shall attend when required.
- f. Estates Committee shall be chaired by The Principal.
- g. The Estates Manager and IT Manager shall be in attendance.
- h. The Estates Administrator shall be in attendance as secretary to the committee.

ii) Remit

Estates Committee shall report to Council. The terms of reference of the Estates Committee shall be:

- a. To keep the condition of the College's buildings, estates and gardens under review, and to recommend any action deemed to be necessary or desirable consequent upon the review;
- b. To consider the preparation and implementation of the College's accommodation strategy;
- c. To consider annual programmes of Major Works (defined as expenditure which would be capitalized in the College accounts), and make recommendations to Council accordingly;
- d. To consider the annual maintenance budget, prioritising work according to the resources available, and to make recommendations to Council accordingly;
- e. To consider the allocations of rooms to Fellows and lecturers;
- f. To monitor expenditure on maintenance and improvements to the College's buildings, estates and gardens;
- g. To receive a report at each meeting from the Domestic Bursar;

- h. To receive and review minutes of the College Health & Safety Committee.
- iii) Dates of meetings

There shall be at least two meetings of Estates Committee each term. During major building projects it might be necessary for the Committee to meet out of term.
- iv) Conduct of Business
 - a. Business shall be divided into reserved and unreserved business as under the rules for Governing Body 1.5 iii) above.
 - b. The minutes shall be made available.
 - c. Estates Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of business.
 - d. Any Governing Body member may request at any meeting of Estates Committee under Conflicts of Interest and Consideration of Agenda that any unreserved items be moved to reserved business and vice versa. Any Governing Body member is also free to request at any time prior to an Estates Committee meeting that some matter be discussed under reserved business whether or not it falls within the definition of reserved business in 1.5 iii) above.
- v) Representation of non-Governing Body Members
 - a. One member of the JCR committee, one member of the MCR committee, one member from the ACR and the SCR may attend meetings of Estates Committee for all but reserved business. Such members are not entitled to vote.
 - b. Attendance shall be understood as meaning that such members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of Estates Committee through the Chair.

3.5 Investment Committee

- i) Membership
 - a. The ex officio membership of Investment Committee shall comprise: The Principal and The Treasurer.
 - b. At least three academic members of Governing Body who shall be appointed by the Governing Body to hold office for three years, renewable, subject to election, for up to a further three years.
 - c. Five external members who are experienced in investment matters. For the avoidance of doubt this includes two members as set out in Statute

X.3 and three members who have been co-opted by Governing Body as members of Investment Committee.

- d. The Treasurer shall nominate candidates to serve on the committee. Nominations should state clearly the affiliation of the nominee to the College, and the expertise which the nominee might be able to contribute. Nominations shall be presented to Council who shall recommend those to be invited to serve to Governing Body.
- e. External members shall be elected to Investment Committee for a period of seven years, which shall be renewable.
- f. The Governing Body may co-opt other members.
- g. Investment Committee shall be chaired by The Principal.
- h. The Treasurer or her representative shall act as Secretary to the Investment Committee.
- i. Observers may attend the committee meetings from time to time at the discretion of the Chair.

ii) Remit

Investment Committee shall report to Council. The terms of reference of the Investment Committee shall be:

- a. To exercise the powers of investment set out in Statute X.2;
- b. To oversee the effective management of all the College's endowment funds in pursuit of the College's investment beliefs and objectives;
- c. To appoint, and then to monitor and challenge the performance of, the College's investment fund managers;
- d. To advise on any areas of College strategy which may affect the overall performance of the College's endowment funds;
- e. To always have regard to how the College can best manage its investment returns;
- f. To receive a report at each meeting from the Treasurer, and from the College's investment fund managers;
- g. To approve unbudgeted spending up to an annual total of £25,000 subject to the submission of a suitable business plan.

iii) Dates of meetings

There shall be at least four meetings of Investment Committee each year.

iv) Conduct of Business

- a. The minutes of Investment Committee shall be circulated to Council following each meeting.
- b. Investment Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of business.

3.6 Conference Committee

i) Membership

- a. The ex officio membership of Conference Committee shall comprise: The Vice-Principal, The Treasurer and The Domestic Bursar.
- b. One academic member of Governing Body currently serving on Council, who shall be appointed by the Governing Body to hold office for three years.
- c. The term of the academic member of Conference Committee shall be three years, renewable, subject to election, for up to a further three years.
- d. At least one and up to two external members with relevant professional experience.
- e. External members shall be nominated to serve in the same manner as external members of the Advisory Board as set out in 3.12(iv) below.
- f. External members shall be elected to Conference Committee for a period of five years which shall be renewable.
- g. Conference Committee shall be chaired by The Vice-Principal.
- h. The Conference Manager shall be in attendance and act as Secretary to the Conference Committee.

ii) Remit

Conference Committee shall report to Council. The terms of reference of the Conference Committee shall be:

- a. To oversee the effective management of the College's conference business in pursuit of the College's strategic objectives;
- b. To monitor the performance of the conference business against its targets, and advise Council accordingly;
- c. To advise on conference marketing activities;
- d. To advise on any areas of College strategy which may affect the overall performance of the College's conference business;
- e. To have always regard to how the College can best maximise its conference returns;
- f. To receive a report at each meeting from the Domestic Bursar.

iii) Dates of Meetings

There shall be at least one meeting of Conference Committee each term.

iv) Conduct of Business

a. Conference Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of business.

b. The minutes shall be made available.

3.7 Human Resources Committee

i) Membership

a. The ex officio membership of Human Resources Committee shall comprise: The Principal, The Senior Tutor, The Treasurer and The Domestic Bursar.

b. Four academic members of Governing Body, who shall be appointed by the Governing Body.

c. The term of the academic members of Human Resources Committee shall be three years, renewable, subject to election, for up to a further three years.

d. The Vice-Principal may be in attendance as required.

e. Human Resources Committee shall be chaired by The Principal.

f. The Human Resources Manager shall be in attendance and act as Secretary to the Human Resources Committee.

ii) Remit

Human Resources Committee shall report to Council. The terms of reference of the Human Resources Committee shall be:

a. To ensure the College operates in compliance with employment law by developing and implementing personnel policies in accordance with statutory requirements, and incorporates best employment practice as recommended by the Chartered Institute of Personnel and Development;

b. To advise on Employee Relations matters;

c. To make recommendations to Council on, and supervise the implementation of, arrangements for effective and economical use of staff, through staff planning, recruitment, training and development;

d. To consider proposals for new non-academic posts, for the abolition of posts, changes to the terms and conditions of existing or vacant posts, and make recommendations to Council accordingly;

- e. To keep under review the College's responsibilities to staff: monitor employee welfare issues; disciplinary and grievance handling; and ensure effective communication and consultation with staff;
 - f. To review terms and conditions of employment and monitor all employee benefits and make recommendations to enable the College to be competitive;
 - g. To ensure the College provides (i) equality of opportunity and access to employment regardless of race, colour, ethnic or national origin, religious belief, political opinion or affiliation, sex, marital status, sexual orientation, gender reassignment, age or disability and (ii) accords employees equal opportunity for recruitment, training and promotion and, in all jobs of like work, on equal terms and conditions of employment;
 - h. To report full details to the next meeting of Council if it has been necessary to deal with urgent issues of staff planning or employment during the vacation period;
 - i. To receive a report at each meeting from the Human Resources Manager;
 - j. To consider the reports and recommendations of the Environment and Health and Safety Committee and the Nursery Committee;
 - k. To approve unbudgeted spending up to an annual total of £25,000 subject to the submission of a suitable business plan.
- iii) Dates of Meetings
- There shall be at least one meeting of Human Resources Committee each term.
- iv) Conduct of Business
- a. Human Resources Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of business.
 - b. The minutes shall be made available.

3.8 Environment and Health and Safety Committee

- i) Membership
 - a. The ex officio membership of Environment and Health and Safety Committee shall comprise: The Domestic Bursar, The SCR Health & Safety Representative and Nursery Fellow.
 - b. The Estates Manager, Human Resources Officer, Robert Saunders House Manager, Housekeeper, JCR and MCR Presidents and JCR and MCR Environmental Reps shall all be in attendance ex officio. Representatives from the following departments shall also be in

attendance: IT, Treasury, Academic Office, Catering (Dining Hall and Kitchen), Library and Lodge.

- c. The Committee shall be chaired by The Domestic Bursar.
- d. The Facilities Support Manager shall be in attendance and act as Secretary to the Committee.

ii) Remit

The Environment and Health and Safety Committee shall report to the Human Resources Committee which in turn reports to Council. The terms of reference of the Environment and Health and Safety Committee are:

- a. To ensure the College operates in compliance with Health and Safety Legislation, Standards and Regulations by developing and implementing Health, Safety and Environmental policies and practice in accordance with statutory requirements and best practice;
- b. To regularly review Health and Safety and inspection reports from independent Health and Safety advisors;
- c. To report a summary of the College's Accident Book;
- d. To ensure Health and Safety training takes place;
- e. To review green agenda items, including, but not necessarily limited to: recycling, energy efficiency, carbon costs and safe waste disposal.

iii) Dates of Meetings

There shall be one meeting of Environment and Health and Safety Committee each term.

iv) Conduct of Business

- a. The minutes of Environment and Health and Safety Committee shall be made available.
- b. Environment and Health and Safety Committee shall refer to Human Resources Committee such papers as it deems necessary for further discussion in the conduct of business.

3.9 Nursery Committee

i) Membership

- a. The ex officio membership of Nursery Committee shall comprise: The Nursery Fellow and The Domestic Bursar.
- b. Two academic members of Governing Body, who shall be appointed by the Governing Body.

- c. The term of the academic members of Nursery Committee shall be three years, renewable, subject to election, for up to a further three years.
- d. Nursery Committee shall be chaired by The Nursery Fellow, who must be OFSTED registered.
- e. The Nursery Manager shall attend each meeting.
- f. The Human Resources Recruitment Administrator shall be in attendance and act as Secretary to the Nursery Committee.

ii) Remit

The Nursery Committee shall report to the Council. The terms of reference of the Nursery Committee are:

- a. To ensure the College Nursery operates in compliance with Childcare Standards and Regulations as required by the Government's Office for Standards in Education and its successor bodies by developing and implementing Nursery policies and practice in accordance with statutory requirements and best practice;
- b. To write a statement-of-purpose for the College Nursery and review it annually;
- c. To regularly review facilities, health and safety and the Nursery accident report book;
- d. To ensure adequate staffing ratios as required by legislation;
- e. To ensure Nursery staff are adequately trained to carry out their duties as required by legislation;
- f. To ensure the effective financial management of the Nursery;
- g. To review and update the Single Central Register as required;
- h. To receive reports as and when required from the Nursery Fellow.

iii) Dates of meetings

There shall be one meeting of Nursery Committee each term and one meeting during summer vacation if required.

iv) Conduct of Business

Nursery Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of business.

3.10 Equal Opportunities Committee

i) Membership

- a. The ex officio membership of Equal Opportunities Committee shall comprise: The Principal, The Senior Tutor, The Treasurer, The Domestic Bursar, The Equalities Fellow and The Academic Registrar.
- b. Four academic members of Governing Body, who shall be appointed by the Governing Body to hold office for three years, renewable, subject to election, for up to a further three years.
- c. The Deputy Academic Registrar (Disability Co-ordinator) shall be in attendance, together with one representative from the ACR and the SCR.
- d. The Vice-Principal may be in attendance as required.
- e. Equal Opportunities Committee shall be chaired by The Principal.
- f. The Human Resources Manager shall be in attendance and act as Secretary to the Equal Opportunities Committee.
- g. The JCR and MCR Equalities representatives should be in attendance and, with the support of the Equalities Fellow, provide a report.

ii) Remit

Equal Opportunities Committee shall report to Council. The terms of reference of the Equal Opportunities Committee shall be:

- a. To take responsibility for management of duties under the Equality Act 2010, and all succeeding legislation in this field;
- b. To develop policy, identify priorities and manage implementation of equality issues as required by law in all College plans including but not limited to College regulations, student discipline and complaints, staff recruitment, promotion, training, discipline and grievance procedures, harassment procedures, undergraduate and graduate admissions, and academic staff recruitment;
- c. To promote and execute equality initiatives across the whole College to achieve proportional and fair representation of minority groups;
- d. To report to Council on its work and on the College's implementation of the relevant law;
- e. To monitor, by race, disability and gender, staff selection and progress, staff grievances, discipline, access to training and promotion, student admissions, student progress and performance, student complaints and discipline;

- f. To ensure that all those involved in student selection and staff recruitment have received appropriate training on the implications of equality of opportunity legislation;
 - g. To consider all other matters required by the University and College Equality Action Plans and similar successor documents.
- iii) Dates of meetings
- There shall be at least one meeting of Equal Opportunities Committee each term.
- iv) Conduct of Business
- a. Business shall be divided into reserved and unreserved business as under the rules for Governing Body 1.5 iii) above.
 - b. The minutes shall be made available.
 - c. Equal Opportunities Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of business.
 - d. Any Governing Body member may request at any meeting of Equal Opportunities Committee under Conflict of Interest and Consideration of Agenda that any unreserved items be moved to reserved business and vice versa. Any Governing Body member is also free to request at any time prior to an Equal Opportunities Committee meeting that some matter be discussed under reserved business whether or not it falls within the definition of reserved business in 1.5 iii) above.
- v) Representation of non-Governing Body Members
- a. One member of the JCR committee, one member of the MCR committee and one member of the ACR and the SCR may attend meetings of Equal Opportunities Committee for all but reserved business. Such members are not entitled to vote.
 - b. Attendance shall be understood as meaning that such members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of Equal Opportunities Committee through the Chair.

3.11 Advisory Board

- i) Membership
 - a. The membership of the Advisory Board shall comprise up to ten external members with relevant experience, and shall include alumnae of the College.
 - b. The term of the members of the Advisory Board shall be three years, renewable subject to election for up to a further three years.

- c. The Principal, Vice-Principal, Senior Tutor, Treasurer and Domestic Bursar shall attend meetings as non-voting members.
- d. The Chair of the Advisory Board shall be elected by Governing Body.
- e. The Secretary to the Advisory Board shall be appointed from among its members or from among the Senior Administrative staff of the College.

ii) Remit

The Advisory Board shall report to Governing Body. It shall have no formal responsibility for the College's governance. The terms of reference of the Advisory Board shall be:

- a. To offer independent advice to Governing Body on a range of issues, including financial and risk management, capital project planning, administrative effectiveness, College structures, and its priorities;
- b. To consider the external Auditor's Report and College Officers' annual reports;
- c. To consider the College Plan and annual Budget;
- d. To consider College strategy in relation to University strategy;
- e. The Advisory Board may request any paper of Governing Body or its committees, and in so doing accept the confidentiality which shall apply to the contents of all such papers;
- f. The Board may request any College Officer to appear at its meetings;
- g. The Board may hold a private session with the College's external Auditor, with no College Officers in attendance.

iii) Dates of meetings

There may be up to two meetings of the Advisory Board each year, one in Michaelmas Term and one in Trinity Term. Dates shall be agreed and disseminated well in advance.

iv) Provision for Election

- a. The Vice-Principal shall invite any member of Governing Body to nominate candidates to serve on the Advisory Board. Nominations should state clearly the affiliation of the nominee to the College, and the expertise which the nominee might be able to contribute to the Board. The full list shall be presented to Council who shall recommend those to be invited to serve.
- b. All members of the Advisory Board shall be formally elected by Governing Body.

- v) Conduct of business
 - a. The agenda of the Advisory Board shall be circulated to Governing Body in advance of the meeting.
 - b. The Advisory Board shall consult prior to each of its meetings with Governing Body members, without the involvement of the College Officers, to gauge the opinion of Governing Body members on the executive functioning of the College and its Officers.
 - c. A report of the Advisory Board shall be circulated to all members of Governing Body within a fortnight of the meeting taking place. The Chair, joined by other members if they so wish, shall present reports from the Advisory Board to Governing Body.

3.12 Academic Adjudication Committee

- i) There shall be an Academic Adjudication Committee, to which the Governing Body shall delegate the power to take decisions whenever a referral is made to it in accordance with By-laws:

- 9.3 Failure in, or failure to be classified in Public Examinations;
- 9.4 Persistently unsatisfactory work;
- 9.6 Plagiarism;
- 9.9 Illness;
- 9.10 Suspension;
- 9.11 Readmission;
- 9.12 Fitness to study.

The following general procedural principles shall apply:

- a) Independence and impartiality in that no person with earlier involvement with the case shall hear an appeal or make a final determination;
- b) Consistency of treatment between like cases.

These principles include but are not limited to the following:

- a) The Junior Member must be informed of every charge and allowed to see all documents placed before the committee considering her case;
 - b) Extraneous matters must not be referred to, and only academic matters or matters directly relating to academic matters shall be considered;
 - c) Where the Junior Member is understood to have a disability (which includes long-term mental or physical illness), special consideration must be given to the impact of this disability on her past performance and her representations to the Committee, and to the support which she has received in relation to her disability and educational needs.
- ii) No member of the Governing Body who has had any prior direct involvement in the assessment, investigation, or preliminary hearing, informal or formal, of

a particular case shall act as a member of the Committee in its consideration of that case.

- iii) Neither the Principal nor the Senior Tutor shall be eligible to serve on the Committee. The Committee shall consist of the Vice-Principal, and of four other academic members of the Governing Body, who shall be selected alphabetically and serve for one year on the Committee, followed by one year on the panel of reserves to act in place of any member(s) of the Committee debarred from hearing a case by prior involvement in that case or by other good cause.
- iv) The Vice-Principal shall act as the Chair of the Committee save that, if she is debarred from acting, the Committee shall appoint its own Chair from among its members. The Committee shall not act without five members being present.
- v) The Academic Registrar shall act as secretary to the Committee unless she has had any prior direct involvement in the investigation, or preliminary hearing, informal or formal of a particular case. In such an instance, the secretary shall be drawn from the senior administrative staff of the College.
- vi) In order for a case to be referred to the Academic Adjudication Committee the procedure set out in By-law 9.3, By-law 9.4, By-law 9.6, By-law 9.9, By-law 9.10, By-law 9.11 or By-law 9.12 must be followed. Any request for the referral of a case to the Committee must be made in writing to the Academic Registrar. If made by anyone other than a Junior Member such a request shall either be made by the Personal Tutor and endorsed by the Principal or the Senior Tutor, or be made by the Principal and the Senior Tutor jointly. All requests made in writing to the Academic Registrar shall be passed to the Chair of the Committee. A Junior Member making such a request must show that either there has been a procedural irregularity, or new information has come to light that was not previously available, or that an earlier decision was unreasonable.
- vii) When a case is referred to the Academic Adjudication Committee, a meeting of the Committee shall normally be convened within fourteen days. The Governing Body shall at the same time be notified that the Committee is to meet, with a statement of the business to be transacted, citing the name of the junior member, the By-law under which the case falls and the date of the meeting.
- viii) Representations to and interviews by the Academic Adjudication Committee
 - a. A Junior Member whose case is being considered shall have the right to make representations in writing or to appear before the Committee or both. A Junior Member appearing before the Committee may if she wishes be accompanied by a representative (who shall normally be a current senior or Junior Member of the University). A Junior Member shall be given a reasonable opportunity to consult the Senior Tutor, one of the two Advisers to the Junior Members, the Dean of Welfare, a medical adviser and a counselling service.
 - b. A Junior Member whose case is to be considered by the Academic Adjudication Committee shall be given not fewer than seven days' notice in writing:

1. Stating that her case is to be considered by the Academic Adjudication Committee;
 2. Stating the date, time and place of the meeting of the Committee;
 3. In any case where there is the possibility of a requirement to withdraw from the College, stating the grounds on which she may be required to withdraw and the individual circumstances of the case;
 4. Informing her of her right to make representation in accordance with paragraph (a) above, and in particular to explain the special factors, if any, she considers relevant. Such factors may include ill health, family and personal circumstances;
 5. Asking her to authorise the Academic Registrar to approach her doctor for any relevant information but informing her that she has a right to withhold the authority, provided that any such requests shall be conducted in accordance with the General Data Protection Regulations;
 6. Providing her with the names of the members of the committee, and allowing her the right to ask that a member or members should not sit on the committee if she can show good cause.
- c. The Academic Adjudication Committee shall hear, and/or receive beforehand in writing, the case for the College presented by the Senior Tutor or her nominee, and the case for the Junior Member presented by her or her nominee. Members of the Committee may address questions through the Chair to those presenting the cases on both sides. The Junior Member should request permission of the Chair of the Committee to bring any other relevant individual to support her case. It should be noted that legal representation is not normally allowed. The Committee shall then deliberate in the absence of other participants and reach a decision.
- d. In the event that a Junior Member fails to appear before the Academic Adjudication Committee without reasonable excuse, and/or fails to make written representations on her own behalf without reasonable excuse, the Academic Adjudication Committee may proceed to consider the case before it.
- ix) The powers of the Academic Adjudication Committee in connection with a case which has been referred to it are as follows:
- a. It may decide that the Junior Member concerned shall be required to withdraw from the College or be expelled;
 - b. It may take such other action as it considers appropriate to deal with the case.

Before the Academic Adjudication Committee decides whether or not to require a Junior Member to withdraw from the College, or to withdraw for a

specified period or until specified conditions are met, or to expel her, the Academic Registrar shall, if the Junior Member consents, consult the Junior Member's doctor with a view to securing information that is relevant to any mitigating circumstances claimed by the Junior Member.

The Committee may, in the case that it is not unanimous, make its decision by majority vote.

- x) A Junior Member must be informed within 3 days and in writing of the Academic Adjudication Committee having reached its decision, and the grounds for the decision, and this decision shall be reported to the Governing Body.
- xi) If the decision is that the Junior Member be required to withdraw from the College or expelled then the Junior Member shall be informed at the same time of her right to approach the Conference of Colleges Appeal Tribunal for review.
- xii) When the Conference of Colleges Appeal Tribunal has determined the appeal, the Junior Member shall be informed that the internal complaints procedures have been exhausted, and of her right to complain to the Office of the Independent Adjudicator for Higher Education.

3.13 Disciplinary Adjudication Committee

- i) There shall be a Disciplinary Adjudication Committee, to which the Governing Body shall delegate the power to take decisions whenever a referral is made to it in accordance with By-law 9.6: Maintenance of Discipline.

The following general procedural principles shall apply:

- a) Independence and impartiality in that no person with earlier involvement with the case shall hear an appeal or make a final determination;
- b) Consistency of treatment between like cases.

These principles include but are not limited to the following:

- a) The Junior Member must be informed of every charge and allowed to see all documents placed before the committee considering her case;
- b) Extraneous matters must not be referred to, and only academic matters or matters directly relating to academic matters shall be considered;
- c) Where the Junior Member is understood to have a disability (which includes long-term mental or physical illness), special consideration must be given to the impact of this disability on her past performance and her representations to the Committee, and to the support which she has received in relation to her disability and educational needs.

- ii) No member of the Governing Body who has had any prior direct involvement in the assessment, investigation, or preliminary hearing, informal or formal, of a particular case shall act as a member of the Committee in its consideration of that case.
- iii) The Principal, the Dean and the Domestic Bursar shall not be eligible to serve on the Committee. The Committee shall consist of the Vice-Principal, and of four other members of the Governing Body, who shall be selected alphabetically and serve for one year on the Committee, followed by one year on the panel of reserves to act in place of any member(s) of the Committee debarred from hearing a case by prior involvement in that case or by other good cause. The Committee shall also have two non-voting Junior Members in attendance, one representing the JCR and one representing the MCR.

The Junior Members shall be drawn from a panel of four, two representing the JCR and two the MCR, elected annually at a general meeting of each Common Room.

The Vice-Principal shall act as the Chair of the Committee save that, if she is debarred from acting, the Committee shall appoint its own Chair from among its members. The Committee shall not act without five Senior Members being present.

The Academic Registrar shall act as secretary to the Committee unless she has had any prior direct involvement in the investigation, or preliminary hearing, informal or formal of a particular case. In such an instance, the secretary shall be drawn from the senior administrative staff of the College.

- iv) In order for a case to be referred to the Disciplinary Adjudication Committee the procedure set out in By-law 9.6 must be followed. Any request for the referral of a case to the Committee must be made in writing to the Principal by the Junior Member concerned, stating her grounds for appeal and special factors, if any, which she considers relevant to showing there has been either procedural irregularity, or new evidence has come to light that was not previously available, or an earlier decision was unreasonable.
- v) If a case is referred to the Disciplinary Adjudication Committee, a meeting of the Committee shall normally be convened within 14 days. The Governing Body shall at the same time be notified that the Committee is to meet, with a statement of the business to be transacted, citing the name of the Junior Member, the By-law under which the case falls and the date of the meeting.
- vi) Representations to and interviews by the Disciplinary Adjudication Committee
 - a. A Junior Member whose case is being considered shall have the right to make representations in writing or to appear before the Committee or both. A Junior Member appearing before the Committee may if she wishes be accompanied by a representative (who shall normally be a current Junior or Senior Member of the University).
 - b. A Junior Member whose case is to be considered by the Disciplinary Adjudication Committee shall be given not less than seven days' notice in writing:

1. Stating that her appeal is to be considered by the Disciplinary Adjudication Committee;
 2. Stating the date, time and place of the meeting of the Committee;
 3. Stating the grounds on which the penalty was imposed;
 4. Informing her of her right to make representation in accordance with paragraph (a) above;
 5. Providing her with the names of the members of the committee, and allowing her the right to ask that a member or members should not sit on the committee if she can show good cause.
- c. The Disciplinary Adjudication Committee shall hear, and/or receive beforehand in writing, the case for the College presented by the Dean or her nominee, and the case for the Junior Member presented by her or her nominee. Members of the Committee may address questions through the Chair to those presenting the cases on both sides, and to any witnesses called. The Committee shall then deliberate in the absence of other participants and reach a decision.
- d. In the event that a Junior Member fails to appear before the Disciplinary Adjudication Committee without reasonable excuse, and/or fails to make written representations on her own behalf without reasonable excuse, the Disciplinary Adjudication Committee may proceed to consider the case before it.
- vii) The powers of the Disciplinary Adjudication Committee in connection with a case which has been referred to it are as follows:
- a. It may decide that the Junior Member concerned shall be required to withdraw from the College or be expelled;
 - b. It may take such other action as it considers appropriate to deal with the case.
- viii) If the decision is that the Junior Member be required to withdraw from the College or expelled then the Junior Member shall be informed at the same time of her right to approach the Conference of Colleges Appeal Tribunal for review.
- ix) When the Conference of Colleges Appeal Tribunal has determined the appeal, the Junior Member shall be informed that the internal complaints procedures have been exhausted, and of her right to complain to the Office of the Independent Adjudicator for Higher Education.

3.14 Academic Appointments Review Committee

- i) The Academic Appointments Review Committee shall meet when summoned by the Senior Tutor or the Principal.

- ii) Membership
 - a. The membership of the Academic Appointments Review Committee shall be the three members of Governing Body who are the most recent former holders of the offices of Vice-Principal and of Senior Tutor and who are available to serve. If there are not sufficient qualifying former office-holders available, Committee members shall be drawn from Governing Body in descending order of seniority, according to the order of seniority kept by the Academic Registrar.
 - b. The Chair shall be the Senior Member present.
 - c. The quorum shall be three.
 - d. No member of the Governing Body who has had any prior direct involvement in the assessment of the performance of the probationary Tutorial Fellow, Tutor, Lecturer or Director of Studies concerned shall act as a member of the Committee in its consideration of that case.
- iii) The terms of reference of the Academic Appointments Review Committee shall be:
 - a. To consider the performance of probationary Tutorial Fellows, measured against the criteria set out in their contracts, in the By-laws, and in the University template of college duties. This review shall be carried out before the end of the first year of probation. A further review shall be normally be undertaken early in the final year of the initial period of appointment, but may be undertaken earlier.
 - b. To consider any other question referred to it by the Principal or the Senior Tutor relating to the performance of duties by Fellows, Tutors, Lecturers or Directors of Studies of the College.
 - c. To report to Council.

3.15 Nomination Committee

- i) The Nominating Committee shall consist of the Vice-Principal, Senior Tutor and two Tutorial or Professorial Fellows who are members of Governing Body and have been Fellows for a minimum of five years. These latter two members shall retire each year and be succeeded by the next eligible Governing Body members in alphabetical order. The Academic Registrar shall be Secretary to the Committee.
- ii) The Committee shall meet as required and shall make nominations of candidates for regular and casual vacancies on all College committees and in College offices, such nominations to be submitted to the Academic Registrar. The Committee shall also consider and make recommendations on nominations for election to Supernumerary Fellowships, and requests for renewal of such Fellowships. This procedure is in addition to, and does not preclude the making of, nominations by members of the Governing Body.
- iii) All Supernumerary Fellowships will be subject to review every 5 years by Nominating Committee.

- iv) Nominating Committee will also review initial nominations for Honorary Fellowships. This will normally be done annually at the beginning of Trinity Term, with recommendations then being made to Academic Committee and on to Governing Body for approval. Fellows of College will be invited to make Honorary Fellowship nominations to Nominations Committee over the Easter Vacation, outlining why these nominees should be considered and how they meet the selection criteria (Section 6.6). When Nominations Committee makes its recommendations to Academic Committee, it shall also consider the overall numbers of Honorary Fellows and the balance between Honorary Fellows in different subject areas. If the Nominating Committee does not approve all nominations for a particular year, the same nominations may be considered again in following years.
- v) In exceptional circumstances, Honorary Fellowship nominations may be made to Nominations Committee at other times of the year.

3.16 Philanthropic Development Board

- i) Membership
 - a. The Board shall be composed of alumnae to reflect the breadth of skills and experience of College's alumnae population. It may nonetheless include those who are not alumnae. The number of members shall not be limited.
 - b. Members shall be appointed based on the areas of skills and expertise they can bring to the Board. When appointing members, the College shall strive for a balance of representation (e.g., geographic location, gender, matriculation year, subject studied, etc.).
 - c. Each member shall be expected to support fundraising by approaching alumnae and friends for donations; this shall be made clear in writing when inviting to membership of the Board.
 - d. Members shall serve on the Board for a period of three years unless otherwise agreed. No member shall serve more than two consecutive terms unless agreed by the Board.
 - e. Board meetings shall be attended by the Principal, Director of Development, Treasurer and relevant members of the Development team.
 - f. The Chair of the Board shall be an alumna or alumnus of the College. The Chair shall be nominated by the Development Director and Principal and approved by Governing Body. The Chair shall work with the Development Director and Principal to:
 - i. Agree the membership of the Board and each member's role;
 - ii. To agree the areas that the Board shall advise on;

- iii. To support the aims, objectives and values of the College and develop the fundraising strategy.

ii) Remit

The aim of the Board is to support the fundraising ambitions of the Development Office on behalf of the College. It shall work in a non-executive capacity with the Development team and shall not be involved in day-to-day management of activity and workload. The Board may also provide advice on an extensive range of matters to support the strategic objectives of Development and the College. The terms of reference of the Philanthropic Development Board shall be:

- a. To support the identification of and recommend suitable individuals to promote fundraising and financially support fundraising ambitions;
- b. To promote fundraising projects through introductions and communications, thereby influencing external stakeholders to assist in fundraising.

iii) Dates of Meetings

- a. Meetings shall be held quarterly in Oxford or other convenient location. Further meetings may be convened, if deemed necessary, by the Chair of the Board. Meetings may also, occasionally, be held virtually.
- b. Where possible, Board members are expected to attend all Board meetings and at least twice a year. Prior notice of absence must be given to the Chair and Development Director.

iv) Conduct of Business

- a. The agenda shall be agreed with the Chair and Director of Development. The paperwork shall be prepared by the relevant member of the Board or Development team.
- b. The Development team shall meet each Board member between meetings to discuss the Board member's specific area(s) of interest and the prospective donors.
- c. Working Groups may be set up at the instigation of the Board, or its affiliated groups, in order to promote the Board's aims and consider specific area of work.
- d. The minutes shall be made available.
- e. Quorum – no meeting shall commence unless two external members are present.

- v) Confidentiality
- a. Each member of the Board shall be expected to sign a DARS confidentiality agreement before receiving data relating to individuals. The agreements should be reviewed regularly.
 - b. It is expected that matters considered by the Board shall remain confidential.

3.18 Remuneration Committee

i) Membership

- a. The Committee when complete consists of no fewer than five and no more than eight individuals who do not receive Remuneration from the College and are neither Trustees nor employees of the College (these may include Honorary, Emeritus Fellows, alumnae of the College and individuals with no obvious College connection).
- b. The members of the Committee shall be elected by Governing Body for periods of three years and the Governing Body shall receive recommendations for membership from the Council. There is no limit to the number of terms an individual may serve on the Committee, although no member may serve for more than two terms consecutively.

ii) Remit

The role of the Committee is to act as a body to set the level of remuneration and direct and indirect benefits for the Principal and members of Governing Body who are acting as trustees as defined by the Charity Commission.

The Remuneration Terms to be considered by the Remuneration Committee shall include:

- Salary/Stipend;
- Reimbursement of expenses incurred for work purposes;
- Housing allowance;
- Research and travel allowance;
- Entertainment allowance;
- Membership of the College private healthcare scheme if funded by the College;
- Extra payments for holders of College Offices;
- Contributions to final salary pension scheme (USS);
- Entitlement to free standard meals at High Table;
- Common Room Facilities;

- Sick Leave and maternity/paternity and parental leave [if specific to Governing Body Fellows];
- Severance pay in the case of the termination of employment;
- Participation in the shared equity housing loan scheme if required;
- Entitlement to paid Sabbatical leave if an exception to University and College policy;
- Any other payments or benefits to the Principal and members of Governing Body.

iii) Dates of Meetings

The Committee may hold at least one meeting each year in the Trinity term and may meet at any other time it determines. A quorum at a Committee meeting is four members.

iv) Conduct of Business

- A Chair shall be appointed by the Committee and either the Chair or (if the Chair is unable or unwilling to do so) some other member of the Committee chosen by the members present presides at each Committee meeting.
- Every Committee member has one vote on each issue and every issue may be determined by a simple majority of the votes cast at a meeting of the Committee, but a decision that is communicated in writing or by email by all the Committee members is as valid as a decision passed at a meeting and for this purpose the decision may be contained in more than one document and shall be treated as passed on the date of the last approval.
- A meeting may be held either in person or by suitable electronic means agreed by the members of the Committee in which all participants may communicate with all the other participants.
- The Principal and the Treasurer shall attend meetings to provide information and answer queries, although they shall not vote.
- The HR Officer shall also attend and act as Secretary to the Committee.

v) Procedure for Considering Recommendations to the Committee

Governing Body may present any significant proposal regarding remuneration for consideration by the Committee. The HR Officer may also present proposals on remuneration to the Committee.

The Committee shall consider the recommendations on the remuneration put forward by Governing Body and may then either accept or reduce the proposed Remuneration Terms. In the event of a recommendation from the Committee to reduce the proposed remuneration terms Governing Body may agree or present a revised recommendation. Governing Body and Remuneration Committee must be in agreement before an increase in remuneration can be implemented.

In determining remuneration the Committee shall consider the following in its terms of reference and its decision making:

- a. the need to attract and retain Fellows of the highest quality to the College, consistent with the dynamics of the College's development, in particular by remaining competitive with those academic institutions in the United Kingdom and internationally with which the College is likely to be in competition for such Fellows;
 - b. the policy of the University with regard to the basic stipends/salaries of academic staff on University-only or joint appointments, particularly the scales and the points on those scales applied to the University's academic staff;
 - c. other colleges' policies with regard to remuneration;
 - d. the allowances paid by other colleges (with reference to the Estates Bursars' annual survey of stipends and allowances, covering such areas as allowances and other benefits);
 - e. principles of equity and fairness among the Fellows of the College, including in particular the need to prevent unlawful discrimination and promote equality of opportunity between people of different groups;
 - f. the importance attached by the College to maintaining, and where possible enhancing, collegiality among the Fellows, and members of the College generally;
 - g. the potential to encourage, by additional remuneration, enhanced performance of College-specific duties;
 - h. trends in remuneration in the relevant levels of the UK public and private sectors the Governing Body's judgement, in the light of the financial state of the College's operations, of all the appropriate calls on College resources;
 - i. any other relevant factors.
- vi) Procedure Regarding Advice to the Governing Body

The Committee makes its own proposals on remuneration to Council for approval by Governing Body.

It is expected that Council and Governing Body shall consider any proposals and respond to the Committee accordingly.

- vii) Records and Accounts

The Committee must keep proper records of and promptly report to Council and in turn Governing Body on all proceedings at Committee meetings.

Minutes of each Committee meeting shall be kept.

viii) Amendments

These terms of reference may be amended by Governing Body in consultation with the Committee.

3.19 International Committee

i) Membership

- a. The ex officio membership of the International Committee shall comprise: the Principal, [the Vice-Principal], the Treasurer, the Senior Tutor and the Director of Development.
- b. Two academic members of the Governing Body, who shall be appointed by the Governing Body.
- c. The term of each academic member of the International Committee shall be two years renewable, subject to election for up to a further two years.
- d. The International Committee shall be chaired by the Principal.
- e. The Director of Programmes and Networks and the Administrator for International Programmes shall be in attendance ex officio.
- f. The Administrator for International Programmes shall act as secretary to the committee.

ii) Remit

The International Committee shall report to Council. The terms of reference of the International Committee shall be:

- a. To set the strategy for all the international activity of the College;
- b. To review and approve all College international activity including, inter alia, visiting students, summer schools, fund raising with alumnae based overseas, and student internships;
- c. To review and approve all international travel undertaken by staff on College business up to £5000.

iii) Dates of meetings

There shall be at least one meeting of the International Committee each term.

3.20 Art Committee

i) Membership

- a. The ex officio membership of the Art Committee shall comprise: the Art Fellow, the Treasurer, the Domestic Bursar (or representative) and the Director of Development (or representative).

- b. [Three] academic members of the Governing Body, who shall be appointed by the Governing Body.
- c. The term of each academic member of the Art Committee shall be three years, renewable, subject to election, for up to a further three years.
- d. The Art Committee shall be chaired by the Art Fellow.
- e. Two external members who are experienced in art curation or investment may be co-opted onto the committee.
- f. The [Bursary Assistant] shall be in attendance as secretary to the committee.

ii) Remit

The Art Committee shall report to Council. The remit of the Committee shall be to make recommendations for the presentation, curation and promotion of the College art collection including acquisitions, disposals, commissions, donations, presentation (framing & labelling), conservation and insurance.

The Committee shall have a budget to be agreed with Treasury and managed by the Art Fellow

iii) Dates of meetings

There shall be at least one meeting of the Art Committee each year. The Committee shall also meet on an ad hoc basis if required.

iv) Conduct of Business

- a. Business shall be divided into reserved and unreserved business as under the rules for Governing Body. A quorum shall be [5] members if votes need to be taken.
- b. Minutes shall be made available.
- c. The Art Committee shall refer to Council such papers as it deems necessary for further discussion in the conduct of its business.

v) Representation of Non-Governing Body Members

- a. One member of the JCR committee, one member of the MCR committee and representatives of the ACR and SCR may attend meetings of the Committee. Such members are not entitled to vote.
- b. Attendance shall be understood as meaning that such members may be present at the discussion of all but business on the reserved part of the agenda and may be invited to speak to any item by the Chair, or by any member of the Committee through the Chair.

4 The Principal (Statute II)

- 4.1 No candidate other than a university graduate may be considered for the Office of Principal.

5 The Vice-Principal (Statute III)

- 5.1 The Vice-Principal shall be appointed from among the Official Fellows. She shall hold office for three years and shall be eligible for re-election for one further term of three years. In the absence of the Vice-Principal, the Governing Body must appoint an acting Vice-Principal.

6 The Fellows (Statute IV)

6.1 Residence and Dining Rights

Official Fellows shall reside such distance as agreed by Governing Body (see Statutes IV.2 (a) (5)).

Dining rights are outlined in Tutors' Handbook

6.2 Sabbatical Leave

- i) Sabbatical Leave is granted for the purposes of study and research.
- ii) Any Official Fellow, other than a College Officer elected under the provisions of Statute IV, shall be entitled to one term of Sabbatical Leave for every six terms of qualifying service (as defined in (v) below). Entitlement to Sabbatical leave may be accumulated up to a maximum of six terms leave.
- iii) No more than three terms Sabbatical Leave shall be taken in any period of two years.
- iv) Sabbatical Leave will normally be on full pay. If during any period of Sabbatical Leave a Fellow receives a stipend or grant from an outside source the College stipend may, on the consideration of the case by Governing Body, be withheld or reduced. In reaching a decision in such cases Governing Body will consider the expenses necessarily incurred by the Fellow herself but not consequential expenses in respect of the Fellow's family.
- v) In this By-law "a term of qualifying service" means a term during which a Fellow has without intermission discharged the duties of a Tutorial Fellow, unless dispensed from doing so in whole or in part by Governing Body due to ill health or maternity leave. It does not, therefore, include terms of Sabbatical leave or other leave granted by Governing Body under the terms of 6.3 below. In the case of a Fellow elected to her Fellowship immediately following an

appointment as a Stipendiary Lecturer, Governing Body may allow the service as Stipendiary Lecturer to count as though it were service as a Fellow.

6.3 Other Leave

- i) Governing Body may, on the consideration of a particular case, grant leave with pay (and superannuation) or without pay for purposes other than Sabbatical Leave.
- ii) Research Leave may be granted to Fellows who are in receipt of an award from a Research Funding body which is sufficient to cover the full cost of replacement teaching.

6.4 Teaching during leave

- i) At least two full terms' notice must be given to Governing Body before the commencement of Sabbatical or other leave. The timing of leave shall be subject to the needs of the College.
- ii) When making a request for Sabbatical or research leave, a Fellow is required to make satisfactory arrangements for the admission, teaching, and personal tutorship of her pupils during her absence. These arrangements must be submitted in writing to the Senior Tutor and Treasurer for approval by Academic Committee before leave shall be granted.
- iii) Academic Committee may recommend the appointment of a lecturer, if necessary, on full stipendiary terms, to supply the teaching needs during the period of a Fellow's leave.

6.5 Seniority of Official Fellows

In the case of Fellows whose Fellowship begins on the same date, the order of seniority shall go by age. The seniority of present Fellows may be obtained from the Academic Registrar.

6.6 Honorary Fellows

- i) Honorary Fellowships, as the highest honour the College can bestow, are intended to:
 - a. publicly highlight and formalise a pre-existing association between the College and individuals (including, but not exclusively, former Fellows and alumnae) who are widely respected for their outstanding achievements in fields of academia or public life;
 - b. recognise outstanding contributions (e.g., academic or advisory) made by individuals to the life of the College and strengthen the ongoing and future relationship of the Honorary Fellow with St Anne's;
 - c. establish an association or relationship with an individual who has a skill set or qualities the College wishes to harness, and who has demonstrated their willingness to actively contribute to college life as an Honorary Fellow.

- ii) Nominations for Honorary Fellowships will normally be made annually to the Nominations Committee over the Easter Vacation, for initial review and then onward scrutiny of Academic Committee and Governing Body.
- iii) In exceptional cases Honorary Fellowships may be nominated to Nominations Committee at other times of the year.
- iv) In accordance with Statute IV, no Honorary Fellow shall be elected unless at least four weeks' notice of the impending election has been given in writing to each member of the Governing Body. The paper giving such notice shall include a full statement of the grounds on which the name in question is being put forward: the four weeks' period of notice shall not include any period outside full term other than the week immediately preceding full term.
- v) In addition, the College may also bestow Johnson Honorary Fellowships, which recognise individuals, foundations, and corporate benefactors for their generous financial support to St Anne's College. Any Johnson Honorary Fellowship is subject to Governing Body approval and is for those who make a total philanthropic contribution of £250,000 or more to the College. Prospective Johnson Honorary Fellows will be proposed to Governing Body by the Development Director and the Principal when they have reached the required threshold. Johnson Honorary Fellows who are willing to be publicly recognised are listed on the roll of honour outside the Mary Ogilvie Lecture Theatre. There is no limit to the number of Johnson Honorary Fellows.
- vi) In exceptional circumstances, a meeting of the Governing Body may decide by a majority vote of those present to revoke an Honorary Fellowship, where it is deemed that a continuing association with the Honorary Fellow would bring the College into disrepute and be significantly detrimental to its public standing and reputation.
- vii) A list of all Honorary Fellows is available from the Academic Registrar.

6.7 Supernumerary Fellows

In accordance with Statute IV, no Supernumerary Fellow shall be elected unless at least four weeks' notice of the impending election has been given in writing to each member of the Governing Body. The Governing Body shall determine the terms of Supernumerary Fellowships in the light of individual cases subject to the provisions of Statute IV.2.(d). All Supernumerary Fellowships will be subject to review every 5 years by Nominating Committee and Governing Body.

A list of Supernumerary Fellows is available from the Academic Registrar.

6.8 Other Fellows

A list of Johnson Honorary Fellows, Senior Research Fellows and Emeritus Fellows is available from the Academic Registrar.

7 Tutorial Fellows, Lecturers, College Officers, Clerical, Administrative and Domestic Staff (Statutes IV, V, XIII, XVI)

7.1 Tutorial Fellows

- i) a) Election. The timing of elections to Tutorial Fellowships shall be in accordance with Statutes IV.1 " Notice of the impending election" shall be interpreted as requiring that the papers relating to a named candidate be made available to members of Governing Body at least four weeks before the date of the Governing Body decision to elect.

b) Election Procedure. The candidate for election to a Tutorial Fellowship shall be interviewed by representatives of Governing Body and in accordance with University procedures for joint appointments (where relevant), and their proposed appointment approved by Governing Body prior to the notice of election to a fellowship.

c) Travel expenses. Reasonable expenses incurred by candidates on travel and accommodation when attending for interview shall be met by the College in so far as they are not met by the University in accordance with University practice current at the time.
- ii) Details of the stipends, emoluments and expenses payable to Tutorial Fellows of the College are available if required from the Treasury.
- iii) Where a Tutorial Fellowship is held in association with a University appointment, the Fellowship will terminate at the same time as the University appointment.

7.2 Confirmation of Probationary Fellowships

- i) Tutorial Fellowship appointments are normally made for five years in the first instance. The Senior Tutor will provide reports to the University at agreed points during the initial period of office.
- ii) Near completion of the initial period of office, a Tutorial Fellow is eligible for consideration by the University and College for re-appointment until retirement age as defined by the University. Criteria for re-appointment are laid out in the contracts of employment of Tutorial Fellows.
- iii) If the performance of a Tutorial Fellow is unsatisfactory, the procedures set out in Statute XVI Part III shall be followed, in accordance with current legislative requirements.

7.3 Lecturers

The stipends and other terms and conditions applicable to Lecturers of the College shall be set out in their contract.

7.4 College Officers

- i) The Governing Body shall elect the following College Officers, who shall be accountable to Council, directly and/or through the Governing Body committees to which they report:

The Principal
The Vice-Principal
The Dean
The Senior Tutor (acting also as The Tutor for Admissions and The Tutor for Graduates)
The Treasurer
The Domestic Bursar
The Librarian
The Development Director

- ii) In addition, the Governing Body shall appoint from its members the following College Officers, who shall attend meetings of Governing Body committees as and when required:

The Dean of Degrees
Two Advisers to Junior Members
Curator of College Pictures and Works of Art
Furniture and Silver Audit Fellow
Gallery Director
Adviser to Associated Colleges / Visiting Students
Freedom of Information Officer
Nursery Fellow
Equality and Diversity Fellow
St Anne's Society and Alumnae Fellow
Sports Fellow (if no fellow is nominated, this post shall remain vacant)

- iii) Notification of vacancies for the Vice-Principal and Dean shall be circulated by the Secretary of the Governing Body in advance of the Hilary Term mid-term meeting. The names of persons nominated and of their proposers and seconders shall be submitted in writing to the Academic Registrar. Elections shall take place at the eighth week meeting and vacancies not filled at that meeting may be filled when elections for other College Officers take place.

If nominated, every member of Governing Body past her probationary period shall be expected to accept office, except during periods of leave or while holding Faculty or University office or for other good reason approved by Governing Body.

The tenure of office shall ordinarily date from 1st September following the election.

Elected College Officers listed in 7.4 ii) above, and in addition the Vice-Principal and Dean, shall hold office for a period of three years and shall be eligible for re-election for one further period of three years.

- iv) The Governing Body may appoint other Officers.

- v) The emoluments and allowances payable to College Officers are set out in the Tutors Handbook.
- vi) Fellows elected to be Vice-Principal and Dean, shall be entitled to reduce their teaching hours by an average of four hours per week up to a total of 96 hours in a year without reduction of stipend.

7.5 Clerical, Administrative and Domestic Staff

- i) The Governing Body shall appoint such administrative and domestic staff as are necessary, including:
 - The Academic Registrar
 - The IT Manager
 - The HR Manager
 - Communications Manager
 - Disability Coordinator
 - Dean of Welfare
 - Three Assistant Deans
- ii) The procedure for dealing with disciplinary matters affecting College employees is set out in the Employee Handbook.

7.6 Code of Practice

The Governing Body shall observe the Codes of Practice set out in Annex II of the College Regulations.

8 Scholarships and Exhibitions

(Statute VI)

8.1 Scholarships and exhibitions may be awarded by Governing Body on the recommendation of tutors.

8.2 The value of scholarships and exhibitions shall be as approved every five years by Council.

9 Junior Members

(Statute VII)

9.1 Definitions

In these By-laws the following words have the meanings defined below.

- i) 'Junior Member' means an undergraduate or graduate student (including a Visiting or Associate Student)
- ii) 'expel' has the meaning that the term has in the University Statutes, namely deprive a Junior Member permanently of her membership of the College and of the University.

- iii) 'require to withdraw from the College' means deprive a Junior Member permanently of her membership of the College.
- iv) 'require to withdraw temporarily from the College' means suspend the membership status in the College and in the University of a Junior Member for some specified period or until specified conditions are met. Such suspension of membership also applies to a Junior Member who is permitted to withdraw voluntarily for a period.
- v) 'rustication' means the withdrawal of the right of access to the premises and facilities of the College for a fixed period or until specified conditions are fulfilled.
- vi) 'suspension by the College' means a withdrawal of the right of access as in rustication where action is taken as an interim measure pending further investigations, or where action is required in a non-disciplinary situation – such withdrawal may be for a limited period pending the fulfilment of certain conditions or may be for an indefinite period

9.2 Regulations with regard to Selection and Admission

- i) Applicants may be admitted to membership of the College only on the advice of the Tutors following the entrance procedures of the College, regulations for which are published by the University's Undergraduate Admissions Office and its successors.
- ii) Suitably qualified applicants for further degrees and diplomas shall be accepted on the recommendation of the Tutors, provided that the Faculty or Divisional Board concerned is prepared to accept them.
- iii) All applicants must be considered in accordance with the College's Equal Opportunities Policy, the current version of which is at Schedule C2.
- iv) All applicants with previous unspent criminal convictions will be dealt with in accordance with the College's policy on recruitment of applicants with previous unspent criminal convictions for the time being in force.
- v) Visiting Students shall be admitted on the recommendation of the Tutors concerned after consultation with the Tutor for Admissions.
- vi) All applicants for admission must satisfy the College that they are able to finance their proposed course of study.
- vii) Junior Members on first coming up will be issued with the College Regulations and shall sign the College Register declaring their acceptance of College Regulations. Amendments to the College Regulations will be distributed to Junior Members subsequently.
- viii) A Junior Member's address in Oxford shall be deemed to be College, and her email address the stipulated College form (firstname.familyname@st-annes.ox.ac.uk).

9.3 Failure, or failure to be classified in Public Examinations

- i) In accordance with the College Regulations, failure in Public Examinations may result in a Junior Member being required to withdraw from the College.

- ii) A Junior Member who has not successfully completed the current year's Public Examination will be allowed a second attempt only with the approval of her Tutors in consultation with The Senior Tutor. Where a second attempt is approved, the Junior Member will be sent a letter requiring her to sit the examination again at the appropriate time for her subject. Should she subsequently fail, she will be required to withdraw from College, subject to the decision of the Academic Adjudication Committee, to which she is entitled to appeal.

But a Junior Member may be required to withdraw on failing the first attempt if:

- a. her work has given rise to such dissatisfaction that a formal written warning to this effect has been given not later than the end of the previous term; or
- b. she has a fail mark in one or more papers sat in Collections at the beginning of the term of the First Public Examinations and a formal written warning to this effect has been given not less than 28 days before those Examinations begin.

Such a formal written warning is given by The Senior Tutor, after the Junior Member has been invited to a meeting with The Senior Tutor and the relevant Tutors (so far as available), for the purpose of reviewing performance on the basis of written reports, and establishing an agreed record of relevant facts, including any personal or medical factors which may have affected adversely her academic performance.

- iii) In the case that a candidate has satisfied the examiners in Honour Moderations but has not been classified, the procedure shall be as follows: the Tutor(s) concerned and the Principal (or in her absence, the Senior Tutor) shall consider whether the Junior Member be required to withdraw or alternatively be permitted nevertheless to proceed to a Final Honour School, be required to sit for a pass degree where appropriate, be put on probation in accordance with the procedure under By-law 9.4 (iii) below, or any combination of these courses of action; and the Junior Member shall be informed in writing of the recommendation. If she accepts the recommendation, then this shall be reported to the Governing Body.

In the case of a recommendation that the Junior Member be required to withdraw from the College, or not be permitted to proceed to a Final Honour School, then she may request that her case be considered by the Academic Adjudication Committee.

If a candidate has sat examinations whose mark is to contribute substantively to a Public Examination in a subsequent academic year, and has been awarded an average mark below the level for Honours, the same procedure shall be followed.

- iv) In the case of a Junior Member who having failed Honour Moderations has subsequently passed the appropriate Preliminary Examination, the Tutor(s) concerned and the Principal (or in her absence, the Senior Tutor) shall confer as soon as possible and the same procedure shall be followed as in (iii) above.

- v) If an undergraduate, having failed a Public Examination, chooses to withdraw voluntarily (usually to transfer to another university with her Tutor's help) the matter shall be reported at the next meeting of Governing Body. The Junior Member shall not be required to pay fees and charges by having failed to give three months' notice of withdrawal.
- vi) A Junior Member who has twice failed her first Public Examination shall be required to withdraw from the College unless her Tutors and the Principal (or, in her absence the Senior Tutor) are satisfied that personal or medical factors may have adversely affected her preparation for, or performance in, the examination. The Junior Member has the right to appeal to the Academic Adjudication Committee under the procedures set out in By-law 3.12.
- vii) In the case of any referral to the Academic Adjudication Committee, it shall be the responsibility of the Personal Tutor to furnish the Academic Adjudication Committee with a written statement setting out the recommended action and the case in support of this. A copy will be supplied to the undergraduate.

9.4 Persistently unsatisfactory work

- i) "Persistently unsatisfactory work" will result in a Junior Member being required either to read for a Pass School or, in the absence of mitigating circumstances, being required to withdraw from the College.
- ii) Prima Facie evidence of unsatisfactory work will be provided by one or more of the following:
 - a. Failure on the part of any undergraduate to submit prescribed written work of a satisfactory standard by the date prescribed for submission;
 - b. Failure to attend tutorials, classes, practicals or collections where appropriate, unless previously dispensed;
 - c. Poor performance in a collection or collections as required by a Tutor following upon a course of prescribed study either in term or during vacation;
 - d. Poor performance in a Public Examination; or
 - e. Unsatisfactory termly reports.
- iii) Where a Personal Tutor is dissatisfied with the work of a Junior Member or where another tutor reports adversely on an undergraduate's academic progress, the Personal Tutor shall write to the Senior Tutor describing the standard of the undergraduate's work.

The Principal and Senior Tutor shall then interview the Junior Member in the presence of the Personal Tutor and other available Tutors in the School. The Personal Tutor's written statement shall be given to the Junior Member before the interview and the Junior Member shall be warned that further action (see 9.4 (i)) may be taken in the event that no significant and sustained improvement in her academic performance is forthcoming.

The Principal, Senior Tutor and Personal Tutor may set conditions which the Junior Member must fulfil. These conditions may include but are not limited to the following:

- a. satisfactory performance in a penal collection which shall be externally assessed;
- b. satisfactory performance in tutorials, practicals and classes;
- c. satisfactory tutorial reports.

In addition to an oral warning at the interview, the Principal shall send a formal written warning to the Junior Member summarising the conditions set.

Should the conditions not be met, the Principal, Senior Tutor and Personal Tutor may after a further interview recommend to the Academic Adjudication Committee that the Junior Member be required to read for a Pass Degree or to withdraw from the College.

- iv) If within three terms of receiving a formal warning from the Principal, the undergraduate's work should again become unsatisfactory, her case may after a further interview be referred direct to the Academic Adjudication Committee.

9.5 Discipline

- i) Junior Members are required to comply with all College Regulations.
- ii) No Junior Member shall intentionally or recklessly engage in conduct likely to bring the College into disrepute.
- iii) No Junior Member shall engage in conduct likely to disrupt teaching or study or research or the administration (including domestic administration) of the College or disrupt or attempt to disrupt the lawful exercise of freedom of speech by members, students or employees of the College or of the University and by visiting speakers or obstruct or attempt to obstruct any officer or employee of the College in the performance of her duties.

9.6 Plagiarism

- i) In the case of College assessed work (formative assessment), such as tutorial essays or Collections, where a Personal Tutor or another tutor suspects, identifies or becomes aware of plagiarism in the work of a Junior Member, the Personal Tutor may write to the Senior Tutor describing the details of the case. The Principal and Senior Tutor will determine whether a Junior Member has committed 'intentional' or 'reckless' (unintentional) plagiarism, based on the evidence submitted by the Personal Tutor or other tutor.
- ii) The Principal and Senior Tutor shall then interview the Junior Member in the presence of the Personal Tutor and selected other members of the School. The Personal Tutor's written statement shall be given to the Junior Member before the interview and the Junior Member shall be warned that further action may be taken. After the interview the Junior Member will retire.

- iii) The Principal, Senior Tutor and Personal Tutor may set conditions which the Junior Member must fulfil. These conditions may include but are not limited to the following:
 - a. satisfactory performance in a penal collection which shall be externally assessed (i.e. outside of College);
 - b. satisfactory performance in tutorials, practicals and classes;
 - c. satisfactory tutorial reports;
 - d. remedial tutorial on plagiarism

The Principal shall send a formal written notification to the Junior Member summarising the outcome of the interview and any conditions set.

- iv) If the Junior Member is found to have committed plagiarism a second time, the Principal, Senior Tutor and Personal Tutor may recommend that the Junior Member be required to read for a Pass Degree or to withdraw from the College. The Junior member may appeal to the Academic Adjudication Committee.
- v) A Junior Member may appeal to the Conference of Colleges Appeal Tribunal (CCAT) against a College decision involving a 'substantial penalty,' which CCAT defines as '*Substantial penalty includes the penalties of expulsion, rustication or suspension, substantial fines, and other penalties of similar severity.*
- vi) In the case of plagiarism in University Public Examinations (summative assessment) a Junior Member shall be referred directly by the relevant body to the Proctors. If the Proctors find that plagiarism may have occurred they will refer the case to the University's Student Disciplinary Panel (SDP).

9.7 Essay-writing Services

- i) In accordance with the Statute XI University Code of Discipline, no member of the College is allowed to contribute to essay-writing services (whether directly with the recipient or through commercial companies) in circumstances where the work provided could be submitted by someone else in any examination worldwide.
- ii) Students buying or otherwise obtaining material to pass off as their own in either College assessed work or University Examinations can expect to be the subject of disciplinary procedures.

9.8 Maintenance of Discipline

- i) Regulations in respect of Junior Member discipline will be set out in Regulations to be approved by Governing Body in accordance with Statute VII.

- ii) In cases where there is an allegation of behaviour in breach of the College Regulations the Dean shall investigate the matter and interview the Junior Member against whom the allegation has been made.
- iii) The Dean and in her absence the Senior Tutor shall have the power to impose fines up to £100, and/or to impose such penalties as she considers appropriate (except that she may not rusticate a Junior Member, or require her to withdraw from the College, or expel her) and/or to require such compensatory payments or actions as she considers fit. A record shall be kept of any penalties imposed and any other measures required, and the Dean shall report these to the Governing Body each term. When a penalty for a breach of discipline has been imposed under the terms of this clause, the Junior Member concerned shall forthwith be told of her right to appeal to the Disciplinary Adjudication Committee as set out in By-law 3.14. An appeal must be made in writing within seven days of the penalty being imposed, and must state the grounds for appeal.
- iv) In the event of non-payment of any disciplinary fine within seven days of the deadline specified for payment, whether or not any appeal is pending, the Junior Member may be rusticated as in (iv) below.
- v) If the Dean considers that the breach of the College Regulations is sufficiently serious as to warrant a penalty greater than she is empowered to impose under By-law 9.6 (ii), or in the event of non-payment of a fine as detailed in 9.6(iii) she shall refer the matter to the Principal. The Principal, in consultation with the Dean, shall have power to rusticate and to recommend that a Junior Member be required to withdraw or be expelled. Any such action shall be reported to the Governing Body.
- vi) Where the Principal and Dean have rusticated a Junior Member or recommended that a Junior Member be required to withdraw or be expelled for reasons involving a breach of discipline, the Junior Member may appeal to the Disciplinary Adjudication Committee as set out in By-law 3.13. An appeal must be made in writing within seven days of the penalty being imposed, and must state the grounds for appeal.

9.9 Illness

- i) The term 'illness' includes any mental or physical condition which renders a Junior Member unfit for academic work.
- ii) In the case of contagious or infectious diseases the Junior Member concerned may be required to move out of residence without delay, subject to satisfactory arrangements for alternative accommodation being made.
- iii) Illness, including personality disturbance manifesting itself in disruptive conduct, may be a ground for imposing conditions on remaining in residence, for suspension or in severe cases for requiring withdrawal from the College having regard to the obligations of the College under the Equality Act 2010 and similar successor legislation.
- iv) A Junior Member who is by reason of illness unfit for academic work or who is likely to disrupt the life of the College or of some of its members, or may bring the College into disrepute, shall be required to refrain from such behaviour

and may have further conditions imposed upon her including but not limited to temporary exclusion from the College.

The student shall be required to obtain reports from two medical professionals on her condition. In considering these reports, the College may seek the advice of a medical professional before making any stipulations.

In the event of non-compliance with any stipulations imposed, including failure to obtain satisfactory medical reports, the case shall be referred to the Academic Adjudication Committee. The Academic Adjudication Committee may permit the Junior Member, subject to conditions it prescribes, to remain in residence or may require the Junior Member to withdraw until the conditions have been complied with, or medical reports to its satisfaction have been presented to it. In cases of seriously disruptive behaviour or where the Junior Member is likely to bring the College into serious disrepute, the Academic Adjudication Committee may also recommend to the Governing Body that the Junior Member be expelled.

- v) A Junior Member who is given permission to withdraw voluntarily for a period on grounds of illness shall be informed in writing at the time this permission is granted, that she will be required to comply with stated conditions before she is allowed to return to residence. These conditions shall include the requirement to obtain from her College doctor a medical report indicating her fitness to resume her course and may include academic conditions drawn up by the Personal Tutor in consultation with the Senior Tutor.

In the event of non-compliance with any condition imposed, including failure to obtain a satisfactory medical report, the case shall be referred to the Academic Adjudication Committee.

The Committee may permit the Junior Member, subject to conditions it prescribes to resume her course, or may require the continued suspension of her College membership until the conditions have been complied with to the satisfaction of the Committee, or it may decide that the Junior Member shall be required to withdraw from the College.

- vi) In any case where, in the opinion of the Academic Adjudication Committee having considered the evidence, it would be seriously disruptive of the work of any person within the College community, or the conduct of a Junior Member who is ill is likely to bring the College into serious disrepute, it may recommend to the Governing Body that the Junior Member be expelled.

9.10 Fees, charges and dues

- i) Members of the College are required to pay their debts to both the College and the University by the due dates.
- ii) Fees, charges and dues payable to the College by Junior Members are handled by the Treasury.
- iii) For the purpose of this clause, debts shall include fees, rent, battels or any penalties or charges imposed on the member.
- iv) Termly debts payable to the College are payable by the beginning of Week 3 in Michaelmas Term and the beginning of Week 2 in Hilary and Trinity Terms.

- v) Termly debts payable to the College are payable by the beginning of Week 3 in Michaelmas Term and the beginning of Week 2 in Hilary and Trinity Terms.
- vi) Where a Junior Member fails to pay any debt which is due and payable, whether to the College or the University, the Treasurer may in consultation with the Principal and Senior Tutor require the member to withdraw temporarily from the College until the debt is discharged or impose such conditions as to payment as she sees fit.
- vii) The Junior Member may appeal to the Disciplinary Adjudication Committee against any requirement to withdraw from the College.

9.11 Junior and Middle Common Rooms

- i) The JCR shall appoint officers and manage its affairs according to a constitution approved by its general meeting and subject to approval by Governing Body. The Governing Body shall appoint two Advisers to Junior Members who shall be available for consultation by the Junior Members.
- ii) The MCR shall appoint officers and manage its affairs according to a constitution approved by its general meeting and subject to approval by Governing Body. Eligibility for membership of the MCR shall be determined by Governing Body to whom the MCR may make representations if changes in the existing rules are desired. The Tutor for Graduates shall act as liaison with Governing Body.

9.12 College Medical Arrangements

- i) Junior Members in residence must register with a GP in Oxford.

10 Financial Provisions (Statutes X, XI)

10.1 Payments

Payments may be authorised by the following persons on behalf of the College.

- The Principal
- The Vice-Principal
- The Treasurer
- The Domestic Bursar
- The Academic Registrar
- The Librarian
- The Financial Controller
- The Senior Tutor

Payments of £25,000 and over must be signed by two authorised signatories.

10.2 Power of Investment

Investment Committee

The Governing Body shall appoint an Investment Committee to advise it on the exercise of the powers of investment set out in Statute X.2.

The membership and terms of reference of the Investment Committee are set out in By-law 3.5.

10.3 Accounts

The annual accounts of the College shall be presented at or before the Stated meeting of the Governing Body in Michaelmas Term.

10.4 Pensions

- i) The following persons qualify to be covered by Statute VIII relating to the Universities Superannuation Scheme: all College employees who earn above the required USS salary threshold.
- ii) The Governing Body shall offer arrangements for pensions to other contracted members of staff through the Oxford University Staff Pension Scheme.
- iii) The Governing Body shall offer auto enrolment pensions to casual staff according statutory requirements.

10.5 Health Insurance Group

The Governing Body may allow certain persons to become members of a group health insurance scheme on the terms applicable at the time. On a non-contributory basis this may include managerial and senior administrative roles. This does not apply to members of Governing Body as trustees of the College.