1. Purpose:

This paper revises the governance arrangements adopted by the College in 2002 and recommends collective management machinery and committee structures for the College against the following principles relating to the roles of senior academic management and the principles and linkages to University machinery set out in the ‘Delegation of Powers of Senatus to Colleges’ agreed in June 2002:

a. Ultimately the Head of College [HoC and Vice Principal] is responsible for all executive action in relation to the business of the College. Committee machinery will be kept to the minimum consistent with good governance and satisfaction of University requirements.

b. HoC will operate, corporately, through a College Strategy Group [CSG] comprising:
   ○ Heads of School
   ○ Directors of Research, Undergraduate Learning and Teaching, Postgraduate Studies [two] including International Affairs and Quality Assurance and Director of Educational Information Services
   ○ Director of Queen’s Medical Research Institute [QMRI], Director of Roslin Institute and Director of Institute of Genetics and Molecular Medicine [IGMM]
   ○ College Support Managers – Registrar, Accountant, HR Manager.
   ○ Other College Support managers will attend College Strategy Group as required in accordance with business in hand. The College Estates Development Manager [employed by Estates & Buildings] will be invited routinely to meetings of CSG as will the Information Services Academic Liaison Director and/or IS Head of Consultancy Services for Medicine and Veterinary Medicine.

c. The College Strategy Group [CSG] will be responsible collectively for College policy and management, within policies and strategies agreed by the HoC, and will deal with:
   ○ College academic and resource strategy
   ○ Budgetary allocations and financial planning
   ○ Staffing policy including Chair programmes
   ○ Approval of the College Academic and Financial Plan
   ○ Proposals for investment in accommodation and in new technologies, whether funded from College resources, University programmes or funding raised from external sources
   ○ Policy for the management of the academic affairs of the College and for management of its resources
   ○ Representation of the College in University governance machinery and in relation to external partners and other agencies.

d. HoC will seek advice principally from CSG but also from any other academic or support manager in the College, appropriate to issues in hand and expertise available.

e. Principal delegated responsibility for ensuring executive action is taken will lie with Heads of School and senior academic managers appointed by the Head of College and with the College Registrar [CR], Accountant [CA] and Head of Human Resources Management [HoHR].
f. At Schools, principal delegated responsibility for ensuring executive action is taken will lie with Heads of Schools, within the Role Outline for Heads of Schools [HoS] and such matters as the HoC agrees with HsoS should be delegated. Each School will have a School Planning and Resources Committee comprising HoS, School Administrator, Heads of divisions within the School, Directors of Research Centres associated with the School and will support HoS in developing strategies to be agreed through CSG and in management of School posts. Schools will also establish School Safety Committees.

g. HsoS will be supported by School Administrators and by the College Management Support Team, the latter comprising:
   - College Registrar, Accountant and Head of HR
   - HR and Finance support managers and advisors
   - Postgraduate and Undergraduate support staff
   - Capital Projects and Estates management staff
   - Research Support staff
   - Site Health and Safety managers for Little France, WGH/REH and central area.
   - Equipment Procurement Manager.

h. Heads of divisions within the School will:
   - Support HsoS in Developing academic strategy
   - Lead on manpower planning and development within their divisions
   - Ensure delivery of undergraduate courses/modules
   - Ensure participation of divisional staff in quality assurance
   - Ensure delivery and quality assurance of postgraduate programmes and courses and the supervision of research postgraduates
   - Ensure best practice in Health and Safety management
   - Manage space and facilities on a day to day basis.

i. Research Centres are those which have been approved, formally, by the College Research Committee, former Faculty Group Research Committee and University machinery, and will be ‘hosted’ by the Schools:
   - Clinical Sciences and Community Health – Centres for Inflammation Research [CIR], for Reproductive Biology [CRB], for Public Health & Population Research [CPHPR], for Cardiovascular Science [CCVS] and Scottish Centre for Regenerative Medicine [SCRM]. The developing Clinical Imaging Research Centre [CRIC] will also be hosted by School of CSCH
   - Molecular and Clinical Medicine – Centre for Clinical Brain Sciences [CCBS] and for Cancer Research [CCR] and Molecular Medicine Centre [MMC]. CCR and MMC will be part of IGMM, with the MRC Human Genetics Unit [HGU]
   - Biomedical Sciences – Centre for Neuroscience Research [CNR], Centre for Cognitive Neuroscience and Edin-Neuro, Centre for Integrative Physiology [CIP], Centre for neurodegenerative diseases
   - Veterinary Medicine – Centre for Infectious Diseases [CID] [cross-School centre with Biomedical Sciences]

Centres will be resourced by all relevant Schools, i.e. recognising crossing of School boundaries. Centres will be led by a Director and be supported by Business/Senior Laboratory/Technical managers resourced by HoS and by Centres themselves from externally sourced funds.

j. The Directors of Research Centres will be responsible for:
   - The management of Centres within research strategies agreed
   - Agreement of grant applications developed by PI’s in the Centre
   - Allocation of resources to support research policy funded by the College
   - Liaison with Heads of ‘host’ Schools in regard to organisation and management of the Centre in accordance with School policies and management arrangements
   - Co-ordination of RAE Unit of Assessment submissions from the Centre
o AND, will be a member of host School Planning and Resources Committees

**k. Directors of Research Centres** and **Heads of School**, together with the **Head of College** will be members of a **College Research Committee**, convened by the Director of Research [DoR]. ERI representatives, the College Registrar, College Accountant and Research Administrator and NHS Lothian Director of R&D will attend College Research Committee meetings, together with any other appropriate university officer invited, from time to time, by the convener. The Committee shall have the role of developing recommendations on research strategy and priorities for infrastructure and equipment investment for the College and advising the HoC on these through the DoR.

**l.** The **College Director of Research** will:
- Convene the Research Committee
- Advise the HoC on Research related matters and develop research strategy with the HoC
- Manage the College’s commercialisation of research strategy
- Manage the Entrepreneur in Residence Function
- Manage the College Research Governance and Quality Assurance function
- Be supported by the Senior Administrative Officer (Research Support) [Mr P McGuire].

**m.** There will be a Head of the College Biomedical Research Resources organisation [HBRR]. The line manager for the HBRR, for the time being, will be the Convener of the BRR Executive. CR and CA will support HBRR in the business management of the College’s BRR functions. HBRR and Convener of the Executive through HBRR will be advised by a **Biomedical Research Resources Management Executive Committee** [BRRMC] with four academic members, including a representative of MRC interests under the Edinburgh certificate of designation and with a convener appointed by Head of College and the Head of BRR. The Executive will also be supported by the Director of Biological Services for the University, the College Registrar and the College Accountant.

**n. Strategic management and scientific advisory machinery** is in place for certain research facilities funded principally by external agencies, e.g. Wellcome Trust Clinical Research Facility [**Strategic Policy Management Committee and Scientific Advisory Board**], Brain Imaging Research Centre for Scotland [**Management Committee, Scientific Committee and Finance sub-committee**], Clinical Research Centre [**Management Board**], National CJD Surveillance Unit [**Management Board**] including representatives of external agencies with interest, e.g. NHS Trusts, Scottish Government, Department of Health, and such facilities also have Directors appointed formally. The model of organisation is one which has been noticeably successful in the examples given:
- The Head of College, with the advice of the Director of Research, and in consultation with external funding agencies will confirm Directors of such facilities in place or, where a Director wishes to demit office will appoint a successor
- HoC, with the advice of the facility Director and DoR, will appoint conveners of committees established for the management and scientific functions of such facilities
- Existing membership of such machinery will be confirmed by the HoC and any casual vacancies will be filled by HoC, with the advice of the Facility Director and DoR and, for any external representative, following consultation with the relevant external agencies
- Such machinery will be supported by the appropriate facility Business Manager and/or the School Administrator for the School which ‘hosts’ the facility
The Wellcome Trust Clinical Research Facility [WTCRF] spans all ‘medical’ Schools in the College, has Clinical Research Facilities at WGH, RIE and at RHSC, a Clinical Trials Unit with staff located at QMRI and at WGH and the Director is also head of the ACCORD [Academic and Clinical Central Office for Research and Development] collaboration of ERI, NHS R&D, MRC clinical governance, College clinical governance and Enterprise functions, located in QMRI and the Director is responsible directly to HoC for these functions. The Director WTCRF and Head of School of Molecular & Clinical Medicine jointly lead the Edinburgh Clinical Trials Unit [ECTU].

The **Director of Undergraduate Learning and Teaching** is responsible to the Head of College for the development of undergraduate teaching and learning strategies and curricula for MB ChB, BVM&S, BSc Medical Sciences and Intercalated honours courses for the College and will:

- Be supported by a **Learning and Teaching Executive** comprising the Directors of Medical Teaching Organisation [MTO], [Veterinary Teaching Organisation [VTO], Biomedical Sciences Teaching Organisation [BMTO], Director of Educational Information Services [DEIS: Learning Technology Section: LTS], Postgraduate Medical Dean and other senior academic colleagues as appropriate.
- Co-ordinate the work of medical teaching, biomedical sciences teaching, veterinary teaching, and the placement of medical graduates in Foundation posts, through the Postgraduate Dean of Medicine.
- Co-ordinate academic support services [information technology, illustration services and graphics, software development, library services] provided through a **College Academic Services Group** organised by the Associate Director [LTS] and through services managed on a centralised basis for the University as a whole.
- Co-ordinate responsibility for intercalated honours courses, their direction and monitoring, advised by an **Intercalated Honours Committee**, with a convener appointed by HoC on the advice of the DULT, an Associate Director (Honours) and representatives of Schools and Honours course organisers.
- Co-ordinate recruitment and admission of undergraduates and the ongoing monitoring of performance and welfare of undergraduate students.
- Through HsoS, arrange the appointment of Course Directors, Course Organisers, Heads of Year, Theme Heads, Directors of Studies and honorary teachers.
- Agree clinical placements
- Establish assessment procedures
- Secure the availability of necessary facilities for undergraduate teaching, including teaching accommodation, clinical uplift space allocated by NHS authorities, library facilities and the availability of technologies for use by undergraduate students and appointed teachers.
- Develop national and international opportunities in educational networks, including the College’s interests in the International Medical University [Kuala Lumpur].
- AND, will be supported by the College Undergraduate support staff, by School Administrative staff in relation to teaching delivered under School auspices and by the Additional Costs of Teaching [ACT] Officer.
- Will arrange for **Undergraduate Studies Committees** [USCs] for Medicine and for Veterinary Medicine to be convened. Directors [MTO, BMTO and VTO] will, formally, be secretaries of those committees and will be responsible for ensuring advice is tendered to DULT and to the Head of RDSVS for Veterinary Education.
- For medical teaching, Year Heads, amongst others, will be members of the USC and will be responsible for tendering advice to the USC from **Year Committees**.
o Undergraduate Studies Committees will report formally to the **College Board of Studies** which will be convened by the Head of College and will be linked with a periodic Teaching Symposium determined by the HoC.

o DULT will arrange for a **Fitness to Practise Committee [Medicine]** to be convened which will include the Director of Quality Assurance and other members nominated by the DULT and HoC.

o Will consult with HoS [RDSVS] and Director VTO in respect of appropriate Fitness to Practise machinery for veterinary students and make recommendations to HoC.

o Will arrange for an **Admissions Sub-Committee** to be convened, by the Associate Director [Medical Admissions] and a **Professional Development Sub-Committee**, which sub-committees shall advise the Undergraduate Studies Committee in Medicine.

o Will consult with the HoS [RDSVS] and Director VTO on need for similar machinery for Veterinary medicine and make recommendations to HoC.

**p.** The **Directors of Postgraduate Studies and International Relations** will be responsible for, Post (a) Taught programmes, international recruitment and quality assurance for the College, Post (b) Research postgraduate development and international recruitment, and both for:

- Establishing policies and strategies for recruitment of postgraduate students to the College
- Encouraging the development of cross-School and inter-College postgraduate opportunities
- Developing international collaborations and relationships for the College, in regard to:
  - general institutional collaborations
  - opportunities for exchanges of teachers and researchers
  - development of research and educational networks [e.g. *Eurolife*]
  - marketing research, postgraduate and undergraduate opportunities, internationally
  - accessing resources for educational and research development
  - exploring potential for distance delivery of Edinburgh teaching

- Exploring scope for novel postgraduate collaborations, with other Colleges and Institutions
- Liaising with external partners and University agencies [e.g. Office of Life Long Learning] to assess potential for development of opportunities for continuing professional development
- Monitoring the viability of postgraduate courses
- AND, will be supported by a postgraduate administrative support team
- Will convene and be advised by a **Postgraduate Studies and International Affairs Committee**
- In liaison with the Director of Research, allocate endowment resources for research Studentships and Fellowships, seeking advice from a Sub-Committee, if necessary.

**q.** The **Director of taught Postgraduate studies, with responsibility for Quality Assurance** will be responsible for advising the Head of College, for monitoring and securing the adjustment, where necessary, of the quality of teaching and courses offered in the College and in so doing will:

- Liaise with Directors of Undergraduate Learning and Teaching and Postgraduate Studies and Heads of School
- Ensure that liaison is maintained with external regulatory and accreditation agencies, e.g. General Medical Council, Royal College of Veterinary Surgeons, American Veterinary Medical Association and that recommendations of agencies relating to undergraduate and postgraduate curricula are acted upon
o Ensure that liaison is maintained with University machinery for managing internal Quality Assurance and preparing for periodic assessment and review
o AND, will be supported by the Student Administration support team and the Additional Costs of Teaching [ACT] officer
o Will convene and be advised by a College Quality Assurance Committee which committee will include Associate Directors in Quality Assurance for Medicine and for Veterinary Medicine who will be responsible for ensuring that course feedback and evaluation data is collated and reported to the Committee.

2. Committees

In addition to governance Committees summarised above, the College will maintain the following standing and ad hoc machinery:

a. An Academic Forum, of which:
o All academic staff in the College will be members
o The Head of College will be convener
o Meetings will be held at such times as the Head of College deems necessary
o AND, will receive information and recommendations from the College Strategy Group in relation to relevant academic matters and policies
o Consider academic policies and offer advice to the Head of College
o Be supported by the College Support Team

b. A Board of Studies for Undergraduate Studies comprising all accredited teachers on MB ChB, BVM&S, BSc Medical Sciences and intercalated honours courses, convened by the Head of College, which shall:
o Consider and advise the Director of Undergraduate Learning and Teaching on such matters as he shall refer to the Board for advice
o Receive and consider advice from Undergraduate Studies Committees
o Consider and be invited to approve such matters as the University requires to be approved by Boards of Studies
o Receive information on College Policies and Strategies which the Head of College shall refer to the Board of Studies
o Host an annual teaching symposium
o AND, will be convened on such occasions necessary to satisfy the above
o Will be supported by the College Support Team

c. College Staff Organisation and Administration.
The College’s staff is its most important resource and staff organisation will require explicit arrangements to ensure equity and efficiency in the management of staff matters. The Head of Human Resources Management [HoHR] will play a key role in all aspects of manpower planning and the management of staff matters in the College, advising the College Strategy Group and the Head of College, within general University policies. The College Strategy Group will be the forum in which strategic and policy issues in regard to the College’s staff are agreed.

The Head of College shall appoint senior academic managers [not precluding himself] to convene committees, including (a) Promotions and related matters Committees, for: (i) Academic Staff, (ii) Support Staff and (b) an Equal Opportunities committee. Such Committees shall:
o Include the College HoHR and the College Accountant, ex officio
o Include such other members as the Head of College shall appoint, on the advice of the convener and the HoHR
o In the case of (a) Consider promotions, incremental credit, award of discretionary points and lump sums which lie within the purview of the College
o Consider recommendations for promotions, award of discretionary points, recommendations in regard to incremental credit and recommendations in
regard to lump sum payments which lie within the purview of University Staff Committee
- (b) Consider matters relating to Equal Opportunities within the College
- AND, will meet on such occasions as are necessary to exercise these functions
- Will be supported by the College Registrar and the College HR Advisor

d. Such other ad hoc machinery as the Head of College shall deem it appropriate to appoint, from time to time, for the exercise of functions requiring advice and recommendation or to support delegated management, it being within the absolute discretion of the Head of College, acting within University policies, whether such machinery shall be standing or of limited duration. Such machinery might include [but not be limited to]:
  - Health and Safety advisory machinery
  - Equal opportunities advisory machinery for non-staff matters, e.g. admissions policies
  - Planning of infrastructure changes
  - Management of endowments and unrestricted funds
  - Representative and Liaison machinery with external agencies, e.g. Liaison Machinery with NHS authorities or to manage cross-College issues with other Colleges.

e. It shall be within the discretion of College senior managers and Heads of School, with the consent of the Head of College, and to be encouraged actively, to convene such other short-life machinery as they deem necessary to consider and advise upon ad hoc issues.

L Golightley
Registrar