

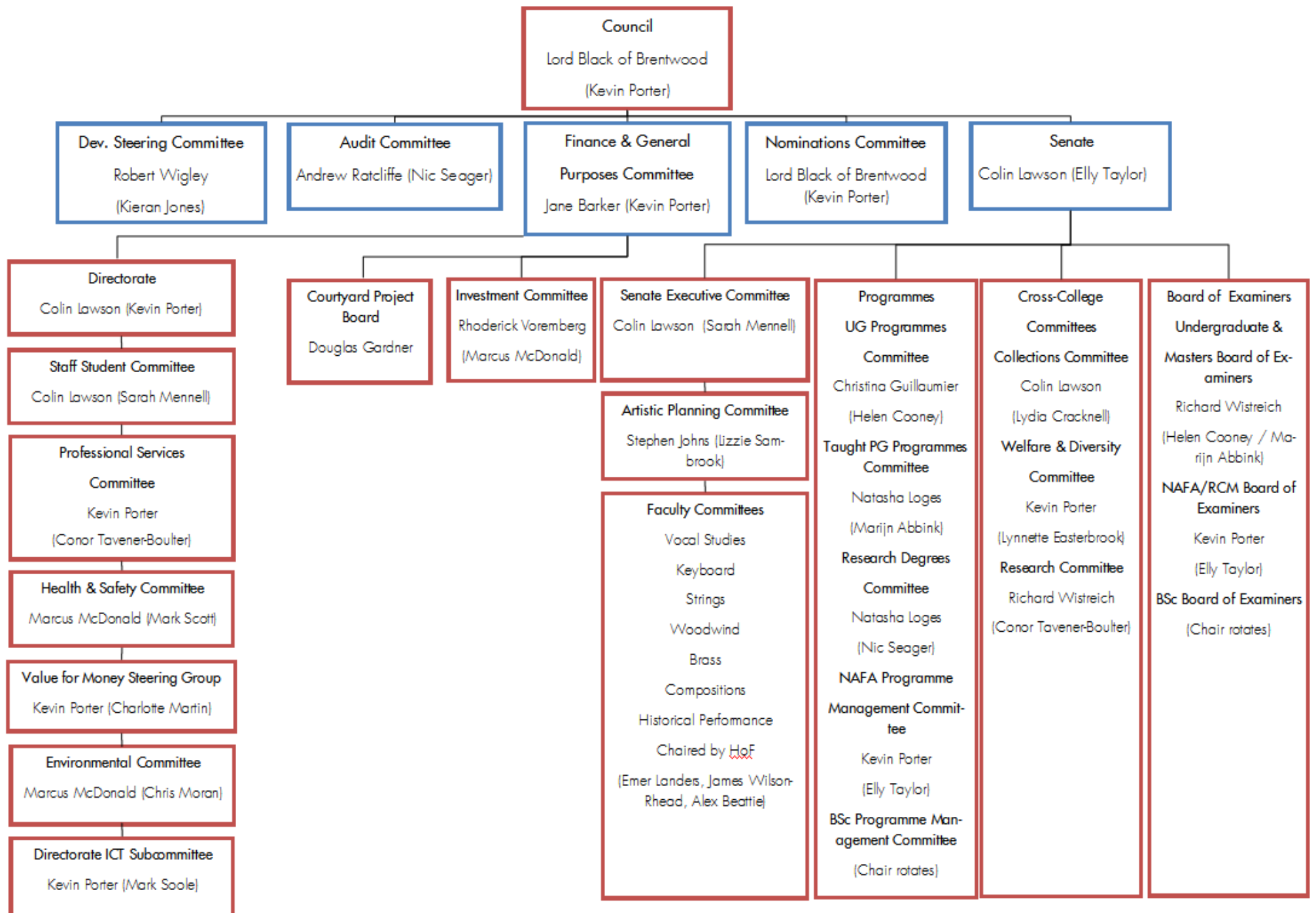


ROYAL COLLEGE OF MUSIC  
COMMITTEE HANDBOOK  
2017/18

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# COUNCIL COMMITTEES

## Council

### Terms of Reference

The College shall have a Council which shall be the supreme governing body of the College and shall be responsible for the exercise of the College's powers. The functions of the Council shall include, without limitation:

- a) ensuring the effective and efficient management, control and supervision of the College;
- b) the appointment and payment of officers and staff;
- c) the management and disposition of the property of the College;
- d) making statutes, ordinances, bye laws, regulations and procedures for the regulation and management of the College and for membership of the Council; and
- e) the custody and use of the Common Seal of the College.

The Council may establish committees or sub-committees from among its own number or otherwise appointed for the purpose and delegate all or any of its functions to them or to the Director or to the Chairman or, in his absence, to the Deputy Chairman, provided that the Council shall not delegate any of the following functions:

- a) the determination of the educational character and mission of the College;
- b) the approval of the College's annual estimates of the income and expenditure;
- c) the responsibility for ensuring the solvency of the College and for safeguarding its assets;
- d) the appointment or dismissal of the Director of the College, following consultation with the President;
- e) the appointment or removal of the Chairman, other independent members of Council and the Vice-Presidents, in each case after the consent of the President has been obtained;
- f) the appointment or removal from among the independent members of a Deputy Chairman and of an Honorary Treasurer;
- g) the appointment of auditors, the establishment of an Audit Committee and the approval of the College's annual audited accounts; or
- h) the alteration, amendment or addition to this Charter or the making of statutes, ordinances, bye laws, regulations and procedures.

The Council shall consist of not more than twenty five persons of whom:

- a) one shall be the President for the time being of the College;
- b) one shall be the Director for the time being of the College;
- c) one shall be the elected President for the time being of the Students' Union of the College;
- d) two shall be elected by the academic staff of the College from amongst their number;
- e) one shall be elected by the non-academic staff of the College from amongst their number; and
- f) at least 10 shall be persons who are neither students nor members of staff of the College ("independent members") and who shall be appointed by the independent members after the consent of the President has been obtained.

Council members shall hold office for the following periods:

- a) the President and the Director of the College and the President of the Students' Union shall be members of the Council for so long as such persons remain respectively the President and the Director of the College and the President of the Students' Union;
- b) the terms of office of other members of the Council shall be set out in the Statutes.

## Membership

### The President

HRH The Prince of Wales

### Independent Members

Lord Black of Brentwood (Chairman)  
 Mrs Jane Barker CBE (Deputy Chairman)  
 Mr Peter Dart  
 Mr Douglas Gardner  
 Mr Andrew Haigh  
 Sir George Iacobescu CBE  
 Ms Ruth Keatch  
 The Hon. Richard Lyttelton  
 Mr John Nickson  
 Mr Andrew Ratcliffe  
 Mr Geoffrey Richards  
 Ms Alethea Siow  
 Mr Rhoderick Voremberg  
 Mr Robert Wigley

### Dates of Appointment

August 2009 – August 2022  
 February 2007 – tbc  
 January 2015 – July 2020  
 March 2014 – July 2019  
 March 2011 – July 2021  
 March 2017- July 2022  
 June 2016 – July 2021  
 February 2009 – July 2019  
 March 2012 – July 2022  
 March 2014 – July 2019  
 July 2017 – July 2022  
 July 2010 – July 2020  
 March 2011 – July 2021  
 March 2013 – July 2018

### Director

Professor Colin Lawson CBE FRCM

### Elected Members

Professor Ashley Solomon HonRCM (re-elected by professors)	August 2012– July 2018
Professor Vanessa Latache FRCM (elected by professors)	July 2016 – July 2019
Mrs Elly Taylor HonRCM (elected by administrative staff)	August 2015 – July 2018
Mr Nathan Cho (President, Students' Union)	July 2017 – July 2018

### In Attendance

Mr Kevin Porter HonRCM (Clerk to the Council, Deputy Director)  
 Mr Nic Seager (Assistant Clerk to the Council, Registry Information & Systems Manager)  
 RCM Directorate

## Finance & General Purposes Committee

### Terms of Reference

#### Finance Matters

1. To review, monitor and advise Council on the financial sustainability of the College, within the framework of the RCM Strategic Plan.
2. To review the financial forecasts annually and recommend their approval to Council; to review annual budgets, including capital budgets, for approval by Council and to monitor actual expenditure by way of regular management accounts; to scrutinise the annual financial statements, for recommendation to Council.
3. To scrutinise the RCM's annual accounts, before review by Audit Committee.
4. To scrutinise the annual accounts of RCM subsidiaries prior to approval by their boards of directors.
5. To approve the Students' Union's annual budget and to review its annual accounts, for recommendation to Council.
6. To approve exceptional unbudgeted expenditure, including capital expenditure, within the limits set out in the financial regulations.
7. To approve student tuition fees and approve recommendations for the write-off of student debt, within the limits set out in the financial regulations.
8. To review and approve the financial regulations of the College, including the thresholds and tendering procedures for contracts.
9. To keep under review the RCM's procurement strategy, policy and procedures and to oversee significant tender exercises.
10. On the basis of recommendations from its Investment Committee, to review the College's investment strategy, for recommendation to Council.
11. To receive regular reports on the College's fundraising activities.

#### Human Resources, Estates and Other Matters

1. Acting as the College's risk management committee, to review the College's risk management strategy and policy; to receive annual reports on risk management and reports of the Directorate's annual review of the risk register.
2. On the advice of its Estates Committee, to review and recommend to Council the College's estates strategy and to receive regular reports on projects to improve the College's estate.
3. To approve and review the College's policies and procedures for the management of human resources; to approve arrangements for the employment of staff including terms and conditions of service, remuneration (including annual cost of living awards), pensions, and redundancy schemes.
4. To approve arrangements for the selection and appointment of senior staff, on the recommendation of the Director.
5. Acting as Remunerations Committee, to approve the terms and conditions of service, remuneration, and pay awards for senior staff.
6. To review and approve annually the College's insurances.
7. To monitor the College's compliance with appropriate funding council requirements; to approve submissions to HEFCE that require a governance sign-off, where Council itself or Audit Committee are not required to provide this
8. To keep under review the College's approach to and strategy for external communications
9. To review and approve terms of reference of subcommittees, currently, Investment and Estates
10. To carry out such other functions as are delegated to it by the Council and consider such other matters as may be referred to it by the Chairman of Council or the Director.

## Membership

Deputy Chairman  
Chairman of Council  
Chairman of Investment Committee  
Chairman of Estates Committee  
Director  
Such independent members as the Council may determine  
Other independent members

Mrs Jane Barker (Chairman)  
Lord Black of Brentwood  
Mr Rhoddy Voremberg  
Mr Douglas Gardner  
Professor Colin Lawson

Vacancy

## In Attendance

Clerk to the Council  
Other members of the Directorate  
Assistant Clerk to the Council

Mr Kevin Porter (Secretary)

Mr Nic Seager



# Courtyard Project Board

## of the Finance & General Purposes Committee

### Preamble

The RCM Council has appointed a Courtyard Project Board, which will be a sub-committee of the Finance & General Purposes Committee (F&GPC). The Project Board will oversee the governance of the Courtyard development to ensure that *the Courtyard* development is delivered, in reasonable time, within agreed budgets and to the required quality. The Project Board will include members of RCM Council, Directorate and external experts. Day-to-day management of the Courtyard Project will be by the RCM Project Team, who will report to the Project Board.

### Terms of reference

1. oversee the governance of the Courtyard development to ensure that the project is delivered, in reasonable time, within agreed budgets and to the required quality;
2. to keep under review RCM resources allocated to the project to ensure these are sufficient to achieve the projects objectives;
3. to recommend to F&GPC and RCM Council changes to scope, budget and timetable for the Courtyard development;
4. to report to the F&GPC and RCM Council on governance and progress on the Courtyard development;
5. to liaise with the Estates Committee to ensure that the Courtyard is delivered in a way that is compatible with the RCM's Estates Strategy and other estates projects;
6. to make decisions within the delegated authority of the RCM Council and F&GPC (the existing RCM scheme of delegated authority, Financial Regulations, Appendix 1, will apply except that Contracts in excess of £250,000 will be approved by the RCM Council);
7. to monitor the work of and consider reports from:
  - o the RCM appointed project manager and cost consultant;
  - o from John Simpson Architects (and their team);
  - o the RCM project team and any Courtyard working groups.

### Frequency of meetings

These are likely to be every six weeks, with timing scheduled to dovetail with timing of key decisions and reporting to F&GPC and Council. Meeting frequency will vary depending on stages of the project.

### Membership

RCM Council	Lord Black of Brentwood (RCM Chairman) Douglas Gardner (Project Board Chairman) Jane Barker (RCM Deputy Chairman and Chairman of Finance & General Purposes Committee), Mr Bob Wigley President RCM Students' Union; Nathan Cho
Director	Professor Colin Lawson
Deputy Director	Kevin Porter

Director of Finance

& Estates	Marcus McDonald
Director of Communications	Talia Hull
External experts	Nigel Woolner

#### **In attendance**

Director of Development & Alumni Engagement	Lily Harriss
Artistic Director	Stephen Johns
Head of Projects	Aida Berhamovic
Courtyard Project Internal Manager	Sarah Hanratty
Curator of Museum	Gabriele Rossi Rognoni
RCM appointed cost consultant	John Burgess (Aecom)
RCM appointed project manager	Jo Streeten (Aecom)
John Simpson Architects' team	

## **Standing orders**

### **1. Scheme of delegation**

Courtyard Project Board (CYPB) will receive and review reports/advice on change control and provide assurance to F&GPC and Council that changes are reasonable and within approved budgets, including contingency. F&GPC will receive and review reports/advice from CYPB and advise Council accordingly. Council will receive reports from officers and sub committees and make decisions regarding the Courtyard budget accordingly. All change control will be reported to the CYPB and F&GPC at their next meeting, together with a running total of costs of change control.

Throughout the Courtyard development there will be project changes which must be approved or rejected, by RCM. In order not to delay building works, decisions must be made in a timely manner and the RCM Council has agreed a range of delegated authorities, up to a combined maximum change in any one calendar month of £250,000:

For an individual change of more than £250,000, or where total changes in any one month exceed £250,000, a working group consisting of the Director, Deputy Director, Director of Finance & Estates, the Chairman, Chairman of F&GPC and Chairman of the Courtyard Project Board.

## **Annex**

### **Background to the Courtyard project**

The RCM has an ambitious plan to transform what we offer to students and visitors alike; to carry out much-needed work to our South Kensington estate; and to create an interactive hub at the heart of the RCM. Taken together, these changes will enable us to maintain our position as a world-leading conservatoire in a highly competitive market and, at the same time, create an environment that welcomes and inspires the visiting public. This development will also meet demand arising from a 20% increase in student numbers in the last five years.

Our plans are centred on developing the open courtyard space that sits at the heart of the Prince Consort Road (PCR) campus in South Kensington. The redevelopment of *the Courtyard* will create new social spaces, a Museum, additional practice rooms and two new performance venues and technologically advanced spaces for rehearsals, recording and exhibitions. At the same time, new connections between existing spaces will be made possible, transforming how the campus is experienced, with *the Courtyard* becoming a hub and meeting place for students, staff and visitors.

*The Courtyard* is a large and relatively unused space located at a key central juncture of the campus and its redevelopment is pivotal to the RCM Strategic Plan (attached). Given the location, and the possibilities offered by its volume and adjacencies, the redevelopment of *the Courtyard* can achieve many objectives in parallel:

- creation of new contemporary facilities by replacing existing facilities (*in the Courtyard and South Building*) which are not fit for purpose;

- improved circulation starting from the main entrance to the PCR campus through to all other areas of the campus;
- manifesting the ten-year vision for the RCM by showcasing our development objectives as they relate to teaching, music making and performance;
- creation of new social spaces; a new heart for the campus where students, teachers and visitors can interact, allowing the RCM to stay connected to the music profession and the community it serves; and
- facilitate commercial exploitation of the RCM estate through provision of new performance/events spaces to attract external clients from the music educational, professional and commercial world.

An initial design brief for *the Courtyard* was generated by balancing:

- potential available space against a list of needs;
- developable spaces which are no longer fit for purpose; and
- likely project budget.

This initial brief was then tested through a detailed feasibility study and modified into the current Design Brief. Future users of the spaces (*students, professors, researchers, managers and visitors*) contributed to the Design Brief and will continue to be engaged throughout development of the design. The overall amount of new space will be approximately 2,300m<sup>2</sup>:

- two performance spaces (of 150+ and 90+ seats) which reflect contemporary standards of acoustic quality, sound insulation and lighting;
- additional music practice rooms (*we may decide to use prefabricated practice pods rather than building these on site*);
- the Museum of Music to house and display the RCM's Special Collections (*musical instruments, works of art, manuscripts, etc.*);
- a new concourse to provide: space for breakout; a café/restaurant area; a theatre bar;
- additional and upgraded WC facilities;
- redevelopment of the RCM Inner and Outer Halls incorporating new DDA access, a reception area and box office/shop (*this is existing space, i.e. additional m<sup>2</sup> to the Courtyard*).

The RCM is undertaking one further project closely related to *the Courtyard*: refurbishment and re-organisation of the South Building. This is a separate project which does not form part of this tender, but it will be important that *the Courtyard* is implemented in tandem with this project.

## Investment Committee of the Finance & General Purposes Committee

### Terms of Reference

1. To determine and recommend to Council the RCM's Investment Strategy and Policy in the light of capital and income requirements.
2. To establish criteria leading to guidelines and ranges within which an asset allocation policy appropriate to the RCM's funds is pursued, including broad asset allocation guidelines and ranges.
3. To review periodically (at least every five years) the selection of investment managers.
4. To appoint investment managers, acting on the authority of the RCM Council.
5. To determine benchmarks for the measurement of investment performance.
6. To identify and evaluate significant risks related to the RCM's portfolio of investments, deposits and cash and to advise the Finance & General Purposes Committee on the RCM's risk appetite and possible mitigating actions.
7. To receive quarterly reports from investment managers and to meet regularly with them to review these reports.
8. To report to the Finance & General Purposes Committee of RCM Council on the state of performance of RCM investments and to advise on changes.
9. To review and approve the counterparty list; and the maximum value of deposits to be placed with any one counterparty, for the placement of short-term deposits (up to 24 months), acting on the authority of the RCM Council.

### Membership

Two members of RCM Council (one the Chair)	Mr Rhoddy Voremberg (Chairman)
	Ms Ruth Keattch
Deputy Director	Mr Kevin Porter
External members (co-opted)	Mr Andrew Tusa

### In Attendance

Director of Finance & Estates	Mr Marcus McDonald (Secretary)
Head of Finance	Ms Jas Rooprai
Newton Investment managers	Ms Hilary Meades
	Mr Jeremy Wells
Assistant to the Director of Finance & Estates	Mr Chris Moran

### Additional standing orders

The quorum is three and must include one RCM Council member.

## The aims of each RCM investment fund

**Scholarship & Awards Fund:** an in-perpetuity fund for generating income for scholarships. As well as using this fund to support current students we must maintain and grow the capital to support generations of future students. It is not anticipated that there will be any significant capital drawdown and income generated by the fund must increase annually in order to increase the number of RCM funded scholarships and to keep pace with tuition fee inflation. Fund growth will come from two sources: investment growth; and capital and legacy donations;

**General Fund:** a short/mid/long-term fund established to work in coordination with the RCM's working capital requirements. As such it should provide a relatively safe haven for capital, whilst earning income at higher rates than can be achieved on short-term deposits.

**Junior Department Fund:** a long-term fund with the purpose of generating income for bursaries; it is not anticipated that there will be significant draw down of capital from the fund.

## Investment restrictions

With the exception of British Government securities and unit trusts, without approval by the RCM Council:

- investment in a single issuer shall not exceed 5% of the market *value* of the portfolio; and
- the portfolio shall not hold more than 2.5% of any one issuer's securities.

## Nominations Committee

### Terms of Reference

1. To make recommendations to the Council for independent membership of the Council, taking account of the balance of membership and of nominations received from other members of Council, staff and students of the College.
2. To keep under review and to recommend the chairmanship and membership of Council committees.
3. To keep under review the attendance of members of the Council.
4. To recommend to the Council candidates for honorary awards.

### Membership

Chairman of Council

Director

Up to three (minimum two) independent members of the Council recommended by the Chairman

One member of the Council elected to serve on the Council by the professorial staff

Lord Black of Brentwood (Chairman)

Professor Colin Lawson CBE FRCS

Mrs Jane Barker OBE

Vacant

Vacant

Professor Ashley Solomon

### In Attendance

Clerk to the Council

Mr Kevin Porter (Secretary)

### Additional Standing Orders

- Vacancies for independent members of the Council are publicised.
- Staff and students are invited to submit names to the Clerk to the Council for consideration by the Nominations Committee.
- Members of the Council are invited to submit names to the Chairman for consideration by the Nominations Committee.

## Audit Committee

### Terms of Reference

1. To advise the Council on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.
2. To discuss if necessary with the external auditors, before the audit begins, the nature and scope of the audit.
3. To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).
4. To consider and advise the Council on the appointment and terms of engagement of the internal audit service (and the head of internal audit, if applicable), the audit fee, the provision of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors.
5. To review the internal auditors' audit risk assessment and strategy; to consider major findings of internal audit investigations and management's response; and to promote co-ordination between the internal and external auditors. The Committee will ensure that the resources made available for internal audit are sufficient to meet the institution's needs (or make a recommendation to the Council as appropriate).
6. To keep under review the effectiveness of the risk management, control, data quality and governance arrangements, and in particular to review the external auditors' management letter, the internal auditors' annual report, and management responses.
7. To monitor the implementation of agreed audit-based recommendations, from whatever source.
8. To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the HEFCE accounting officer, have been informed.
9. To oversee the institution's policy on fraud and irregularity, including being notified of any action taken or proposed under that policy.
10. To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness.
11. To monitor the College's compliance with funding Council requirements.
12. To receive any relevant reports from the National Audit Office, HEFCE and other organisations.
13. To monitor annually the performance and effectiveness of external and internal auditors, including any matters affecting their objectivity, and to make recommendations to the Council concerning their reappointment, where appropriate.
14. To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with HEFCE's Accounts Directions.
15. In the event of the merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.

### Membership

Three Independent members of Council appointed by the Council, who are not members of the Finance & General Purposes Committee or employees of the College

#### Independent members of Council

Mr Andrew Ratcliffe (Chairman)

The Hon Richard Lyttelton

Mr Andrew Haigh

#### Coopted members

Mr John Heywood

## In Attendance

Assistant Clerk to the Council	Mr Nic Seager (Secretary)
Clerk to the Council	Mr Kevin Porter
Director of Finance & Estates	Mr Marcus McDonald
Director (in attendance at the request of the Committee)	Professor Colin Lawson
Representatives of the internal auditors and of the external auditors	

## Reporting Procedures

- The minutes of meetings of the Committee will be circulated to all members of the Council.
- The Committee will prepare an annual report covering the institution's financial year and any significant issues up to the date of preparing the report. The report will be addressed to the Council and the Director, summarising the activity for the year. It will give the Committee's opinion on the adequacy and effectiveness of the institution's arrangements for the following: risk management, control and governance (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts); economy, efficiency and effectiveness (value for money) and data quality. This opinion should be based on the information presented to the Committee. The Audit Committee annual report should normally be submitted to the Council before the members' responsibility statement in the annual financial statements is signed.

## Authority

- The Committee is authorised by the Council to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.
- The Committee is authorised by the Council to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Director and/or the Chairman of Council. However, it may not incur direct expenditure in this respect in excess of £1000 per annum, without the prior approval of the Finance & General Purposes Committee.
- The Audit Committee will review the audit aspects of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members' responsibilities, the statement of internal control and any relevant issue raised in the external auditors' management letter. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its annual report to the Council.

## Additional Standing Orders

- A quorum shall be at least two members.
- At least one member should have recent and relevant experience in finance, accounting or auditing. The Committee will co-opt members with particular expertise.
- No member of the Committee may also be a member of the Finance & General Purposes Committee.
- At least once a year the Committee should meet with the external and internal auditors without any officers present.
- Meetings shall normally be held at least three times each financial year. The external auditors or head of internal audit may request a meeting if they consider it necessary.



## Development Steering Committee

Volunteer leadership of the More Music campaign is vested in the Chairman of the More Music campaign and his fellow Development Steering Committee members. The Development Steering Committee gives advice aimed at forging partnerships between the Royal College of Music (RCM) and top individuals and organisations which will enable the College to achieve its vision. The committee will monitor progress against the campaign plan. The committee will both individually and collectively take responsibility for raising at least £30 million, which is the key to a successful campaign. The committee must be comprised of leaders of considerable personal capacity and influence. They will command the respect of the community because of their business and, or professional achievements. They will have the ability to attract capable volunteers to serve the More Music campaign. They will enjoy a network of like-minded individuals and will have the capacity and commitment necessary to successfully influence gifts at the highest levels for the More Music campaign.

### Terms of Reference

1. To monitor and review the development programme and campaign plan to ensure a brisk pace is maintained to ensure campaign success
2. To review and approve the criteria for differing levels of RCM membership (benefits, eligibility criteria)
3. To seek to broaden and diversify the donor base of the RCM through the identification of prospective donors, both individual and corporate through traditional and non-traditional RCM sources
4. To review, cultivate and agree approaches to solicit prospects for gifts. Individual committee members will be asked to take responsibility for a number of prospects with whom they have influence
5. Individual members will act as external champions of the campaign vision, including by:
  - maintaining regular communication with the Director of Development & Alumni Engagement and others,
  - acknowledging their personal support/gift for the Royal College of Music as part of the fundraising process,
  - actively fundraising and maximising fundraising solicitations by personally attending meetings and making phone calls to prospective volunteers, donors or sponsors,
  - cultivating and soliciting top-level gifts where it is determined that the committee member has influence,
  - hosting in the process of cultivating and thanking RCM supporters at RCM related events
  - assisting in opening a door, accompanying Director or Development staff or making a call themselves, as appropriate.

The committee will meet once every two months to review progress on an assignment-by-assignment basis.

### Membership

Chairman of the Campaign  
Chairman  
Director  
Other members of Council

Mr Robert Wigley  
Lord Black of Brentwood of Brentwood  
Professor Colin Lawson  
Mr Peter Dart  
Mr John Nickson  
Mr Geoff Richards  
Ms Alethea Siow  
Ms Lily Harriss  
Professor Vanessa Latache  
Mr Mark Messenger  
Professor Ashley Solomon  
Mr James Huang  
Miss Midori Nishiura

Director of Development and Alumni Engagement  
Members of staff

International Ambassadors

Coopted members

Ms Karina Choudhrie  
Mr Henrik Ehrnford

Mr Simon Freakley  
Ms Heather de Haes  
Mr Mark Wilkinson

## **In Attendance**

Assistant to the Director of Development and  
Alumni Relations (Secretary)  
Head of Development Operations  
Directorate members as required

Kieran Jones

Helen Standing

## Academic Committee Responsibilities

### Senate

- Approval of academic regulations for recommendation to Council
- Approval of revisions to quality assurance procedures
- Approval of external examiner appointments
- Approval of initial programme approval and review events
- Approval of annual monitoring reports
- Approval of reviews of performance standards
- Overview of professional development
- Approval of revisions to DMus regulations

### Senate Executive Committee

- Approval of offer of places to applicants
- Approval of cross-College academic procedures, such as guidelines for examinations
- Approval of cross-College levels of 1:1 teaching provision, within resource parameters determined by Directorate
- Approval of arrangements and calendar for assessments
- Approval of principal study and other individual study syllabuses

### Faculty Committees

- Approval of interpretation of programme syllabus requirements, according to specific faculty circumstances

### Programmes Forum

- Approval of minor modifications, including to regulations

### Research Degrees Committee

- Approval of minor modifications to the doctoral programmes
- Approval of doctoral student supervision, registration and progression matters
- Approval of assessment and award decisions about doctoral students, on behalf of the Senate

### Boards of Examiners

- Approval of assessment and award decisions about students, on behalf of the Senate

## Senate

### Decision Making Responsibilities

- Approval of academic regulations for recommendation to Council
- Approval and review of quality assurance procedures
- Approval of admissions policy
- Approval and removal of external examiner appointments
- Approval of initial programme approval and review events
- Approval of annual programme monitoring reports
- Approval of faculty reviews
- Overview of professional development
- Approval of revisions to doctoral regulations
- Approval and review of strategies relating to learning and teaching, artistic policy, research and quality enhancement
- Approval of Strategic Plan and annual strategic planning documents for recommendation to Council
- Approval of academic collaborative provision and partnerships
- Revoking academic qualifications and other distinctions
- Consideration of recommendations for honorary awards to Council

### Terms of Reference

The Senate shall have the following functions:

1. To contribute to the development and review of the College's strategic plan and its associated sub-strategies and to take the lead in the development and review of the College's academic strategic plans
2. To lead, approve and have oversight of academic policy and procedure and to approve and keep under review general student and academic regulations. The latter will include oversight of the operation of student complaints, appeals, discipline and cheating and plagiarism procedures
3. To approve and have oversight of the College's research strategy
4. To approve admissions, access and widening participation strategies and policies and to receive reports on their operation and outcomes
5. To be the lead body for academic quality assurance, standards and quality enhancement, including:
  - Approval and review of quality assurance procedures
  - Approval and removal of external examiner appointments
  - Approval of initial programme approval and review events
  - Approval of annual programme monitoring reports
  - Approval of faculty reviews
  - Overview of professional development
  - Approval and review of teaching and learning strategy
  - Approval and review of quality enhancement strategy
  - Approval and review of artistic strategy
  - Approval of academic collaborative provision and partnerships

6. To lead the College's preparation for QAA (and its successors) and other external academic institutional audit and related exercises and to have oversight of the College's compliance with national and appropriate international academic codes of practice, frameworks, infrastructure, and guidance
7. To establish arrangements, including through other delegated committees and boards, to award, confer and revoke degrees, diplomas, certificates, and other distinctions in its own name and/or jointly with other higher education institutions which have the power to award such qualifications and to revoke such academic awards
8. To establish procedures for the award and revocation of personal chairs and readerships
9. To advise the Council's Nominations Committee on external nominations for honorary awards
10. To periodically review its own effectiveness and that of its committees
11. To undertake such other matters as Council may from time to time refer

## Membership

Director	Colin Lawson (Chair)
Deputy Director	Kevin Porter
Artistic Director	Stephen Johns
Director of Research	Richard Wistreich
Head of Undergraduate Programmes	Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]
Head of Postgraduate Programmes	Natasha Loges
Head of Keyboard	Vanessa Latache
Head of Strings	Mark Messenger
Head of Woodwind	Simon Channing
Head of Brass	Nigel Black
Head of Percussion	David Hockings
Head of Vocal Studies	Nick Sears
Head of Composition	William Mival
Head of Historical Performance	Ashley Solomon
Librarian	Peter Linnitt
Museum Curator	Gabriele Rossi Rognoni
Head of the Junior Programmes	Miranda Francis
Head of Centre for Performance Science	Aaron Williamon
Student Services Manager	Lynnette Easterbrook
President of the Students' Union	Nathan Cho
Up to five professors elected by the professors	David Graham (elected to August 2019)
	Patricia Rozario (elected to August 2020)
	Janis Kelly (elected to August 2020)
	Gary Ryan (elected to July 2018)
	Wiebke Thormählen (re-elected to August 2020)
Academic Registrar	Elly Taylor (Secretary)

## Senate Executive Committee

### Reporting to Senate

#### Decision Making Responsibilities

- Offer of places to applicants
- Approval of operational admissions procedures, within the overall admissions policy set by the senate
- Offer of scholarships and other financial awards
- Approval of cross-college academic procedures, such as guidelines for examinations
- Approval of cross-college levels of 1:1 teaching provision, within resource parameters determined by directorate
- Approval of arrangements and calendar for assessments
- Review of lists of external specialist examiners
- Approval of the overall college timetable and zones of activity

#### Terms of Reference

On behalf of the Senate:

#### Strategic Responsibilities

1. To monitor and be informed about the external funding, legal & regulatory, conservatoire and wider higher education environment and to consider the implications for the College
2. To oversee all aspects of the artistic and educational provision and delivery at the College, including patterns of teaching, performance and creative work
3. To provide a forum for the discussion of artistic and educational initiatives and their impact upon programmes and faculties
4. To monitor and review all aspects of the College's programmes of study, from admissions through delivery to assessment, identifying where appropriate the individual, committee or other group most appropriate to take forward any necessary action

#### Operational Responsibilities

1. To annually approve lists of external specialist examiners for each faculty
2. To receive regular reports from faculty committees and heads of faculty on faculty issues and to coordinate and evaluate proposals arising from faculties
3. To plan forward student number targets, for approval by the Directorate
4. To approve admissions procedures, within the overall admissions policy set by the Senate
5. To offer places to applicants for admission to the taught programmes of the College, using reports by audition and interviewing panels and entrance examination results, in the light of student number targets and in accordance with the Admissions Policy
6. To allocate scholarships and other financial awards to students and applicants
7. To review the criteria on which scholarships are made

#### Membership

Director  
Deputy Director

Artistic Director  
Director of Research

Colin Lawson (Chair)  
Kevin Porter (Deputy Chair and Chair of admissions and scholarships meetings)  
Stephen Johns  
Richard Wistreich

Director of Communications  
Head of Undergraduate Programmes  
Head of Postgraduate Programmes  
Head of Centre of Performance Science  
Head of Keyboard  
Head of Strings  
Head of Woodwind  
Head of Brass  
Head of Vocal Studies  
Head of Composition  
Head of Percussion  
Head of Historical Performance  
Director of Opera  
Head of Junior Programmes

Talia Hull  
Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]  
Natasha Loges  
Aaron Williamon  
Vanessa Latache  
Mark Messenger  
Simon Channing  
Nigel Black  
Nick Sears  
William Mival  
David Hockings  
Ashley Solomon  
Michael Rosewell  
Miranda Francis

### **In Attendance**

Executive Assistant to the Director  
Academic Registrar  
Performance, Programming & Faculty Manager

Sarah Mennell (Secretary)  
Elly Taylor  
Florence Ambrose

### **In Attendance for Individual Items**

Director of Finance & Estates  
Director of Development

Marcus McDonald  
Lily Harriss

## Artistic Planning Committee

### Reporting to Senate Executive Committee

Decision making responsibilities:

- Approval of forward performance plans
- Approval of the overall pattern of performance activity, within the artistic strategy approved by senate

### Terms of Reference

1. To devise and coordinate artistic activity, approve forward performance plans and the overall pattern of performances, within the artistic strategy approved by Senate
2. To identify scope for links with external organisations
3. To plan and arrange for the implementation of the programmes for visiting musicians and resident and visiting ensembles
4. To coordinate and establish policy for masterclasses, competitions and prizes
5. To keep under review resources involved in delivering the College's artistic programme and sources of funding

### Membership

Artistic Director	Stephen Johns (Chair)
Director	Colin Lawson
Head of Keyboard	Vanessa Latache
Head of Strings	Mark Messenger
Head of Woodwind	Simon Channing
Head of Brass	Nigel Black
Head of Vocal Studies	Nick Sears
Head of Composition	William Mival
Head of Percussion	David Hockings
Director of Opera	Michael Rosewell
Head of Historical Performance	Ashley Solomon

### In Attendance

Assistant to the Artistic Director	Lizzie Sambrook (secretary)
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### In Attendance as Appropriate/Necessary for Particular Items:

Director of Research	Richard Wistreich
Performance, Programming & Faculty Manager	Florence Ambrose
Orchestra Manager	Phil Sizer
Manager of the Opera School and Vocal Faculty	Ann Somerville
Chamber Music Manager	Sophie Rashbrook
Head of Undergraduate Programmes	Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]
Head of Postgraduate Programmes	Natasha Loges
Members of Performance and Programming	
Faculties Officers	



## Faculty Committees

Decision making responsibilities:

- Approval of programme of masterclasses and workshops
- Approval of specific faculty requirements relating to syllabuses

### Terms of Reference

On behalf of the Senate Executive Committee and in accordance with the College's regulations:

1. To consider general faculty issues and concerns. Where further action is required outside the meeting these may be referred at the Chair's discretion to the Programmes Committee or the Senate Executive Committee.
2. To review annually principal study and other individual study syllabuses taught by the faculty.
3. To consider proposals for masterclasses and to have oversight of any prize competitions for which the faculty has responsibility.
4. To promote student and staff exchanges and visits in Europe and elsewhere.
5. To collect information about former students.

### Membership

Head of Faculty (Chair)

Professors teaching within the Faculty

Artistic Director

Director of Research **or** a Head of Programmes **or** the Assistant Head of Programmes

Students' Union Faculties Officer and one person from each faculty as appropriate, nominated by the Faculties Officer

### In Attendance

(Secretary)

Staff with specialist cross-college responsibilities (eg Librarian) may be invited to attend meetings.

## Undergraduate Programmes Committee

Reporting to Senate and feeding into Senate Executive Committee as appropriate

### Decision Making Responsibilities

- Approval of generic principal study and other individual study syllabuses for undergraduate programmes
- Approval of minor modifications

### Terms of Reference

On behalf of the Senate and in accordance with the College's regulations:

1. To discuss arrangements for the teaching, supervision and assessment of undergraduate students
2. To approve minor modifications to the undergraduate programmes, including to regulations
3. To receive and respond to reports and action points from annual monitoring processes and from associated working groups
4. To discuss and develop initial ideas for new programmes, the review of programmes and major amendments to programmes for consideration by Senate
5. To undertake such other tasks as the Senate may from time to time request

### Membership

Head of Undergraduate Programmes (Chair)  
Assistant Head of Undergraduate Programmes  
Head of Postgraduate Programmes  
Heads of Faculties  
Librarian  
Programme Leader NAFA  
SU Vic-President  
Societies Officer  
Area Leader in History  
Area Leader in Music Education  
Area Leader in Aural Studies  
Area Leader in Stylistic Studies  
Programme Leader Boston / Princeton Exchange

Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]  
Anastasia Belina-Johnson  
Natasha Loges  
  
Peter Linnitt  
William Mival  
Theresa Yu  
Elizaveta Saul  
Wiebke Thormahlen  
Jennie Henley  
Miranda Francis  
David Graham  
Wiebke Thormahlen

### In Attendance

Director of Research  
Registry Administrator (Undergraduate)  
Other members of staff, as required

Richard Wistreich  
Helen Cooney (Secretary)

## Taught Postgraduate Programmes Committee

Reporting to Senate and feeding into Senate Executive Committee as appropriate

### Decision Making Responsibilities

- Approval of generic principal study and other individual study syllabuses for postgraduate programmes
- Approval of minor modifications

### Terms of Reference

On behalf of the Senate and in accordance with the College's regulations:

1. To discuss arrangements for the teaching, supervision and assessment of taught postgraduate students
2. To approve minor modifications to the taught postgraduate programmes, including to regulations.
3. To receive and respond to reports and action points from annual monitoring processes and from associated working groups
4. To discuss and develop initial ideas for new programmes, the review or initial approval of programmes and major amendments to programmes for consideration by Senate
5. To undertake such other tasks as the Senate may from time to time request

### Membership

Head of Postgraduate Programmes (Chair)  
MSc Programme Leader  
Heads of Faculties  
Head of Undergraduate Programmes

Research Fellow in Performance Practice  
Area Leader in Taught Postgraduate Composition  
Area Leader in Music Education  
Area Leader in Composition for Screen  
SU Postgraduate Officer  
MSc Student Representative  
Librarian

Natasha Loges  
Rosie Perkins

Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]  
Ingrid Pearson  
Jonathan Cole  
Jennie Henley  
Vasco Hexel  
Gabriella Haynes  
tbd  
Peter Linnitt

### In Attendance

Director of Research  
Registry Administrator (Postgraduate)  
Other members of staff, as required

Richard Wistreich  
Marijn Abbink (Secretary)

## BSc (Hons) Physics and Music Performance Joint Management Committee

### Terms of Reference (Derived from Paragraph 4 of the Programme Agreement)

The Joint Management Committee will oversee all academic, administrative and operational matters relating to the JDP and will meet at least annually. Joint Management Committee will consider, at least on an annual basis, will include, but are not restricted to, the following:

1. details of JDP Students and their progress;
2. the Scheme for the Award of Honours and marking schemes for each module of the JDP
3. an updated list of academic staff at both institutions with significant teaching responsibility for JDP Students
4. general issues relating to the management of the JDP and the Agreement;
5. JDP Student welfare and overall experience. This would normally include consideration of the results of student surveys and other forms of student feedback;
6. results of any review of the JDP, undertaken by either Party, and if applicable, follow-up actions to be taken as a result;
7. items of good practice that should be highlighted to the Parties' quality assurance committees;
8. consideration of the reports of any site visits that have taken place since the last meeting;
9. review of JDP programme documentation and annual updates;
10. review of any marketing material used to advertise the programme along with any other overarching programme material to ensure it remains current;
11. the amount to be paid by Imperial to the RCM under clause 11 of this Agreement.

Meetings of the Joint Management Committee will be coordinated by Imperial

### Membership

The Chairmanship of the Joint Management Committee will rotate annually between the Parties. In the case of Imperial, the Chairman will be the Director of Undergraduate Studies for Physics (currently Professor A MacKinnon) and for RCM the Chairman will be the Deputy Director, RCM (currently Kevin Porter).

#### Members for Imperial

Pro Rector (Education and Academic Affairs) (Chairman of the Science Studies Committee as alternative)  
Director of Undergraduate Studies for Physics (the Academic Lead)  
Department of Physics Senior Tutor  
Department of Physics Examinations Officer  
Department of Physics Admissions Tutor  
Director of Music

#### Members for RCM

Academic Registrar	Elly Taylor
Assistant Head of Undergraduate Programmes (the Academic Contact)	Anastasia Belina-Johnson
International and Admissions Manager	Nicola Peacock

## RCM/NAFA BMus Programme Management Committee

Decision making responsibilities:

- Approval of minor modifications, other than to regulations
- Approval of teaching, supervision and assessment arrangements
- Approval annually of external specialist examiners for each principal study for recital examinations

### Terms of Reference

On behalf of the RCM Senate and the NAFA Academic Board and in accordance with the RCM and NAFA's regulations:

1. To approve and oversee arrangements for the teaching, supervision and assessment of students, ensuring the quality of the student experience within the joint programme.
2. To monitor timetabling and scheduling of student activities.
3. To implement curriculum development on a continuing basis.
4. To consider periodic progress review reports and to oversee responses to conditions of approval and recommendations they may contain.
5. To consider annual monitoring reports of the programmes, including student feedback and external examiner reports and programme related statistics of student recruitment and progress, for approval by the RCM Programmes Committee and consideration by the RCM Programmes Committee and the RCM Artistic & Academic Management Group.
6. To consider the learning resources requirements of the programme.
7. To approve minor modifications to the programme (other than to regulations, which will be subject to approval by the RCM Programmes Committee).
8. To ensure that mechanisms are in place to collect structured feedback from students on the programme.
9. To ensure arrangements are in place to undertake peer observation of teaching sessions and to receive reports on these sessions.
10. To annually approve external specialist examiners for each principal study for recital examinations.
11. To undertake such other tasks as the RCM Senate or NAFA Academic Board may from time to time request.

### Membership

#### RCM

Deputy Director  
Head of Undergraduate Programmes  
RCM Programme Coordinator  
Academic Registrar

Kevin Porter (Chair)  
Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]  
William Mival  
Elly Taylor (secretary)

#### NAFA

Dean (Office of Academic Affairs)  
Dean, School of Music  
Vice Dean, School of Music (Administration)

Ms Ho Hui May  
Mr Lim Yau  
Dr Eleanor Tan

### Operation

The Committee will meet at least annually, normally by videoconference.

## OTHER COMMITTEES

### Collections Committee

#### Decision Making Responsibilities:

- Advises Senate and Council
- Makes recommendations for capital equipment bids

#### Terms of Reference

On behalf of the Senate, to oversee the strategic development, management, care, use and resourcing of the Collections on the basis of the College's Strategic Plan and curatorial and educational needs.

1. To discuss and agree curatorial and educational policies, aims and objectives recommended by the Librarian and the Curator, as set out in the Strategic Plan, and of internationally approved standards in care, collection management and cataloguing, and to review progress.
2. To give support and encouragement to the staff responsible for the collections.
3. To advise the Directorate on Collection-related aspects of the *More Music: Re-imagining the RCM* developments.
4. To encourage integrated cross-collection approaches and collaboration in matters such as emergency procedures, acquisition and disposals policies, documentation, display, and conservation where appropriate.
5. To discuss possible means of collaboration between the Collections, Programmes, and Faculties
6. To discuss and monitor implementation of strategies to ensure appropriate access for students, musicians and scholars from within and outside of RCM, and members of the public.
7. To identify opportunities for raising resources to support the work of the collections and to discuss capital equipment priorities for recommendation to Directorate.
8. To receive reports from the Librarian and the Curator together with lists of significant accessions and publications.
9. To ensure that the Senate and RCM Council receive regular reports on the collections, including basic statistical data in formats as requested.

#### Membership

Director  
Deputy Director  
Director of Research  
Curator  
Librarian  
Deputy Librarian  
Head of Postgraduate Programmes  
Research Fellow in Performance Practice  
Head of Historical Performance  
Performance & Programming Administrator  
Student representatives

Colin Lawson (Chair)  
Kevin Porter  
Richard Wistreich  
Gabriele Rossi Rognoni  
Peter Linnitt  
Peter Horton  
Natasha Loges  
Ingrid Pearson  
Ashley Solomon  
Katherine Hainsworth  
Vacancy, vacancy

An elected member of RCM Council

Ruth Keattch

Three external advisors, of whom two will be curators, at least one of whom will be an active researcher, working within HE:

Head of Research and Public History, Science Museum  
Curator of Dance, V&A  
Open University

Tim Boon  
Jane Pritchard  
David Rowland

Museum Learning and Engagement Officer

Lydia Cracknell (Secretary)

Collections Committee will meet once a year in the summer and will be supported by a Collections Management Committee, which will meet termly:

### **Collections Management Committee**

Deputy Director  
Director of Research  
Curator  
Librarian

Kevin Porter (Chair)  
Richard Wistreich  
Gabriele Rossi Rognoni  
Peter Linnitt

Others will be invited as needed for specific items

## Welfare & Diversity Committee

Decision making responsibilities:

- Advisory committee

### Terms of Reference

On behalf of the Senate and in accordance with the College's Regulations:

#### Equal Opportunities

1. To keep under review and make recommendations to the Directorate for changes to the College's equal opportunities policies, strategies and action plans as they relate to both student and staff matters.
2. To monitor the effectiveness of equal opportunities policies and strategies through the consideration of statistics and surveys.
3. To support the implementation of equal opportunities action plans.
4. To consider regular reports on national developments in equal opportunities, including but not limited to changes in legislation, regulations and guidance.

#### Widening Participation

5. To monitor and evaluate the delivery of the College's widening participation strategy and its associated initiatives and projects.

#### Student Welfare

6. To consider annual reports on the provision of counselling and welfare and accommodation services to students.
7. To monitor the provision of services for disabled students.
8. To monitor the provision of services for international students.

### Membership

Deputy Director  
Student Services Manager  
Head of Undergraduate Programmes  
One representative of UNISON  
Head of HR  
Counsellor  
Head of Learning & Participation  
Head of Junior Programmes  
International & Admissions Manager  
Research Associate  
Representative of the Imperial College Health Centre  
Prince Consort Village Operations Manager  
SU President  
SU Vice-President  
SU International Officer  
SU Officer for Prince Consort Village

Kevin Porter (Chair)  
Lynnette Easterbrook (Secretary)  
Christina Guillaumier [Ingrid Pearson Sept – Feb]  
Mark Traves  
Hazel Pudney  
Toireasa McCann  
Katy Hemingway  
Miranda Francis  
Nicola Peacock  
Liliana Araujo  
Chris Allen  
Cara Gallacher  
Nathan Cho  
Theresa Yu  
Eduardo Andrade  
Vacancy



## Research Committee

Decision making responsibilities:

- Advisory committee

### Terms of Reference

On behalf of the Senate and in the light of national and international developments in music research and national policies for research funding:

1. To maintain oversight and advise on the development of the College's research strategy.
2. To maintain oversight and advise on the development of the College's knowledge exchange strategy.
3. To allocate internal research funding.
4. To advise on the preparation of external research reports and external applications for research funding.
5. To review the outcomes of research funded both externally and by the College.
6. To receive reports from CPS and Collections.

### Membership

Director of Research  
Director  
Head of Postgraduate Programmes  
Head of Composition  
Head of Centre for Performance Science  
Curator of the Museum of Music  
Librarian  
Research & Knowledge Exchange Manager  
Head of Historical Performance  
Doctoral student representatives

Richard Wistreich (Chair)  
Colin Lawson  
Natasha Loges  
William Mival  
Aaron Williamon  
Gabriele Rossi Rognoni  
Peter Linnitt  
Emma Hewett  
Ashley Solomon  
Lisa Illean  
Petur Johansson  
Max Wong

Members of research active teaching staff

Research Fellow in Performance Practice  
Research Fellow  
Area Leader in History  
Area Leader in Music Education  
Research Professor

Ingrid Pearson  
Tania Lisboa  
Wiebke Thormählen  
Jennie Henley  
Richard Langham Smith

### In Attendance

Assistant to the Director of Research

Conor Tavener-Boulter (Secretary)

Other members of staff involved in research will be invited to join the Committee to discuss particular projects.

## Centre for Performance Science Strategy Board

The Centre for Performance Science (CPS) Strategy Board comprises senior staff and key researchers from the Royal College of Music and Imperial College London, as well as external leaders in research, practice, and policy from the field. The Board oversees the strategic direction of the CPS and monitors its performance. The Board meets twice per year, normally alternating between the RCM and Imperial.

### Reporting To

**Senate, Royal College of Music**  
Provost's Board, Imperial College London

### Terms of Reference

1. To discuss and agree the strategic aims and objectives of the CPS and to review progress.
2. To facilitate collaboration between the RCM and Imperial, within and between the institutions' programmes, faculties and other research groupings.
3. To facilitate collaboration with external partners, in line with research and educational objectives.
4. To oversee the development and maintenance of CPS resources, including infrastructure and staffing, in line with research and educational objectives.
5. To review and ensure the financial sustainability of the work of the Centre for Performance Science.
6. To ensure that reports on CPS work are received by the RCM Senate and Imperial Provost's Board, in formats as requested.

### Membership

Director, Royal College of Music  
Provost, Imperial College  
Head of CPS, RCM  
Head of CPS, Imperial  
Imperial (Engineering)  
Imperial (Business)  
Imperial (Medicine)  
Imperial (Natural Sciences)  
Head of Percussion, RCM  
Director of Research, RCM

Professor Colin Lawson (chair, alternating)  
James Stirling (chair, alternating)  
Aaron Williamon  
Roger Kneebone  
Anil Bharath  
Benita Cox  
Alison McGregor  
Roberto Trotta  
David Hockings  
Richard Wistreich

### External Members

Tim Boon, Science Museum  
Daniel Glaser, KCL Science Gallery

### Secretary

Maria Barletta

## Research Degrees Committee

Decision making responsibilities:

- Approval of minor modifications to the doctoral programme
- Approval of the admission of successful applicants to the doctoral programme
- Approval of doctoral students', registration, supervision and progression matters
- Approval of assessment and award decisions about doctoral students, on behalf of the Senate

### Terms of Reference

On behalf of the Senate and in the light of national and international developments in music research and national policies for research funding:

1. To approve minor modifications to the doctoral programme.
2. To make recommendations to the Senate on revisions to the doctoral regulations.
3. To approve and oversee changes to the supervision of individual doctoral students, any extensions to their period of registration or suspension of registration. To monitor the progress of individual doctoral students and to ensure that they are receiving appropriate support and facilities in pursuing their research.
4. To consider the recommendations of examiners concerning doctoral students' performance, to resolve any disagreement between examiners and to award the DMus or PhD.

### Membership

Head of Postgraduate Programmes  
Director of Research  
Head of Centre for Performance Science  
Research Fellow in Performance Science  
Head of Composition  
Research Fellow in Performance Practice  
Representatives of the Doctoral supervisors

Natasha Loges (Chair)  
Richard Wistreich  
Aaron Williamon  
Rosie Perkins  
William Mival  
Ingrid Pearson  
Jonathan Cole  
Wiebke Thormählen  
Lisa Illean  
Petur Johansson  
Max Wong

Doctoral students

### In Attendance

Registry Information & Systems Manager

Nic Seager (Secretary)

# BOARDS OF EXAMINERS

## Undergraduate Board of Examiners

Decision making responsibilities:

- Approval of assessment and award decisions about students, on behalf of the Senate

### Terms of Reference

1. On behalf of the Senate and in accordance with the College's Regulations.
2. To consider all students on the course and, by the exercise of its academic judgement, determine results consistent with the students' achievement in accordance with the scheme of assessment and these regulations. In particular, the Board will make decisions about the progression, assessment, reassessment, compensation, moderation and final awards.
3. Where marks are made available to student in advance of the meeting of the Board of Examiners, for example, following the Spring examination period, they remain provisional until determined by the Board, and may be subject to moderation.
4. To ensure the consistency, comparability and appropriateness of the marking and assessment procedures within the programme, all marks may be subject to moderation by the Board of Examiners. Where the Board deems that moderation is necessary, it shall normally moderate the marks for all students awarded by a particular examination panel or marker and will not moderate a particular student's mark in isolation.
5. To make recommendations to Imperial College about the achievement of students in Royal College of Music units which contribute to the BSc(Hons) in Physics with Studies in Musical Performance.
6. To make decisions about the assessment, reassessment, compensation and final results of Experience Programme students who complete individual BMus(Hons) units.

### Membership

Director of Research  
Head of Undergraduate Programmes  
Assistant Head of Undergraduate Programmes  
Head of Keyboard  
Head of Strings  
Head of Woodwind  
Head of Brass  
Head of Percussion  
Head of Vocal Studies  
Head of Composition  
Head of Historical Performance  
Area Leaders

Richard Wistreich (Chair)  
Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]  
Anastasia Belina-Johnson  
Vanessa Latache  
Mark Messenger  
Simon Channing  
Nigel Black  
David Hockings  
Nick Sears  
William Mival  
Ashley Solomon  
David Graham, Miranda Francis, Wiebke Thormahlen, Jennie Henley

External examiners approved by the Senate

### In Attendance

Registry Administrator (Undergraduate)

Helen Cooney (Secretary)

The Registry Manager will advise on the interpretation of regulations and guidelines

## **Sub-board of Examiners**

The Board of Examiners has a Sub-Board that prepares and makes recommendations to the Board on student achievement in all units. The membership of the Sub-Board of Examiners comprises:

- Director of Research (Chair)
- Head of Undergraduate Programmes
- Area Leaders
- BMus Personal Advisers: Anastasia Belina-Johnson, Carola Darwin, David Graham, Christina Guillaumier, Jennie Henley, Pande Shahov, Wiebke Thormählen, Ingrid Pearson

## Masters Board of Examiners

Decision making responsibilities:

- Approval of assessment and award decisions about students, on behalf of the Senate

### Terms of Reference

On behalf of the Senate and in accordance with the College's Regulations:

1. To consider all students on the programme and, by the exercise of its academic judgement, determine results consistent with students' achievement in accordance with the scheme of assessment and regulations for the programme. In particular, to make decisions about the progression, assessment, reassessment, compensation and final awards for students.
2. Where applicable, to consider students' proposed topics and programmes for the assessment of units of the programme.

### Membership

Director of Research	Richard Wistreich (Chair)
Head of Postgraduate Programmes	Natasha Loges
Head of Keyboard	Vanessa Latache
Head of Strings	Mark Messenger
Head of Woodwind	Simon Channing
Head of Brass	Nigel Black
Head of Percussion	David Hockings
Head of Vocal Studies	Nick Sears
Head of Composition	William Mival
Head of Historical Performance	Ashley Solomon
MSc Programme Leader	Rosie Perkins

External examiner(s) appointed by the Senate (to attend meetings where final awards are ratified and to receive all papers of the Board)

### In Attendance

Registry Administrator (Postgraduate)	Marijn Abbink (Secretary)
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The Academic Registrar will advise on the interpretation of regulations and guidelines

### Sub-board of Examiners

The Board of Examiners has a Sub-Board that prepares and makes recommendations to the Board on student achievement in all units. The membership of the Sub-Board of Examiners comprises:

Director of Research	Richard Wistreich (Chair)
Head of Postgraduate Programmes	Natasha Loges

### In Attendance

Registry Administrator (Postgraduate)	Marijn Abbink (Secretary)
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## Board of Examiners Mitigating Circumstances Committee

Decision making responsibilities:

- Approval of fees for deferred assessments

### Terms of Reference

On behalf of the Board of Examiners and in accordance with the College's Regulations:

1. To make recommendations to the Board of Examiners on whether any mitigating circumstances submitted by students in writing or through the Counsellor are valid and whether they should affect the marks for particular units or individual elements of assessment, including whether capped marks should be lifted.
2. To decide fees for individual deferred assessments.

### Membership

Head of Undergraduate Programmes

Head of Postgraduate Programmes

Christina Guillaumier (Chair) [Anastasia Belina-Johnson Sept – Feb]

Natasha Loges

### In Attendance

Registry Administrator (Programmes)

Marijn Abbink or Helen Cooney (Secretary)

## BSc (Hons) Physics and Music Performance Joint Board of Examiners

### Terms of Reference (Derived from Paragraph 4 of the Programme Agreement)

1. The RCM Registry contact will provide the Imperial Physics Examinations and Information Officer with provisional results for those modules of the JDP for which RCM is responsible as soon as possible after the results of any assessment have taken place (this would normally be within one (1) month). The provisional results will be confirmed after the meeting of the RCM Undergraduate Board of Examiners. The provisional results of the modules for which Imperial is responsible will be confirmed at the final meeting of the Imperial Board of Examiners' Meeting.
2. Once both Parties have confirmed the results of their respective assessments, Imperial and RCM will hold a meeting of the Joint Board of Examiners in order to confirm the award of a joint degree.
3. The Joint Board of Examiners will be constituted following Imperial 'Guidelines for the Conduct of Boards of Examiners Meetings' as amended from time to time.

### Membership

- A Board Chairman, appointed annually by the Imperial Science Studies Committee and the RCM, who will rotate annually between both Parties.
- Two external examiners appointed to the JDP: one external examiner for physics and one for music
- For Imperial, there will be at least one examiner from the Physics Board of Examiners
- For RCM, there will be at least one examiner from the Undergraduate Board of Examiners
- A representative from Imperial Registry.



## RCM/NAFA BMus Board of Examiners and Admissions Committee

Decision making responsibilities:

- Approval of assessment and award decisions about students, on behalf of the RCM Senate

### Terms of Reference

1. On behalf of the RCM Senate and in accordance with the RCM's Regulations: To consider all students on the programme and, by the exercise of its academic judgement, determine results consistent with the students' achievement in accordance with the scheme of assessment and regulations. In particular, the Board will make decisions about the progression, assessment, reassessment, compensation and final awards for all joint BMus(Hons) students.
2. To offer places to applicants

### Membership

#### RCM

Deputy Director	Kevin Porter (Chair)
Head of Undergraduate Programmes	Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]
RCM Programme Coordinator	William Mival
RCM examiner present at NAFA for relevant session of examinations	
External examiner approved by the RCM Senate	

#### NAFA

Dean (Office of Academic Affairs)	Ho Hui May
Dean (School of Music)	Lim Yau
Vice Dean, School of Music (Academic)	Ernest Lim
Vice Dean, School of Music (Administration)	Eleanor Tan
NAFA Heads of Studies – Keyboard, Composition, Orchestral, Vocal, Chinese Instruments	

### In Attendance

RCM Academic Registrar	Elly Taylor (secretary)
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### Operation

The Committee will meet annually, normally by videoconference.

# MANAGEMENT COMMITTEES

## Directorate

Decision making responsibilities

- Approval of plans for the deployment of resources
- Approval of programme resource statements

## Terms of Reference

To be responsible for the management of the College, in the context of the Strategic Plan and mission statement. This will encompass:

1. review and up-dating of the College's Strategic Plan and subsidiary strategies and the mission statement and the production of annual planning statements and reviews, for consideration by the Senate and the Finance & General Purposes Committee and for approval by Council, as appropriate
2. oversight of the implementation of the Strategic Plan, subsidiary strategies and annual planning statements
3. resource planning and management, including deployment of staff and physical resources, student number planning, and the consideration of programme resource statements
4. implementation of policies on risk management and internal control; identification and evaluation of the significant risks faced by the College for consideration by the Finance & General Purposes Committee; providing information to the Council and its committees on the status of risks and controls; undertaking an annual review of effectiveness of the system of internal control and providing a report to the Finance & General Purposes Committee
5. monitoring management accounts and financial forecasts; oversight of annual budgeting, including proposals for capital expenditure
6. oversight and review of plans for the estates strategy and estates management
7. oversight and review of health and safety policy and of its implementation
8. oversight and review of catering strategy
9. oversight of IT infrastructure and software policy and of its implementation
10. review of the internal audit strategy and of internal audit reports, monitoring implementation of recommendations from internal audits
11. monitoring targets for and promotion of equal opportunities and diversity
12. monitoring professional development plans and activity
13. oversight and review of internal and external communication policy
14. oversight and review of policies for development and fund raising
15. oversight of compliance with the College's legal commitments.

## Membership

Director  
Deputy Director  
Director of Finance & Estates  
Artistic Director  
Director of Research  
Director of Development  
Director of Communications

Colin Lawson (Chair)  
Kevin Porter (Deputy Chair)  
Marcus McDonald  
Stephen Johns  
Richard Wistreich  
Lily Harriss  
Talia Hull

## Directorate ICT Subcommittee

### Reporting to Directorate

#### Decision Making Responsibilities

- Approve annual priorities for ICT projects
- Agree ICT capital bids, for recommendation to Directorate
- Prioritise ICT projects

#### Terms of Reference

At Annual Strategic Review Meeting, to be Held in Spring Term

1. To keep under review and ensure implementation of the ICT strategy
2. To approve annual priorities for ICT projects and plans towards delivery of the overall ICT strategy, within available staff resources
3. To agree ICT capital bids in the annual capital budgeting process, for recommendation to Directorate
4. To receive feedback and consider proposals from the IT User Group and other relevant groups within the College

At Twice Termly Review Meetings

1. To review progress with projects in the annual ICT project plan and to reorder priorities as necessary, within available staff resources
2. To establish project steering groups as necessary implement projects

#### Membership

Deputy Director	Kevin Porter (Chair)
Director of Research	Richard Wistreich
Artistic Director	Stephen Johns
Director of Communications	Talia Hull
Head of ICT Services	Mark Soole
Head of Studios	Matt Parkin
Marketing Manager	Katherine Smith

#### Membership Supplemented at Annual Strategic Review Meeting by

Head of Undergraduate Programmes	Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]
Academic Registrar	Elly Taylor
Others on an ad hoc basis	

## Staff-Student Committee

### Terms of Reference

To provide a forum for effective communication between students and staff to discuss and consult on all matters of interest to students, such as teaching, assessment, performance opportunities, College policies and facilities for students

### Membership

Director	Colin Lawson (Chair)
Deputy Director	Kevin Porter
Director of Finance & Estates	Marcus McDonald
Artistic Director	Stephen Johns
Director of Research	Richard Wistreich
Director of Communications	Talia Hull
Head of Undergraduate Programmes	Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]
Student Services Manager	Lynnette Easterbrook
Head of Estates	Debbie Mainprize
Academic Registrar	Elly Taylor
SU President and SU Committee	Nathan Cho
	Theresa Yu
	Gabriella Haynes
	Eduardo Andrade

If not already covered by the membership of the SU Committee, student representatives in the following areas: undergraduate, postgraduate, doctoral, each faculty, home and international students

### In Attendance

Executive Assistant to the Director	Sarah Mennell (Secretary)
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## Professional Services Committee

### Decision making responsibilities

- To advise and support Directorate on the development and enhancement of professional services

### Terms of Reference

1. To support the Directorate in the development, enhancement and implementation of professional services.
2. To share information about related College-wide and departmental initiatives and to provide input into policy development.

### Membership

Deputy Director	Kevin Porter (Chair)
Director of Finance & Estates	Marcus McDonald (Deputy Chair)
Director of Communications	Talia Hull
Executive Assistant to the Director	Sarah Mennell
Head of Estates	Debbie Mainprize
Head of ICT Services	Mark Soole
Head of HR	Hazel Pudney
Head of Finance	Jas Rooprai
Academic Registrar	Elly Taylor
Performance, Programming & Faculty Manager	Florence Ambrose
Manager of the Opera School and Vocal Faculty	Ann Somerville
Head of Learning and Participation	Hayley Clements
Student Services Manager	Lynnette Easterbrook
Head of Junior Programmes	Miranda Francis
Head of Studios	Matt Parkin
Librarian	Peter Linnitt
Creative Careers Centre Manager & Entrepreneurship Tutor	Diana Roberts

### In Attendance

Assistant to the Deputy Director	Conor Tavener Boulter (Secretary)
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## Health & Safety Committee

### Decision Making Responsibilities

- To advise, as appropriate on Health & Safety matters

### Terms of Reference

1. To advise on the appropriateness and adequacy of the College Health and Safety organisation, arrangements and safe systems of work.
2. To keep under review College performance in relation to health and safety at work and assist in the formulation of Health and Safety policies; to promote co-operation between College staff and students in instigating, developing and carrying out measures to ensure health and safety at work.

### Membership

Head of Estates	Debbie Mainprize (Chair)
Director of Finance & Estates	Marcus McDonald
Catering Supervisor	Tsvetelina Tabekova
Commercial Services Retail and Support Manager, ICC	David Hughes
Student Services Manager	Lynnette Easterbrook
Head of Junior Programmes	Miranda Francis
Health and Safety Manager	Alick Wheeler
Facilities Manager	Poppy Walker
Two Academic Staff Representatives	Aaron Williamon, Peter Buckoke
ICT Support Manager	Birju Patel
Technical Director and Production Manager, Britten Theatre	Paul Tucker
Concert & Venue Manager	Katie Clay
Events Coordinator	tbc
SU President	Nathan Cho
UNISON Representative	Emer Landers

### In Attendance

Estates Office Coordinator	Mark Scott
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### Additional Standing Orders

The primary reporting line of the Committee is to the Directorate, but minutes and reports, as appropriate, will also be provided for the Finance & General Purposes Committee of the Council, to enable the Finance & General Purposes Committee to monitor compliance and practice on behalf of Council.

## Value for Money Steering Group

### Terms of Reference

Advising the Deputy Director and, through him/her, the Directorate, to:

1. comment on the VfM arrangements of the College as a whole
2. ensure compliance with HEFCE guidelines
3. monitor all aspects of the VfM programme including the element delivered by internal audit
4. help to embed a VfM culture, through VfM education and guidance
5. assist in ensuring that the College adopts good practice in its activities
6. consider any VfM reports from HEFCE, the National Audit Office, internal audit and any other relevant source
7. review the VfM Policy and make recommendations to the Deputy Director.

### Membership

Deputy Director	Kevin Porter (Chair)
A head of faculty or of programmes	Christina Guillaumier [Anastasia Belina-Johnson Sept – Feb]
Another head of faculty or of programmes	Mark Messenger
Managers with significant procurement roles:	
Head of Estates	Debbie Mainprize
Head of ICT Services	Mark Soole
Head of Finance	Jas Rooprai
A member of the internal audit team	Nick Avery
Projects Manager	Charlotte Martin (Secretary)

### In Attendance

Director of Finance & Estates	Marcus McDonald
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The Directorate will review the composition and remit of the group from time to time to ensure it is best constituted to achieve the aims of the VfM Policy and Strategy.



## Safeguarding Committee

### Terms of Reference

1. To review, on an annual basis, or more frequently if necessary, all safeguarding policies to ensure that they are up-to-date and appropriate.
2. To monitor the Colleges' compliance with the Safeguarding policies and take remedial action where necessary.
3. To receive any reports of incidents during the year, review the log of staff appointments and associated safeguarding checks within the year, including Disclosure & Barring Service checks made.

### Membership

Deputy Director

Head of Junior Programmes

Head of Learning & Participation

Head of Human Resources

Kevin Porter (Chair)

Miranda Francis (Designated Child Protection Officer)

Katy Hemingway

Hazel Pudney

### Additional Standing Orders

- To guide and support the RCM on implementing and ensuring safe practice in relation to child protection and safeguarding.
- An annual report of this meeting will be submitted to the Directorate and to Council.

## PATRON, PRESIDENT, VICE-PRESIDENTS, LIFE GOVERNORS

Only those honours granted by HM The Queen or by RCM are shown

### Patron

Her Majesty The Queen

### President

His Royal Highness The Prince of Wales KG KT GCB QSO ADC

### Vice-Presidents

The Most Revd and Rt Hon the Lord Archbishop of Canterbury

The Most Revd and Rt Hon the Lord Archbishop of York

The Rt Hon the Lord Mayor of London

Sir Anthony Cleaver FRCM (appointed 2007)

Lady Middleton FRCM (appointed 2003)

Mr Humphrey Norrington OBE FRCM (appointed 2003)

Dame Janet Ritterman DBE (appointed 2005)

Mr Ian Stoutzker CBE FRCM (appointed 1999)

Professor Lord Winston (appointed 2017)

## STANDING ORDERS

### Royal Charter and Statutes

The RCM Royal Charter and Statutes sets out the arrangements for the Council and the Senate, including quoracy, membership, and the conduct of proceedings.

### Standing Orders for Committees of the Senate

- The Director, on the advice of the Senate, appoints committee chairs and members. Where appointment to a committee is not determined by virtue of the occupation of a particular post, an appointment will normally be for a period of office of three years.
- The quorum of committees is a minimum of one third of the membership. If a meeting is inquorate, the Chair shall decide whether to proceed with the meeting, taking into account the urgency of the business on the agenda. When a meeting proceeds on this basis, notes will be taken of matters discussed and presented to the next meeting.
- All committees/groups are expected to undertake such other tasks as may be requested by the Senate.
- The Director has an ex officio right to attend meetings of all committees and working groups.
- Meetings of committees are open to interested members of staff to observe. Those wishing to attend must secure the agreement of the Chair at least one full working day before the meeting, as there will sometimes be business where observers are not appropriate. Observers will not normally participate in discussions, unless invited to do so by the Chair.
- Student representatives will be asked to withdraw for agenda items reserved as closed business.
- There will be occasions when action needs to be taken between meetings of a committee. The Chair, taking advice as necessary from the Deputy Director, is empowered to make decisions on the committee's behalf, subject to advance consultation with members wherever possible and operating within the College's regulations and procedures. All decisions taken under Chair's action will be reported to members at the next meeting.

### Standing Orders for Boards of Examiners

- **Operation of the Chair.** There will be occasions when it is not practical to call a meeting of the Board of Examiners, but where rapid decisions are necessary in the interest of individual students. The Chair is empowered, taking advice from the Deputy Director, to make decisions affecting individual students on the Board's behalf, subject to advance consultation with members wherever possible and operating within the course regulations and guidelines. Particular effort will be made to consult external examiners in these circumstances. All Chair's decisions will be reported to members.
- **Servicing the Board of Examiners and the Sub-Board of Examiners.** The record of all meetings will be drafted by the secretary, who is the relevant administrator. These will remain confidential to members of the board and those who formally advise it.