



**Royal University of Bhutan**

# **GOVERNANCE MANUAL**

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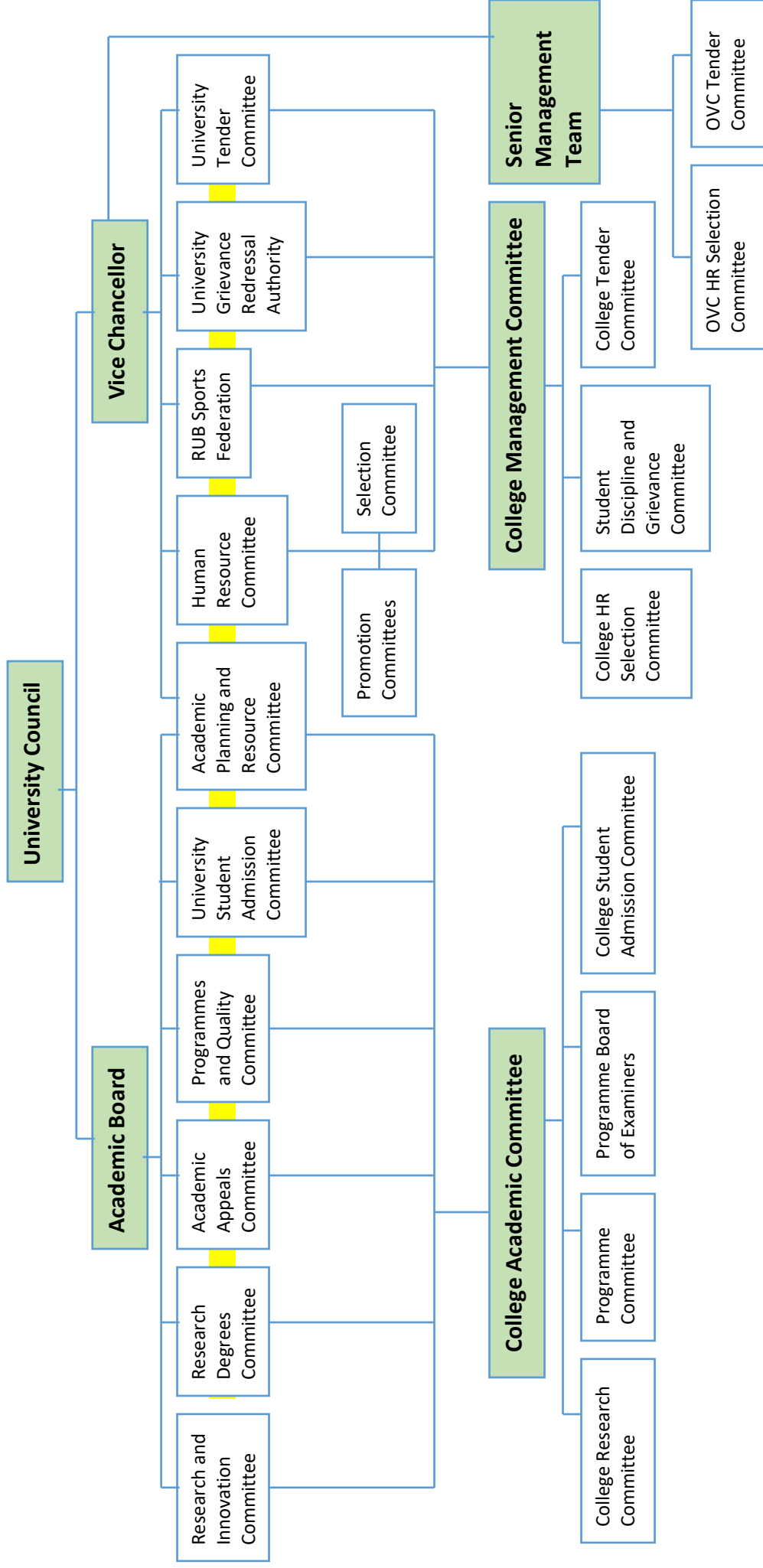
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## **PART I**

# **ROYAL CHARTER OF THE ROYAL UNIVERSITY OF BHUTAN**



# ARCHITECTURE





**TASHICHODZONG**  
**THIMPHU, BHUTAN**

## **THE ROYAL CHARTER OF THE ROYAL UNIVERSITY OF BHUTAN**

WHEREAS the Kingdom of Bhutan desiring to provide for the economic and cultural development of the nation and to promote the cultural enrichment, personal development and well being of its people has desired and willed to establish a university;

AND WHEREAS for the purpose of dissemination of knowledge and advancement of learning through a balanced, well regulated and sound tertiary education system in Bhutan;

NOW, THEREFORE, I, Jigme Singye Wangchuck, King of Bhutan hereby issue this Charter for a University in the Kingdom of Bhutan.

### **ARTICLE 1: PRELIMINARY**

#### **1.1. Name, Title and Commencement**

1.1.1 There shall be constituted and founded the Royal University of Bhutan, hereinafter referred to as 'the University'.

1.1.2 This Charter shall be called the Royal Charter of the Royal University of Bhutan.

1.1.3 This Charter shall come into immediate effect.

#### **1.2 Definition of Terms**

1.2.1 'Charter' refers to the Royal Charter of the Royal University of Bhutan.



More specifically the objectives of the University shall be

- 2.1 to develop and provide programmes of study at tertiary education level, of relevance and good quality which will fulfil the needs of the country for an educated and skilled population, and
- 2.2 to promote and conduct research, to contribute to the creation of knowledge in an international context and to promote the transfer of knowledge of relevance to Bhutan.

### **ARTICLE 3: CONSTITUTION**

Subject to the provisions of the Charter and Statutes of the University:

- 3.1 There shall be a University Council which shall be the supreme governing authority for the University.
- 3.2 There shall be as formal Head of the University a Chancellor appointed by the Sovereign on the advice of the University Council.
- 3.3 There shall be an Academic Board for the University which shall be responsible for all academic matters in the University.
- 3.4 There shall be a Vice-Chancellor who shall be the Executive Head of the University.
- 3.5 There shall be a Registrar.



**TASHICHODZONG**  
**THIMPHU, BHUTAN**

- 3.6 The powers and responsibilities of the University Council, Chancellor, Academic Board and the Vice-Chancellor and Registrar are set out in the Statutes.

#### **ARTICLE 4: EQUALITY OF OPPORTUNITY**

Admission to any office or appointment in the University, and the admission of students to the University shall be on merit and irrespective of religion, origin, sex, sexual orientation, or race.

#### **ARTICLE 5: ALTERATIONS**

No part of this Charter shall be amended, other than by Royal Decree.

Issued on the Seventeenth Day of the Second Month of the Female Water Sheep Year of the Bhutanese calendar corresponding to 18<sup>th</sup> April, 2003.

Jigme Singye Wangchuck  
King of Bhutan



# **STATUTES OF THE ROYAL UNIVERSITY OF BHUTAN**





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**Royal Government of Bhutan**

PRIME MINISTER

**STATUTES OF THE ROYAL UNIVERSITY OF BHUTAN**

**FIRST AMENDMENT**

The Lhengye Zhungtshog in its 149<sup>th</sup> Session held on 25 December 2012 approved the amendments to the Statutes of the Royal University of Bhutan as recommended by the University Council as follows:

**ARTICLE 3: THE UNIVERSITY COUNCIL**

**3.1.4 Staff**

3.1.4.1 To determine the conditions of service of all staff of the University.

3.1.4.5 To establish grades of academic posts, and to approve the criteria for appointment to those grades.

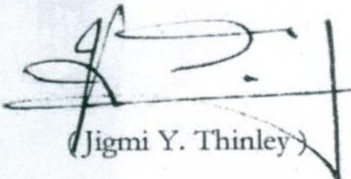
**ARTICLE 4: THE VICE CHANCELLOR**

The Vice Chancellor shall be appointed by the Royal Government on the recommendation of the Council and shall hold office for a period of 5 years, renewable by another term of five years or until he/she attains the age of sixty five, whichever is earlier.

**ARTICLE 5: THE REGISTRAR**

The Registrar shall be appointed by the University Council and shall hold office for a period of five years (renewable by another five years) or age of sixty, whichever is earlier.

Issued on the 2<sup>nd</sup> Day of the Third Month of the Female Water Snake Year of the Bhutanese calendar year corresponding to 12 April, 2013.



(Jigmi Y. Thinley)



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**ROYAL GOVERNMENT OF BHUTAN**

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Chairman of the Lhengye Zhungtshog

**STATUTES OF THE ROYAL UNIVERSITY OF BHUTAN**

**PREAMBLE**

Subject to the Royal Charter of the Royal University of Bhutan, 18 April 2003, the Statutes of the Royal University of Bhutan:

1. Provide for the appointment of a Chancellor and set out the role and functions of that office;
2. Set out the constitutions and the powers of the University Council;
3. Set out the role and functions of the Vice-Chancellor; and
4. Set out the general constitution and powers of the Academic Board.

**ARTICLE 1: DEFINITION OF TERMS**

- 1.1 'The University' refers to the Royal University of Bhutan formed by the Royal Charter on 18 April 2003.
- 1.2 'University Council' refers to the University Council of the Royal University of Bhutan.
- 1.3 'Chancellor' refers to the Chancellor of the Royal University of Bhutan.
- 1.4 'Charter' refers to the Royal Charter of the Royal University of Bhutan issued as a Royal Decree by His Majesty the King of Bhutan on 18 April 2003.





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**ROYAL GOVERNMENT OF BHUTAN**

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Chairman of the Lhengye Zhungtshog

- 1.5 'Statutes' refers to the Statutes of the Royal University of Bhutan approved by the Royal Government of Bhutan on 25 April 2003.
- 1.6 Academic Board' refers to the Academic Board of the Royal University of Bhutan.
- 1.7 'Vice Chancellor' refers to the Vice Chancellor' of the Royal University of Bhutan.
- 1.8 'The Registrar' refers to the Registrar of the Royal University of Bhutan.
- 1.9 'Tertiary education' is defined as education offered subsequent to class XII, consistent with the International Standard Classification of Education, 1997 for levels 5 and above.
- 1.10 'Academic staff', 'academic posts' and similar expressions refer to staff and posts whose function is primarily teaching or research in the Royal University of Bhutan.
- 1.11 'Support staff' means staff whose duties are primarily of a technical nature in support of teaching or research functions in the Royal University of Bhutan.
- 1.12 'Academic service staff' means staff whose duties are primarily of an administrative or secretarial nature in the Royal University of Bhutan.

**ARTICLE 2: THE CHANCELLOR**

The Chancellor shall as the formal Head of the University, preside over ceremonies for the conferment of academic awards, and participate in such other ceremonial duties within the University as the Council may determine but shall otherwise exercise no governance, executive or management power or authority within the university.



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## ROYAL GOVERNMENT OF BHUTAN

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Chairman of the Lhengye Zhungtshog

### ARTICLE 3: THE UNIVERSITY COUNCIL

#### 3.1 Powers

The University Council (hereinafter 'the Council') shall be the supreme governing body of the University and subject to the provision of the Royal Charter, shall have the following powers, duties, and functions:

##### 3.1.1 General

- 3.1.1.1 To determine the educational character of the University.
- 3.1.1.2 To lay down policies; provide directions and support for efficient functioning of the University.
- 3.1.1.3 To approve the work plan, the budget estimates and the accounts for the University on an annual basis.

##### 3.1.2 The Structure of the University

- 3.1.2.1 To determine the organisational structure of the University appropriate to the stated aims of the University; and to institute, amend or discontinue such structures as may be necessary; these may include Faculties, Departments, Institutes, Colleges, Centres, Committees, Boards and other units and bodies as appropriate; and to determine the role and functions of such units.
- 3.1.2.2 To enter into arrangements with other institutions which will facilitate a more effective execution of its functions.



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## ROYAL GOVERNMENT OF BHUTAN

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Chairman of the Lhengye Zhungtshog

### 3.1.3 Resources

- 3.1.3.1 The effective and efficient use of the University's resources, for the solvency of the institution and for safeguarding its assets.
- 3.1.3.2 To govern, manage and regulate the finances, accounts, investments, property, business and all affairs whatsoever of the University and for these purposes, to appoint bankers and any other officers or agents whom it may deem expedient to appoint, and to cause proper books of account to be kept for all sums of money received and expended by the University and of its assets and liabilities, so that such books depict a true and fair view of the state of affairs of the University and explain its transactions.
- 3.1.3.3 To invest any monies belonging to or held by the University in such manner as the Council shall, from time to time, deem fit.
- 3.1.3.4 To advise the government about the selling, buying, exchanging, mortgaging, leasing and accepting leases of real and personal property on behalf of the University.
- 3.1.3.5 To provide the infrastructure, buildings, premises, furniture and equipment and other means required for carrying on the work of the University effectively and efficiently.
- 3.1.3.6 To accept any grant sponsored or instituted by an individual, institute or a body corporate; and to act as the trustee or agent for any property, legacy, endowment, bequest or gift for purposes of higher education or research or otherwise in furtherance of the work and welfare of the University.
- 3.1.3.7 To determine the remuneration of external examiners and external visiting staff.





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Chairman of the Lhengye Zhungtshog

3.1.3.8 To determine, on the recommendation of the Academic Board, student fees and charges.

**3.1.4 Staff**

3.1.4.1 To determine the conditions of service of all staff of the University (including retirement ages), taking account of the Bhutan Royal Civil Service Commission Rules, and of best practice within the country.

3.1.4.2 To create provisions for schemes of insurance, pensions or retirement benefits for all salaried officers, and if the Council chooses, for other employees of the University.

3.1.4.3 To recommend to the Royal Government the appointment or dismissal of the Vice Chancellor.

3.1.4.4 To appoint and/or dismiss the Registrar.

3.1.4.5 To establish grades of academic posts, in consultation with the Royal Civil Service Commission, and to approve the criteria for appointment to those grades.

3.1.4.6 To approve procedures for the appointment of staff.

3.1.4.7 To prescribe the code of conduct to which all the members of University community, including staff and students shall be subject to.

3.1.4.8 To prescribe the provisions for the redressal of grievances of the members of the University community including staff and students.

**3.1.5 The Academic Provision of the University**

3.1.5.1 To award degrees, diplomas and certificates to all students who have registered with the University and have fulfilled the requirements set down by the University for that award; and to ensure the effectiveness



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**ROYAL GOVERNMENT OF BHUTAN**

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Chairman of the Lhengye Zhungtshog

and efficiency of the overall planning, co-ordination, development and supervision of the academic work of the institution, and of the quality and academic standard of the educational provision offered in the name of the University. The University Council will fulfil this function by delegating the responsibility to the Academic Board of the University.

3.1.5.2 To consider proposals from the Academic Board for the introduction of or discontinuance of any degree, diploma or certificate programme.

3.1.5.3 To determine the procedures and rules for the appointment of members to the Academic Board other than those holding membership ex officio and to set out the responsibilities of members and standing orders for the operation of the meetings of the Academic Board.

3.1.5.4 To consider recommendations from the Academic Board for the establishment of Committees of the Academic Board or joint Committees of the Council and Academic Board.

3.1.5.5 To grant Honorary awards on the recommendation of the Academic Board.

**3.1.6 Management of the University**

3.1.6.1 To ensure the efficient and effective organisation, direction and management of the University, and to ensure the effective discipline of staff and students. The University Council will fulfil this function by delegating it to the Vice-Chancellor.



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Chairman of the Lhengye Zhungtshog

**3.1.7 Other Functions**

- 3.1.7.1 To legislate and execute such decisions and acts as may be deemed necessary for the furtherance of objects of the University and to make recommendations, as and when necessary, to the appropriate Government authority for the execution of such decisions and acts.
- 3.1.7.2 To appoint external auditors.
- 3.1.7.3 To appoint such Committees to the University Council as may be necessary for the effective execution of its functions; such Committees may include non-voting members who are not members of the Council.
- 3.1.7.4 To call for such reports from the Academic Board and from the Vice-Chancellor as may be necessary for it to fulfil its responsibility.
- 3.1.7.5 To institute, on the recommendation of the Academic Board or the Vice-Chancellor, scholarships, studentships, exhibitions and prizes.

**3.2 Constitution of the University Council**

The Council shall consist of nineteen members including the Chairman but not the Registrar

**3.2.1 Chairperson**

Appointed by the Royal Government. The Chairman shall not be an employee or student of the University





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Chairman of the Lhengye Zhungtshog

**3.2.2 Members**

The University Council shall consist of the following members:

**3.2.2.1 Four representatives from Government:**

Secretary for the Ministry of Education/ Director in-charge of higher education, ex officio; and

Three members chosen by the Royal Government

**3.2.2.2 Seven representatives chosen by the Council from the following constituencies:**

Public representatives and private individuals (not less than four)

Secondary and technical schools (not less than one)

**3.2.2.3 Five University representatives**

The Vice Chancellor, ex officio - one

Members chosen by the Academic Board - three

Student chosen by the student body - one

**3.2.2.4 Two others chosen by the Council, not being employees or students of the University**

**3.2.3 Secretary**

The Registrar of the University.

**3.2.4 Periods of Office**

The period of office of the Chairperson will be four years renewable at the discretion of the Royal Government for a further period of up to two years.



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Chairman of the Lhengye Zhungtshog

Members chosen by the University Council, or elected from the University's constituencies, or chosen by the Royal Government will serve for a period of up to three years renewable for a further period of up to three years.

**ARTICLE 4: THE VICE CHANCELLOR**

The Vice- Chancellor shall be appointed by the Royal Government on the nomination of the Council and shall hold office for such period as the Royal Government shall determine. The Vice-Chancellor shall be the Executive Head of the University, and will be responsible for the organisation, management and discipline of the University. In discharging these functions, the Vice-Chancellor will be subject to the general control and direction of the University Council.

The Vice-Chancellor shall be responsible for:

- 4.1.1 The annual presentation, on an annual basis, of the work plan, the budget estimates and the University accounts to the University Council for approval;
- 4.1.2 The annual presentation of the budget estimates and the Work Plan to the Royal Government of Bhutan;
- 4.1.3 The management of budget and resources, within estimates approved by the University Council;
- 4.1.4 Making proposals to the Council about the educational character and mission of the institution, after consultation with the Academic Board;
- 4.1.5 Implementing the decisions of the Council and the Academic Board;
- 4.1.6 The organisation, direction and management of the University and leadership of the staff;
- 4.1.7.1 The appointment, assignment, grading, appraisal, suspension, dismissal. and determination. within the framework set by the





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## ROYAL GOVERNMENT OF BHUTAN

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Chairman of the Lhengye Zhungtshog

University Council, in consultation with the Royal Civil Service Commission, of the pay and conditions of service of staff; (in the case of the Secretary of the Council these actions will be undertaken in consultation with the Chairman of the University Council);

- 4.1.8 The maintenance of student discipline and, within the rules and procedures established by the University Council, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons; and
- 4.1.9 All other functions which are not allocated to other bodies and offices by the Charter and Statutes.

### ARTICLE 5: THE REGISTRAR

The Registrar shall be appointed by the University Council and shall hold office for such period and at such remuneration as the University Council shall determine. He/she will be responsible for day-to-day administrative work of the University, for the academic records of the University, and shall be accountable for these functions to the Vice-Chancellor.

The Registrar shall serve as the Secretary of the University Council.

### ARTICLE 6: ACADEMIC BOARD

#### 6.1 Powers and responsibilities

The Academic Board will exercise the functions delegated by the Council under the provisions of these Statutes.



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**ROYAL GOVERNMENT OF BHUTAN**

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Chairman of the Lhengye Zhungtshog

It is the primary academic authority of the University and shall be responsible for academic affairs, including academic standards, research, scholarship, teaching and courses at the University, subject to the overall responsibilities of the Council and of the Vice-Chancellor.

## **6.2 Constitution**

The Academic Board shall consist of:

- 6.2.1 the Vice Chancellor of the University, ex officio, who shall be the Chairman;
- 6.2.2 up to three Pro Vice Chancellors, ex officio;
- 6.2.3 15 representatives elected by the organisational units of the University according to a scheme approved by the Council;
- 6.2.4 3 representatives of the Library, support and academic service staff;
- 6.2.5 2 student representatives elected by and from the student body; and
- 6.2.6 The registrar, ex officio, who shall be the Secretary.

## **6.3 Period of Office**

The members of the Academic Board other than ex officio members shall hold office for a period of three years, renewable for a further period of three years, except that the members under (6.2.5) shall hold office for a period of one year only.



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**ROYAL GOVERNMENT OF BHUTAN**

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Chairman of the Lhengye Zhungtshog

**ARTICLE 7: ALTERATIONS**

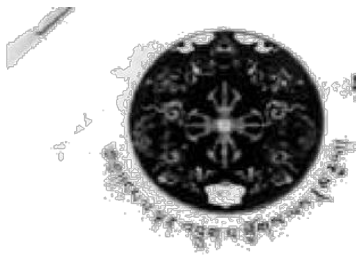
No part of the Statutes shall be amended, other than by the Cabinet of the Royal Government of Bhutan.

Issued on the 24<sup>th</sup> Day of the Second Month of the Female Water Sheep Year of the Bhutanese calendar corresponding to 25 April, 2003.

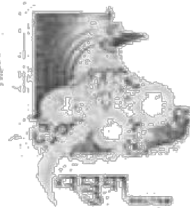


(Kinzang Dorji)

# **THE EXECUTIVE ORDER FROM THE ROYAL GOVERNMENT OF BHUTAN**



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ལྷོ་མ་ཆེན་པོ། Prime Minister



C-2/1157

29 March, 2010

**EXECUTIVE ORDER**

The Royal Government of Bhutan is pleased to endorse the "Royal University of Bhutan's compact", and hereby directs all concerned agencies to assist in implementation accordingly.

**1) The Government approves :**

- i) the 8 aspirations that the Royal University of Bhutan (RUB) has set itself to achieve between 2010 - 2013 and directs all officials of the University to strive towards meeting these targets;
- ii) the 4 initiatives that the RUB shall undertake to achieve the above aspirations; and
- iii) the transformation plans of all 10 colleges as spelt out in the compact.

**2) The Government is also pleased to provide Human Resource Management (HRM) autonomy to the RUB. Going forward, the RUB and its constituent colleges will be allowed to manage their own HRM system.**

Recognizing the complexity of this task, the PFU will work with the RUB to draft its HRM policy & processes. Further, RUB should ensure that :

- i. the existing remunerations and privileges of the RUB staff are protected;
- ii. mechanisms for a smooth transition from the RCSC to self-management are worked out between the RCSC and the University by July 2010;
- iii. it has the autonomy and de-links itself from the civil service by June 2011.

**3) The Royal Government is also pleased to provide financial autonomy to the RUB. In this, the Government will ensure the following:**

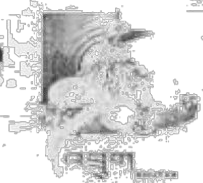
- i. The Government provides subsidies for the capital expenditures of the RUB and its constituent colleges, taking into consideration their incomes;
- ii. All land and infrastructure, currently utilized by its constituent colleges and the OVC, is transferred to the Royal University of Bhutan;



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སྲོན་ཆེན།

Prime Minister



- iii. The University and its constituent colleges are allowed to raise funds (through endowments, alumni, donor grants, research, short programs/trainings and other services, rents from infrastructure and other means) and utilize these funds within guidelines approved by the University Council.
  - iv. The University, as a not-for-profit public service provider, is generally given tax exemptions on the earnings made by University through research, training and services etc.
    - a) given tax exemptions on the procurement of specific goods and services as may be agreed between the RUB and the MoF; and
    - b) provided tax-deductibility facility on donations and endowments made to the University and its constituent colleges.
  - v. A working committee comprising of the MoE, the MoF and the RUB supported by the PFU will be set up to jointly work out details of a new financing and funding model for tertiary education (centered around student-based funding and fees chargeable to students). This committee will present its final recommendations for approval to the tertiary education board by June 2010.
  - vi. The RUB will be required to define the operating budgets for colleges, detailing costs per course, sound guidelines for financial management, sound budgetary and accounting processes, and implement a robust IT system for financial management. McKinsey and Company is to provide technical support to the RUB where they have expertise.
- 4) During the course of the 10<sup>th</sup> Five-year Plan, the Government commits to maintaining the Indicative Planning Figures (IPF) of the RUB's 10<sup>th</sup> FYP. In particular, financing will be assured for:
- (i) HRD;
  - (ii) Development of new programs;
  - (iii) Wholesome development/student services;
  - (iv) Quality assurance and teaching learning; and
  - (v) Research.

Further, in the case of construction of hostels, the Government commits to putting in place a policy to encourage private sector participation in hostel constructions and advises the RUB to utilize this policy and the existing government policy of uplifting the local economies.





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5) The Government further declares that the RUB and its colleges will be held accountable for targets through a compact to be signed with the Minister of Education as the representative of the Royal Government of Bhutan by March 2010.

This executive order comes into effect immediately.

806 / 1 / 4 / 2010  
 v. 6

(Jigmi Y. Thinley)

Copy for necessary action to:

1. The Chairperson, University Council, RUB, Thimphu.
2. The Chairperson, RCSC, Thimphu.
3. The Vice Chancellor, Royal University of Bhutan, Thimphu.
4. The Secretary, Ministry of Finance, Tashichhodzong.
5. The Secretary, Ministry of Education, Thimphu.
6. The Secretary, GNH Commission, Tashichhodzong.
7. The Director General, Ministry of Finance, Thimphu.
8. The Director, DAHE, Ministry of Education, Thimphu.

Copy for kind information to:

1. The Hon'ble Minister, All Ministries, Thimphu.
2. The Secretary, Ministry of Health, Thimphu.
3. The Secretary, Ministry of Works and Human Settlement, Thimphu.

**PART II**

**GOVERNANCE AT THE UNIVERSITY  
LEVEL**



## **A. The University Council**

The University Council shall be the supreme governing authority.

The power, functions and roles of the University Council are enshrined in the Royal Charter and Statutes of the Royal University of Bhutan as given in the Part I of the Governance Manual.

The code of conduct and standing orders of the University Council are at **Annexure 1**.

## **B. Academic Board**

### **1. Primary Function**

- 1.1 The Academic Board exercises the powers and functions delegated by the Council under the provisions of the Statutes; and
- 1.2 As the primary academic authority of the University, it oversees all academic affairs, including academic standards, research, scholarship, teaching and courses at the University, subject to the overall responsibilities of the Council and of the Vice-Chancellor.

### **2. Responsibility**

- 2.1 To determine the award structure of the University;
- 2.2 To develop and offer programmes;
- 2.3 To provide library and IT services in the University;
- 2.4 To oversee the quality of programmes;
- 2.5 To oversee the system of assessment and examinations;
- 2.6 To oversee the admission and registration of Students;
- 2.7 To provide student support systems;
- 2.8 To oversee the programme operation and management;
- 2.9 To oversee the conduct of research and innovation;
- 2.10 To develop and offer research degrees;
- 2.11 To determine scholarships; and
- 2.12 To oversee the redressal of appeals related to academic matters.

### **3. Membership** (38<sup>th</sup> University Council meeting)

- 3.1 Vice Chancellor (ex-officio)- Chair
- 3.2 Up to three PVCs (Ex-officio) – member
- 3.3 President of constituent and/or Presidents/Deans of affiliated Colleges (ex-officio) – members
- 3.4 Three Directors of OVC (ex-officio) – members
- 3.5 Two co-opted members – members
- 3.6 Three Deans (Academic, Student & Research) – members (3 year term)
- 3.7 Two student representatives on rotation (from where the meeting is held) – members
- 3.8 Registrar (ex-officio) - Secretary

#### **4. Quorum**

- 4.1 One half of the members.

#### **5. Frequency**

- 5.1 A minimum of three ordinary meetings shall be held each year.

#### **6. Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB

#### **Note:**

- 1. *Standing Orders of the Academic Board is at **Annexure 2**.  
There are six Standing Committees to support the Academic Board. The overall terms of reference and constitution of the Standing Committees of the Academic Board are at **Annexure 3**.*

### **B1 Research and Innovation Committee**

#### **1. Primary Function**

- 1.1 The Committee promotes research and innovation within the University and its associated professions.

#### **2. Responsibility**

- 2.1 To formulate, for approval by the Academic Board, policies to promote research and innovation in the University, taking account of external research policy developments by the RGoB and other funders, and also to ensure implementation in accordance with the policy;
- 2.2 To identify sources of funding for research within the University;
- 2.3 To advise on the establishment of links with other universities and research bodies;
- 2.4 To make proposals for the allocation of funds in support of University research;
- 2.5 To monitor the quality of research within the University;
- 2.6 To ensure the maintenance of ethical standards in University research, and review on a regular basis, the University's Guidelines on research ethics; and
- 2.7 To provide support towards dissemination of research findings.

#### **3. Membership**

- 3.1 Pro Vice Chancellor for Academic Affairs or such other person as appointed by the Academic Board—**Chair**;
- 3.2 Vice Chancellor;
- 3.3 One member appointed by and from the Academic Board;
- 3.4 Five members appointed by the Academic Board [these shall be members of staff with experience in conducting research, preferably staff with a reputable research publication record];

- 3.5 Four external members appointed by the Academic Board from outside the University, with experience of conducting research, and preferably of gaining research funding;
- 3.6 A representative of Libraries [to be rotated among the colleges];
- 3.7 Two research students [they should, at the time of appointment, be engaged in research at the undergraduate honours, Master's or PhD level, and are able to effectively represent the views of RUB students concerning research and inquiry]; and
- 3.8 Director, Department of Research and External Relations - **Member Secretary**.
- 4. **Quorum**
  - 4.1 Simple majority.
- 5. **Frequency**
  - 5.1 A minimum of four ordinary meetings shall be held each year.
- 6. **Secretariat**
  - 6.1 Department of Research and External Relations, Office of the Vice Chancellor, RUB.

## **B2 Research Degrees Committee**

- 1. **Primary Function**
  - 1.1 The Committee ensures the standards and quality of the registration, progress and examination of students registered for research degrees. The Committee also oversees the implementation and development of all academic quality assurance systems governing the registration, monitoring and examination of research degrees;
- 2. **Responsibility**
  - 2.1 To set policies and standards with respect to research degrees, and maintain them in the Research Degrees Framework along with accompanying procedures;
  - 2.2 To monitor all aspects of research degrees; and
  - 2.3 To approve nominations of examiners submitted by the individual Colleges and make recommendations to the Academic Board.
- 3. **Membership**
  - 3.1 Pro Vice Chancellor for Academic Affairs or such other person as appointed by the Academic Board—**Chair**;
  - 3.2 Vice Chancellor;
  - 3.3 One member appointed by and from the Academic Board;
  - 3.4 Four Members appointed by the Academic Board [these shall be members of staff with experience in supervising research students, preferably to completion];
  - 3.5 Two external members;
  - 3.6 One research student; and
  - 3.7 Director (Department of Research and External Relations) -**Member Secretary**.

**Note:** *Members will be appointed with a view to their ability to contribute to the research degree awarding process and will normally have experience of research degree supervision and examining.*

**4. Quorum**

4.1 Simple Majority.

**5. Frequency**

5.1 A minimum of three ordinary meetings each year (February, May and October).

**6. Secretariat**

6.1 Department of Research and External Relations, Office of the Vice Chancellor, RUB.

**B3 Academic Appeals Committee**

**1. Primary Function**

1.1 The Committee ensures that the University conducts teaching-learning including assessment in fair and transparent manner and in line with the academic regulations.

1.2 It acts to make independent considerations of student's progress upon request for reconsideration of results or decisions made by a Programme Board of Examiners.

**2. Responsibility**

2.1 To review decisions of the Programme Board of Examiners as and when required and to refer to the Chair of the Committee to decide an appropriate course of action as per the Wheel of the Academic Law clause 12 of D1 (Assessment Regulation);

2.2 To make recommendations based on the review (it may include reconsidering the results of assessment of the students on an entire programme or part of a programme; and/or assign a revised result to the student concerned);

2.3 To make decisions on the students' progress or award outside the University's general assessment regulations;

2.4 To report all cases and recommendations to the Academic Board for approval;

2.5 Where research degrees are concerned, appeals related to academic/coursework components are considered by the Academic Appeals Committee; and

2.6 Appeals related to research matters are handled by the structures detailed in ZhibTshol (RUB Research Policies) in clauses 7.2.4 and 12.4.2.

**3. Membership**

3.1 Nominated by the Chair of the Academic Board, and appointed for a period of three years – **Chair**;

3.2 Appointed by and from the Academic Board, for a period of three years to act in those cases where the Chair has a direct interest - **Vice Chair**;

3.3 Members: Two regular members and four reserve members appointed by and from the Academic Board [the Chair has the discretion to appoint a reserve member where a member has a direct interest in the case under appeal or where the member is unable to be present under extenuating circumstance];

3.4 Ex-officio: Student representative on the Academic Board; and

3.5 Director, Academic Affairs for appeals related to taught programmes/Director, Research and External Relations for appeals related to research degrees - **Member Secretary**.

4. **Quorum**
  - 4.1 All members to be present.
5. **Frequency**
  - 5.1 As and when required.
6. **Secretariat**
  - 6.1 Department of Academic Affairs for taught programmes/Department of Research and External Relations for research degrees, Office of the Vice Chancellor, RUB.

## **B4 Programmes and Quality Committee**

### **1. Primary Function**

- 1.1 The Committee looks after the educational development, quality assurance and provision of learning resources for the delivery of academic programmes in the University.

### **2. Responsibility**

- 2.1 To develop and enhance educational policy and practice, and to implement such policies and procedures including programme development, teaching & learning, and academic support for students;
- 2.2 To establish policy, standards and procedures for the quality assurance of programmes leading to University awards, and to implement such policies and procedures including validation, resource check, approval of programmes, periodic review of programmes, annual monitoring of programmes and appointment of external examiners;
- 2.3 To establish benchmarks for the level of learning resources provision, and in particular, of the level of library and IT resources required to meet the needs of academic programmes;
- 2.4 To review and approve new programmes for validation;
- 2.5 To approve programmes for resource check and periodic review of academic programmes;
- 2.6 To carry out annual monitoring of programmes; and
- 2.7 To recommend for the appointment of external examiners.

### **3. Membership**

- 3.1 Pro Vice Chancellor for Academic Affairs—**Chair**;
- 3.2 Vice Chancellor;
- 3.3 Director of Academic Affairs;
- 3.4 Two members appointed by and from the Academic Board;
- 3.5 Six members appointed by the Academic Board [these shall be members of staff with experience in the development of programmes, and preferably staff whose programmes have gained approval against external validation criteria];
- 3.6 Two external members appointed by the Academic Board from outside the University, who are able to provide an independent view, who preferably have had experience either of applying quality assurance procedures in a business environment or else have higher education experience;

- 3.7 A representative of Libraries;
- 3.8 A representative of Information Services;
- 3.9 Director of Research and External Relations;
- 3.10 Up to three co-opted members; and
- 3.11 Chief Academic Quality Officer -**Member Secretary**.

**4. Quorum**

- 4.1 Simple majority.

**5. Frequency**

- 5.1 A minimum of four ordinary meetings shall be held each year.

**6. Secretariat**

- 6.1 Department of Academic Affairs, Office of the Vice Chancellor, RUB.

## **B5 University Student Admission Committee**

**1. Primary Function**

- 1.1 The Committee formulates, for approval of the Academic Board, admission policy and ensures conduct of student admission as per the policy. It also recommends on eligibility criteria and student enrolment capacity for each academic year to the Academic Board.

**2. Responsibility**

- 2.1 To frame admission policy for national and international students;
- 2.2 To plan and oversee student admission as per the eligibility criteria and ability rating approved by the Academic Board; and
- 2.3 To recommend to the Academic Board admission criteria, admission processes and intake capacity for various programmes on annual basis.

**3. Membership**

- 3.1 PVC (Academic – Planning & Research) – **Chair**;
- 3.2 Registrar;
- 3.3 All Deans of Academic Affairs of the Colleges; and
- 3.4 Chief/Student Service Officer – **Member Secretary**.

**4. Quorum**

- 4.1 Simple Majority.

**5. Frequency**

- 5.1 A minimum of two meetings in a year.

**6. Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

## **B6 Academic Planning and Resources Committee**

### **1. Primary Function**

- 1.1 The Committee reviews and integrates academic and resource planning in support of the University's objectives. It brings together the Vice-Chancellor's responsibilities for the management of the University's resources and the responsibility of the Academic Board for the academic functions of the University.
- 1.2 The Committee considers and acts upon proposals for the allocation of resources.
- 1.3 It recommends, to the University Council, various long-term and short-term plans (such as strategic plan, five year plan, annual work plan). Insofar as resources are concerned, all the Committees of the University are subject to the guidance of this Committee.

### **2. Responsibility**

- 2.1 To ensure that the University is providing a range of programmes that are required by the economy and the Bhutanese society;
- 2.2 To receive for consideration and approval of proposals for planning a new programme in (June and November);
- 2.3 To study and propose the need for programme of studies that may be seen necessary and to be considered by the member colleges;
- 2.4 To receive from the member colleges the list of programmes that they would like to offer, and register the same;
- 2.5 To develop plans such as strategic plan, five year plan, and annual plan, for submission to the University Council;
- 2.6 To invite, initiate and co-ordinate proposals for the allocation of resources of both Annual, and Five Year Plan in support of the University's objectives taking into account various reports including validation;
- 2.7 To receive from member colleges human resource development plans, and prioritize them and allocate funds accordingly; and
- 2.8 To ensure effective implementation of projects and programmes, and mobilization of resources.

### **3. Membership**

- 3.1 The Vice-Chancellor–**Chair**;
- 3.2 Director, Academic Affairs;
- 3.3 Director, Research and External Relations;
- 3.4 Pro Vice Chancellor for Academic Affairs (Planning and Research);
- 3.5 Up to four members appointed by the Vice-Chancellor;
- 3.6 Two members appointed by and from the Academic Board;
- 3.7 In addition to the composition set out, the Chair of the Committee may appoint two further members to the Committee;
- 3.8 Given the need for the University to identify new talent, the Chair of the Committee is empowered to appoint up to three co-opted members to the Committee. These will be individuals identified as having skills and experience that are of particular value to the development of the Committee's work. Their appointment will be for one year at a time and their names will be reported to the Academic Board; and

3.9 Director, Planning and Resources-**Member Secretary**.  
*(Note: The selection of members should provide subject balance, institutional balance and the inclusion of invitees with the necessary expertise on the various aspects of institutional planning.)*

**4. Quorum**

4.1 Simple Majority.

**5. Frequency**

5.1 A minimum of four ordinary meetings shall be held each year.

**6. Secretariat**

6.1 Department of Planning and Resources, Office of the Vice Chancellor, RUB.

**C. The Vice Chancellor**

**1. Primary Function (As per the Royal Charter and Statutes)**

1.1 The Article 3 of the Royal Charter of the Royal University of Bhutan states that the Vice Chancellor shall be the Executive Head of the University.

1.2 The Article 4 of the Statutes of the Royal University of Bhutan highlights that the Vice Chancellor shall be the Executive Head of the University and will be responsible for the organization, management and discipline of the University.

The details on the overall responsibility of the Vice Chancellor are provided in the Royal Charter and Statutes of the Royal University of Bhutan as provided in the Part I of the Governance Manual.

The Vice Chancellor shall be supported in specific strands of operation and management through the following committees:

1. Academic Planning and Resource Committee
2. Human Resource Committee
3. Bhutan University Sports Federation
4. University Grievance Redressal Authority
5. University Tender Committee
6. Senior Management Team



## **D Human Resource Committee**

### **1. Primary Function**

- 1.1 The Committee formulates human resource policy including RUB HRRR and recommends major changes to the University Council. It also ensures the effective implementation of the provisions of RUBHRRR. 2017.

### **2. Responsibility**

- 2.1 To take decisions related to management and administration of human resources as per the policy and delegation of authority;
- 2.2 To formulate and review human resource policy;
- 2.3 To develop and implement the human resource development plans;
- 2.4 To develop, review and recommend structure, staffing pattern and strengths and HRM plans;
- 2.5 To review and approve intra-agency transfer that does not involve change of position title or major occupational group;
- 2.6 To approve long-term studies; and
- 2.7 To review and adjudicate staff disciplinary cases.

### **3. Membership(18<sup>th</sup> HRC meeting, 22 December 2017 & 23<sup>rd</sup> HRC meeting for Legal Officer)**

- 3.1 Vice Chancellor – Chair;
  - 3.2 Two PVCs;
  - 3.3 Registrar;
  - 3.4 Director, Academic Affairs;
  - 3.5 Director, Research and External Relations;
  - 3.6 Director, Planning and Resources;
  - 3.7 One President on rotation;
  - 3.8 One academic on rotation;
  - 3.9 Two Administrative Officers on rotation basis;
  - 3.10 Legal Officer;
  - 3.11 Chief HRO – member secretary.
- Note:** *As far as possible, representation from Colleges should be from different Colleges so that more number of Colleges can participate.*

### **4. Quorum**

- 4.1 Simple Majority.

### **5. Frequency**

- 5.1 Quarterly (4 times a year); and
- 5.2 Emergency meetings can be held as and when required.

### **6. Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

## **D1 Selection Committee for Academics**

### **1. Primary Function**

- 1.1 The Committee ensures that the University recruits suitable academics to deliver quality teaching and learning.

### **2. Responsibility**

- 2.1 To conduct selection interview and select suitable academics on regular mode of employment (except instructors).

### **3. Membership (26 HRC, 25/03/2021)**

- 3.1 Director, Academic Affairs or Director, Research & External Relations in the absence of Director, Academic Affairs – Chair;
- 3.2 Director, Research & External Relations;
- 3.3 Registrar;
- 3.4 President/Dean of the respective College (the President/Dean may also represent as subject specialist, if relevant); and
- 3.5 Subject specialist (from within or outside University)
- 3.6 Chief HRO – Secretary

#### **Note:**

- The inclusion of an additional subject specialist to the Selection Committee in the event an applicant is from the same College against which he/she is seeking employment.

#### **3.6.1.1 Quorum**

- 4.1 At least four members to be present (excluding Secretary); and
- 4.2 Officiating person(s) for 3.1, 3.2 & 3.3 will not represent the member(s).

#### **3.6.1.2 Frequency**

- 5.1 Twice a year (May and December).

#### **3.6.1.3 Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

## **D2 Selection Committee for Vice Chancellor**

### **1. Primary Function**

- 1.1 The Committee ensures that the University is able to appoint a dynamic and suitable candidate as the Vice Chancellor.

### **2. Responsibility**

- 2.1 To recommend, to the University Council, a suitable person or a list of potential persons to be appointed as the Vice Chancellor of the Royal University of Bhutan;
- 2.2 To adopt various methods including formal advertisement as well as identification of individuals as may be deemed suitable by the Committee; and
- 2.3 To establish its own procedures for assessment of the candidates, and to conduct interviews and shortlist applicants.

**3. Membership**

- 3.2 The Chair of the University Council or the Chair's nominee – **Chair**;
- 3.3 One member of the University Council who is not a staff of the University;
- 3.4 One member from the Academic Board;
- 3.5 One other member who is external to the University (from the scientific, business community or the government) but recommended and nominated by the University Council; and
- 3.6 The secretary of the Council shall be Secretary to the Search Committee. However, if the Secretary wishes to apply for the position, the Chief Human Resource Officer shall serve as the secretary to the Search Committee.

**4. Quorum**

- 4.1 All members shall be present.

**5. Frequency**

- 5.1 As and when required.

**6. Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

**D3 Selection Committee for Executives**

**1. Primary Function**

- 1.1 The Committee ensures that the University is able to appoint suitable and dynamic candidates in various executive positions excluding the Vice Chancellor. It also reviews performance for extension of service conditions of executives.

**2. Responsibility**

- 2.1 To conduct selection interview and select staff as executives (excluding the Vice Chancellor); and
- 2.2 To review and approve service extension for executives (except Vice Chancellor and Registrar).

**3. Membership**

- 3.1 Vice Chancellor - **Chair**;
- 3.2 Four Executives of the University;
- 3.3 A nominee of the University Council;
- 3.4 Registrar
- 3.5 Chief HRO – **Secretary**

**4. Quorum**

- 4.1 All members should be present.

**5. Frequency**

- 5.1 As and when required.

**6. Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

**D4 Selection Committee for Deans**

**1. Primary Function**

- 1.1 The Committee ensures that the University appoints suitable candidates as Deans in the colleges.

**2. Responsibility**

- 2.1 To conduct selection interview and appoint staff as deans for the Colleges.

**3. Membership (25<sup>th</sup> HRC meeting, 27 November 2020)**

- 3.1 President- Chair;  
3.2 2 academics currently teaching in the College;  
3.3 An external member nominated and appointed by the President;  
3.4 HR representative at the College- Secretary

**4. Quorum**

- 4.1 At least four members; and  
4.2 The president of the respective college is a must to attend the selection interview.

**5. Frequency**

- 5.1 As and when required.

**6. Secretariat**

- 6.1 Administrative Section, Colleges, RUB.

## **D5 Selection Committee for Chiefs**

### **1. Primary Function**

- 1.1. The Committee ensures that the University appoints suitable candidates against Chiefs' position in Position Level 4.

### **2. Responsibility**

- 1.1 To conduct selection interview and select staff for the position of Chief in Position Level 4.

### **2. Membership**

- 2.1 VC (Chair);
- 2.2 Registrar;
- 2.3 Director, Planning and Resources;
- 2.4 Director of respective department for selection of Chief;
- 2.5 Chief HRO (Secretary).

### **3. Quorum**

- 3.1 All members shall be present.

### **4. Frequency**

- 4.1 As and when required.

### **5. Secretariat**

- 5.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

## **D6 Selection Committee for Administrative & Technical staff**

### **1. Primary Function**

- 1.1 The Committee ensures that the University appoints suitable candidates in various administrative and technical positions between position level 8 and 5.

### **2. Responsibility**

- 2.1 To conduct selection interview and select staff for all Administrative & Technical staff between Position Level 8 and Position Level 5.

### **3. Membership**

- 3.1 Registrar – **Chair**;
- 3.2 Director, Planning and Resources;
- 3.3 President/Dean of the respective college;
- 3.4 Director of respective department for selection of chief or respective Chief for selection of officers below chief;

3.5 Subject Specialist from within or outside the University if required for selection; and

3.6 Chief HRO –**Member Secretary**.

**Note:** *In case of selection of persons in the Office of the Registrar and Department of Planning & Resources, any executive of the University shall be invited.*

**4. Quorum**

4.1 All members shall be present.

**5. Frequency**

5.1 As and when required.

**6. Secretariat**

6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

**D7 Promotion Committee for Academics at professorial positions**

**1. Primary Function**

1.1 The Committee ensures that academics are promoted to professorial position based on merit and performance criteria.

**2. Responsibility**

2.1 To review promotion applications and approve promotion for academics to professorial positions.

**3. Membership**

3.1 Vice Chancellor - **Chair**;

3.2 Registrar;

3.3 Director, Research & External Relations;

3.4 A President if relevant;

3.5 Two to three relevant Professor/Associate Professor from within or outside the University; and

3.6 Chief HRO - **Secretary**.

**4. Quorum**

4.1 All members to be present.

**5. Frequency**

5.1 Twice in a year (December and June).

**6. Secretariat**

6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.



## **D8 Promotion Committee for Administrative and Technical staff**

### **1. Primary Function**

- 1.1 The Committee ensures that meritorious promotion is granted for administrative and technical staff based on merit and performance.

### **2. Responsibility**

- 2.1 To review and approve meritorious promotion for all Administrative & Technical staff including instructors based on performance.

### **3. Membership**

- 3.1 Registrar – **Chair**;
- 3.2 Director, Department of Planning & Resources;
- 3.3 President of respective College/Director of respective Department;
- 3.4 Chief HR Officer; and
- 3.5 HRO - **Secretary**.

### **4. Quorum**

- 4.1 Two-third of total members.

### **5. Frequency**

- 5.1 Twice in a year (January & July).

### **6. Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

## **E Bhutan University Sports Federation (BUSF)**

### **1. Primary Function**

- 1.1 The BUSF promotes sporting values and practices in the University although it may extend its support to KGUMSB and other tertiary academic institutions.

### **2. Responsibility**

- 2.1 To promote sporting values and encourage sporting practice (at Colleges, Inter-College Sports Meets, both National and International) in harmony with, and complementary to, the University spirit;
- 2.2 To promote and encourage coordination, organization and development of games and sports competition in the member colleges of the University;
- 2.3 To promote and encourage research in games, sports, health & physical education and sport development in the member colleges of the University;
- 2.4 To preserve and promote the national traditional games in the University;
- 2.5 To support and encourage the promotion of ethics in sports including fair play and non-violent sports in the University;

- 2.6 To collaborate with Bhutan Olympic Committee (BOC) and other National Federations in promoting the Olympic Movement and development of sports in the member Colleges of the University;
- 2.7 To actively participate in national, regional and international forum of sports such as meetings/conference, seminars, workshops, solidarity courses and training as shall from time to time be decided;
- 2.8 To strive further to establish international cooperation and understanding with regional and international universities in the sports movement and students;
- 2.9 To prepare University teams to take part at the national, regional and international levels of sports and games competitions;
- 2.10 To initiate and institutionalize University games;
- 2.11 To promote sport as a means towards achieving social skills and essential values;
- 2.12 To provide access and participation in sport and physical activities to physically challenged and disadvantaged students;
- 2.13 To develop leadership qualities and personalities through sports; and
- 2.14 To promote peace, tolerance, understanding and friendship between and amongst different cultures and nations through sports.

**3. *Membership****(for details refer Constitution of BUSF)*

- 3.1 President (Vice Chancellor) – **Chair**.
- 3.2 Vice-President (President of the home base college);
- 3.3 General Secretary (appointed by the home base college);
- 3.4 Deputy General Secretary (appointed by the home base college);
- 3.5 A member representing each of the Colleges (appointed by the concerned College);
- 3.6 One representative from Bhutan Olympic Committee or other National Federations; and
- 3.7 Two student representatives on rotational basis.

**4. *Quorum***

- 4.1 Simple majority.

**5. *Frequency***

- 5.1 The meetings of the BUSF shall be held twice a year at such day and at such time as the members determine; and
- 5.2 Extraordinary meetings may be called on at any time by the instruction of the President or on requisition signed by one third of the members. Such meetings will require a minimum notice of one week.

**6. *Secretariat***

- 6.1 Paro College of Education, RUB.

## **F University Grievance Redressal Authority (UGRA)**

### **1. Primary Function**

- 1.1 The UGRA ensures that the University's operation takes place in fair and transparent manner in consistent with the policies.

### **2. Responsibility**

- 2.1 To review all cases and grievances appealed by the staff related to administrative decisions; and
- 2.2 To convey the decisions to respective authority with recommendations for actions.

### **3. Membership**

- 3.1 Vice Chancellor–**Chair**;
- 3.2 A pro-vice Chancellor;
- 3.3 A President;
- 3.4 An Administrative Officer from a College;
- 3.5 An Academic; and
- 3.6 Legal Officer – **Secretary**.

***Note:** A member shall not be chosen from the College against whom the complaint is lodged.*

### **4. Quorum**

- 4.1 Two-third of the membership.

### **5. Frequency**

- 5.1 As and when required; and
- 5.2 It shall meet immediately and take decisions within 30 days from the date of receiving an appeal.

### **6. Secretariat**

- 6.1 Legal Section, Office of the Vice Chancellor, RUB.

## **G University Tender Committee**

### **1. Primary Function**

- 1.1 The committee ensures that procurement of goods; services and works at the University level are carried out as per procurement rules and regulations.

### **2. Responsibility**

- 2.1 To conduct tendering for the procurement of goods, services and works within the following estimated values:
  - 2.1.1 Above Nu 20 million in case of goods; and
  - 2.1.2 Above Nu 50 million in case of works.

### **3. Membership**

- 3.1 Vice Chancellor – **Chair**;
- 3.2 Registrar;
- 3.3 Director, Department of Planning and Resources;
- 3.4 President of concerned Colleges;
- 3.5 A member nominated by and from the University Council;
- 3.6 Finance Officer; and
- 3.7 Engineer (in case of works)/Procurement officer (in case of goods and services)-**Member Secretary**.

### **4. Quorum**

- 4.1 Two-third of the total members.

### **5. Frequency**

- 5.1 As and when required.

### **6. Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.



**PART III**

**GOVERNANCE AT THE OFFICE OF  
THE VICE CHANCELLOR**



## **H Senior Management Team**

### **1. Primary Function**

- 1.1 The Senior Management Team (SMT) shall assist the Vice Chancellor in making decisions to carry out day-to-day affairs of the University. It also looks after the overall operation and management at the Office of the Vice Chancellor.

### **2. Responsibility**

#### ***University-wide responsibility***

- 2.1 To sort out challenges on the day-to-day management issues and provide more collaborative format;
- 2.2 To initiate and develop new ideas for the development and management of the University;
- 2.3 To coordinate the executive functions of the University to ensure smooth operation of the University;
- 2.4 To establish clear understanding among the different organisational units of the University;
- 2.5 To consider ideas arising out of the SMT as well as those ideas that became available through the course of the operation of the University and pass it on to respective organisational units to explore and develop it further;
- 2.6 To coordinate overall accountability to meet the University's statutory obligations;
- 2.7 To coordinate the formulation of various policies related to administration and management for further submission to statutory bodies;
- 2.8 To review and recommend consolidated budget proposal of the University to the APRC;

#### ***OVC level responsibility***

- 2.9 To coordinate management and administration of the Office of the Vice Chancellor;
- 2.10 To function as OVC Finance Committee in the management of OVC annual budget and expenditure. As the OVC Finance Committee, the SMT shall discuss the following:
  - 2.10.1 Endorses the annual budget proposal; and
  - 2.10.2 Reviews budget and expenditure quarterly.
- 2.11 Function as OVC HR Committee in order to manage and develop HR within the OVC. It also includes promotion of staff within the delegated authority; and
- 2.12 While functioning as the Finance and HR Committee, the discussion will be kept by the relevant official (Finance Officer and HRO).

### **3. Membership**

- 3.1 Vice Chancellor - **Chair**;
- 3.2 Pro-Vice Chancellors(for end-of-the-month SMT meetings);
- 3.3 Registrar;
- 3.4 Director, Academic Affairs;
- 3.5 Director, Research and External Relations;
- 3.6 Director, Planning and Resources; and

3.7 Administrative Officer, OVC – **Secretary**.

**4. Quorum**

4.1 In absence of a member, the officiating staff shall attend the meeting. However, this does not apply to PVCs.

**5. Frequency**

5.1 Fortnightly –on Wednesdays except the last week of the month during which the SMT will be held on last Friday of the month; and

5.2 The last Friday of the month will be considered as end-of-the-month SMT meeting during which the two PVCs will also attend. The discussion will focus on University wide policies and issues.

**6. Secretariat**

6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

**H1 OVC Tender Committee**

**1. Primary Function**

1.1 The committee ensures that procurement of goods, services and works at the Office of the Vice Chancellor are carried out as per procurement rules and regulations.

**2. Responsibility**

2.1 To conduct tendering for the procurement of goods, services and works within the following estimated values:

2.1.1 Up to Nu 20 million in case of goods; and

2.1.2 Up to Nu 50 million in case of works.

**3. Membership**

3.1 Registrar– **Chair**;

3.2 Director of Planning and Resources;

3.3 Chief/Administrative Officer;

3.4 Finance officer;

3.5 Any relevant Officer; and

3.6 Engineer for works/Procurement Officer for goods-**Member Secretary**.

**4. Quorum**

4.1 There shall be at least four members present for the meeting.

**5. Frequency**

5.1 The Committee shall meet as and when necessary.

**6. Secretariat**

6.1 Office of the Registrar, Office of the Vice Chancellor, RUB

## **H2 OVC HR Selection Committee**

### **1. Primary Function**

- 1.1 The Committee ensures that the OVC appoints suitable candidates at Position Level 9 and below in various capacities.

### **2. Responsibility**

- 2.1 To conduct selection interview and select staff at Position Level 9 and below for the OVC.

### **3. Membership**

- 3.1 Registrar – **Chair**;
- 3.2 Relevant Section Officer;
- 3.3 Planning Officer;
- 3.4 Administrative Officer; and
- 3.5 Chief HRO - **Member Secretary**.

### **4. Quorum**

- 4.1 All members shall be present; and
- 4.2 All the positions are ex-officio and as such in absence of the officials the officiating staff shall attend as member.

### **5. Frequency**

- 5.1 As and when required.

### **6. Secretariat**

- 6.1 Office of the Registrar, Office of the Vice Chancellor, RUB.

**PART IV**  
**GOVERNANCE AT THE COLLEGE**

## **I College Academic Committee**

### **1. Primary Function**

- 1.1 The College Academic Committee shall, in principle, be the Academic Board of the University acting in the College.
- 1.2 The Committee serves as the guarantor of academic standards and quality in respect of the design, delivery, development and promotion of best practice in curricula, programmes, general educational matters and research within the College.

### **2. Responsibility**

- 2.1 To implement University academic quality assurance policies and procedures covering the development and the monitoring of the taught programmes, learning and teaching and the academic support of students within the College;
- 2.2 To admit and register students, on behalf of the University, on programmes leading to a University award;
- 2.3 To monitor the recruitment, admission and progress of students within the College;
- 2.4 To take full responsibility for all programmes not leading to University awards;
- 2.5 To manage programmes leading to University awards;
- 2.6 To undertake annual monitoring of all degree programmes and all other programmes leading to University awards;
- 2.7 To receive, consider and take appropriate action on Annual Programme Reports, and report the outcome of that deliberation to the Academic Board;
- 2.8 To approve minor changes to University programmes;
- 2.9 To ensure the proper conduct of Board of Examiners in line with established procedures;
- 2.10 To provide oversight in fostering research in the areas for which the College has a direct interest, amongst the staff of the College and in conjunction with staff from other Colleges and outside the University; and <sup>[1]</sup><sub>SEP</sub>
- 2.11 To approve policies put forth by the College Research Committee to promote research and innovation in the College, taking into account University and external research policy developments by the RGoB and other funders and also ensure implementation in accordance to the policy.

### **3. Membership (20<sup>th</sup> HRC meeting, 20 October 2018)**

- 3.1 Dean of Academic Affairs - Chair
- 3.2 President- Member
- 3.3 Elected Staff Representative- Member
- 3.4 Elected Student Representative- Member
- 3.5 Representative of other groups of staff - Member
- 3.6 Dean of Research and Industrial Linkages - Member
- 3.7 Dean of Student Affairs- Member
- 3.8 External Member- Member
- 3.9 One Senior Academic- Secretary

#### **4. Quorum**

- 4.1 Two third of the total members.

#### **5. Frequency**

- 5.1 Twice a semester.

#### **6. Secretariat**

- 6.1 Office of the Dean of Academic Affairs, Colleges, RUB.

### **I1 College Research Committee**

#### **1. Primary Function**

- 1.1 The Committee is the primary body at the College level for all aspects of research conducted at the College, including the promotion, approval, and monitoring of research.

#### **2. Responsibility**

- 2.1 To promote research and innovation within the College and its associated professions in line with overall University and RGoB research goals and objectives;
- 2.2 To formulate, for approval by College Academic Committee, policies to promote research and innovation at the College level;
- 2.3 To approve proposal for identifying sources of funding and development of grants for conducting research within the College;
- 2.4 To advise and initiate establishment of links with other universities and research bodies;
- 2.5 To recommend proposals for allocation of funds in support of College research;
- 2.6 To oversee the maintenance of record of research activities in the College and dissemination of information regarding this every six months or annually;
- 2.7 To monitor the quality of all aspects of College research activity;
- 2.8 To ensure the maintenance of ethical standards of College research. CRCs shall determine the ethical propriety of such research projects as are submitted to it and provide advice to researchers and supervisors on the ethical propriety of their research;
- 2.9 To serve as the Human Research Ethics Board on all matters related to human subjects research;
- 2.10 To serve as the Animal Ethics Committee on all matters related to animal research; and
- 2.11 To review and accord approval and recommendation to the research proposals submitted to it by faculty, students, and researchers associated to the College.

#### **3. Membership**

- 3.1 President/Dean of Research and Industrial Linkages/senior academic as appointed by the College – **Chair**;
- 3.2 Other members – As per the requirements of the college;
- 3.3 There should be at least five members, in addition to the Chair, in order to constitute a CRC. This minimum five-person committee of qualified individuals should be members of the faculty with demonstrated knowledge of research and ability to provide strategic advice to the CRC for development of research. If a CRC cannot be formed at a college

- but faculty members still wish to engage in research, the College may form a CRC through appointment of external members with knowledge and experience of research from another college and who represent cognate disciplines;
- 3.4 Other than the Chair, members may be from outside the College if such expertise as needed cannot be found within the College. These “external” CRC members should still be able to participate regularly in CRC meetings and business; and
  - 3.5 The Dean of Research and Industrial Linkage (DRIL) - **Member Secretary**. However, if DRIL is appointed as the Chair, an academic appointed by the Committee will serve as the Member Secretary.
  - 3.6 Members, including the Chair, are appointed by the head of the College upon endorsement by the CAC;
  - 3.7 Members (including the Chair if necessary) should refrain themselves from any deliberations in which they have a personal stake (e.g. approval, monitoring, or review of their own proposal, funding decisions, misconduct hearings, etc.). If this leaves the CRC with fewer members than required for a quorum to meet for those deliberations, the business cannot continue. In such instances, the committee may temporarily depute relevant members of the faculty to continue its business as necessary;
  - 3.8 The primary qualification for membership to a CRC is research experience. This means:
    - 3.8.1 Demonstrated knowledge and experience of teaching and quality research and the ability to provide strategic advice to the CRC for development of research in the College.
    - 3.8.2 Authorship in peer-reviewed publications as the first author, corresponding (or supervising author), or in some other fashion as the principal investigator.
    - 3.8.3 Evidence of securing external research grants and successful execution of the projects, and subsequent publications in peer-reviewed journals.
    - 3.8.4 Evidence of successful reviews of grant applications and journal articles.
    - 3.8.5 Experience of supervision (to completion) of research dissertations or projects at the undergraduate honours, Master’s or PhD levels.
  - 3.9 The Committee shall report bi-annually to DRIL on research activities within the College, who shall incorporate the information into his/her reports to the CAC, to be forwarded thereon to the RIC.
  - 3.10 When necessary, the CRC should advise programme committees, HR, Finance, and Research Centre Coordinators regarding research policies and procedures, performance, and compliance issues with the responsible conduct of research within the College.
4. **Quorum**
    - 4.1 Two-third of total members.
  5. **Frequency**
    - 5.1 At least two times a semester.
  6. **Secretariat**
    - 6.1 Office of the Dean of Research & Industrial Linkages, Colleges, RUB.



## I2 Programme Committee

### 1. **Primary Function**

- 1.1 The Committee looks after the overall academic health of the programme and for its regular evaluation to ensure effective conduct, organisation and development of the programme.

### 2. **Responsibility**

- 2.1 To endorse the necessary documentation for the approval, accreditation or assessment of programme via the College Academic Committee;
- 2.2 To appoint tutors as required (module, year, admissions, placement, etc.) in consultation with the appropriate Head(s) of Department(s);
- 2.3 To provide appropriate levels of staff and resources through recommendations to, and negotiations with, Heads of contributing Departments;
- 2.4 To ensure that the mechanisms of operation, including programme/year/module time tabling, teaching rooms, access to specialist facilities, etc., are organised and effective;
- 2.5 To coordinate teaching, assessment and other inputs, and approve of assessment schedules;
- 2.6 To nominate and recommend external examiner(s) as required by the definitive programme document, for the approval of the Programmes and Quality Committee;
- 2.7 To implement policies for monitoring student progress, student counselling, placements, etc;
- 2.8 To review (on continuous basis) the aims, objectives and development of the programme;
- 2.9 To establish and maintain academic standard of the programme;
- 2.10 To ensure that the views of students on the programme are known and taken into account;
- 2.11 To review academic regulations, admissions policy and assessment methods; and
- 2.12 To develop teaching methods and teaching material.

### 3. **Membership**

- 3.1 The Programme Leader – **Chair**;
- 3.2 The Head of host Department;
- 3.3 The Heads of contributing departments (or their nominees);
- 3.4 Staff with specified responsibilities (admissions, year, field supervision, projects, etc);
- 3.5 One student from each level of the Programme;
- 3.6 Exceptionally, external membership may be proposed where directly relevant to the operation of the Programme;

**Note:** *The Programme Committee shall be appointed by the College Academic Committee.*

**4. Quorum**

- 4.1 Simple majority.

**5. Frequency**

- 5.1 Minimum of two meetings a semester.

**6. Secretariat**

- 6.1 Programme Leader, College.

**I3 Programme Board of Examiners**

**1. Primary Functions**

- 1.1 The Programme Board of Examiners for each programme leading to an award of the University ensures the appropriate conduct of assessment and is accountable to the College Academic Committee.

**2. Responsibility**

- 2.1 To take charge for the:
- 2.1.1 Assessment of each student on each module assessed;
  - 2.1.2 Overall assessment of each student's performance and a decision on progression at each intermediate stage of the programme; and
  - 2.1.3 Decision on the award to be granted to each student on completion of, or decision to exit from the programme.
- 2.2 These decisions are made by the full Board of Examiners in the light of the standards of student achievement appropriate to the particular level of the programme and to the award to which the programme is designed to lead, the aims of the programme, the performance on the programme in previous years, the University's general assessment regulations, the specific programme regulations, and good practice established in the University and elsewhere. The decision by the Board of Examiners is a corporate decision made by the full Board. The Internal Examiner(s) for a particular module is only one member of a full Board making a decision on student performance on that module.
- 2.3 Boards of Examiners are bound by the University general assessment regulations and by the specific regulations for the programme. On occasions the Board may decide that it needs to step outside these regulations in order to do academic justice. Such cases will be forwarded to the Academic Board (or to the College Academic Committee as appropriate) with an explanation of the action and the reason for it.
- 2.4 Decisions by the Board of Examiners are ratified by the Academic Board (or by the College Academic Committee as appropriate), which may, on occasion, refer the decisions back to the Board of Examiners for further consideration and explanation. In exceptional cases the Academic Board may overturn a decision by a Board of Examiners.
- 2.5 Students shall be formally notified of decisions affecting them after the Academic Board (or the College Academic Committee as appropriate) has ratified these decisions. In any prior communication of results to students it shall be clearly indicated that they are subject to formal ratification.

3. **Membership**
  - 3.1 A senior member of staff cognizant of the programme but not closely involved in it – **Chair**;
  - 3.2 All members of staff with assigned responsibility for the assessment of those components of the programme (not necessarily be all staff teaching on the programme);
  - 3.3 Programme Leader;
  - 3.4 External examiners in cases where these are appointed by the Academic Board; and
  - 3.5 HoD-**Member Secretary**.
4. **Quorum**
  - 4.1 Simple majority.
5. **Frequency**
  - 5.1 Four times a year (once in the beginning for reassessment and once in the end of the semester).
6. **Secretariat**
  - 6.1 Respective academic departments, College.

#### **I4 College Student Admission Committee**

1. **Primary Function**
  - 1.1 The Committee ensures that the College conducts the student admissions per the prevailing policies and decisions of the Academic Board.
2. **Responsibility**
  - 2.1 Frame admission policy for national and international students.
  - 2.2 Plan and conduct admission as per the eligibility criteria and ability rating approved by the Academic Board for programmes that are not covered by central admission system.
  - 2.3 Recommend admission criteria, admission processes and availability of seats for all programmes on annual basis to the Academic Board through College Academic Committee.
3. **Membership**
  - 3.1 Dean, Academic Affairs –**Chair**;
  - 3.2 President;
  - 3.3 Dean, Research and Industrial Linkages;
  - 3.4 Dean, Student Affairs;
  - 3.5 Head of Department(s); and
  - 3.6 Examinations and Student Records Officer – **Member Secretary**.

**4. Quorum**

4.1 Simple majority.

**5. Frequency**

5.1 At least once a semester.

**6 Secretariat**

6.1 Office of the Dean of Academic Affairs, Colleges, RUB.

**J College Management Committee**

**1. Primary Function**

1.1 The College Management Committee supports the President to make administrative decisions for smooth operation of the College.

**2. Responsibility**

- 2.1 To sort out challenges on the day-to-day management issues and provide more collaborative effort to the operation of the College.
- 2.2 To initiate and develop plans and new ideas for the development and management of the College;
- 2.3 To establish clear understanding between the different organisational units of the College;
- 2.4 To consider ideas arising out of the CMC as well as those ideas that became available through the course of the operation of the College and pass it on to respective organisational units of the College to explore and develop it further;
- 2.5 To coordinate overall accountability to meet the College's statutory obligations;
- 2.6 To coordinate the formulation of various policies related to administration and management;
- 2.7 To undertake the supervision, discipline, care and support of students at the College;
- 2.8 To look after all HR matters that arise in the college;
- 2.9 To monitor trainings and HR needs in the college;
- 2.10 To recommend long-term professional development of staff and approve short-term professional development of staff for all Academics and Administrative & Technical staff of the college;
- 2.11 To monitor selection and recruitment process in the College;
- 2.12 To monitor promotion process in the college;
- 2.13 To review HR and Administrative succession planning; and

- 2.14 To look after the financial management of the College.

### **3. Membership**

- 3.1 President – **Chair**;
- 3.2 Dean of Academic Affairs;
- 3.3 Dean of Student Affairs;
- 3.4 Dean of Research and Industrial Relations;
- 3.5 Up to three Heads of Department;
- 3.6 Librarian;
- 3.7 One academic representative;
- 3.8 One staff Representative;
- 3.9 Finance Officer;
- 3.10 Estate Manager;
- 3.11 One student representative (to be invited as and when required); and
- 3.12 Administrative Officer - **Member Secretary**.

### **4. Quorum**

- 4.1 Two third of the total members.

### **5. Frequency**

- 5.1 As and when required.

### **6. Secretariat**

- 6.1 Administrative Section, College.

## **J1 Student Discipline and Grievance Committee**

### **1. Primary Function**

- 1.1 The Committee handles any complaints and issues that concern student other than assessment appeal. It ensures that student services are provided as per the norms, ethos and policies of the University.

### **2. Responsibility**

- 2.1 To hear and resolve cases brought against students who have allegedly breached college rules and regulations. These could include (but not limited to) damage to property, fighting, substance abuse and disrupting peace and tranquility in the locality;
- 2.2 To commission investigation team, if required, to carry out investigation;
- 2.3 To ascertain if there has been proven misconduct; and

- 2.4 To sanction appropriate penalties. In case of grievance against a staff, the case may be referred to the CMC.
- 3. **Membership**
  - 3.1 Head of college – **Chair**;
  - 3.2 Resident Coordinators; and
  - 3.3 Dean of Student Affairs – **Member Secretary**.
- 4. **Quorum**
  - 4.1 There shall be at least four members present for the meeting.
- 5. **Frequency**
  - 5.1 The Committee shall meet as and when required.
- 6. **Secretariat**
  - 6.1 Office of the Dean, Student Affairs, College.

## **J2 College Tender Committee**

- 1. **Primary Function**
  - 1.1 The committee ensures that procurement of goods, services and works at the College are carried out as per procurement rules and regulations.
- 2. **Responsibility**
  - 2.1 To conduct tendering for the procurement of goods, services and works within the following estimated values:
    - 2.1.1 Up to Nu 20 million in case of goods; and
    - 2.1.2 Up to Nu 50 million in case of works.
- 3. **Membership**
  - 3.1 President – **Chair**;
  - 3.2 Administrative Officer;
  - 3.3 Finance officer; and
  - 3.4 Engineer/Estate Manager in case of works and Admin Officer in case of goods-**Member Secretary**.
- 4. **Quorum**
  - 4.1 There shall be at least three members present for the meeting.
- 5. **Frequency**
  - 5.1 The Committee shall meet as and when necessary.
- 6. **Secretariat**
  - 6.1 Administrative Section, Colleges, RUB.

### **J3 College HR Selection Committee**

#### **1. Primary Function**

- 1.1 The Committee ensures that the College recruits suitable candidates at Position Level 9 and below in various capacities.

#### **2. Responsibility**

- 2.1 To conduct selection interview and select staff for Position Level 9 and below at the College.

#### **3. Membership**

- 3.1 President –**Chair**;
- 3.2 Deans (3 Deans);
- 3.3 One HOD/Staff member for one year nominated by the staff;
- 3.4 Staff member; and
- 3.5 Administrative Officer - **Member Secretary**.

#### **4. Quorum**

- 4.1 All members shall be present; and
- 4.2 All the positions are ex-officio and as such in absence of the officials, officiating staff shall attend as members.

#### **5. Frequency**

- 5.1 As and when required.

#### **6. Secretariat**

- 6.1 Administrative Section, Colleges, RUB.

## Code of Conduct and Ethics, and Standing Orders of the University Council

### Code of Conduct and Ethics

#### 1. Introduction

- 1.1. The Royal University of Bhutan in its pursuit for academic excellence in teaching, learning and research, pledge to foster a culture of trust, respect, integrity and fairness; co-operation and collegiality; and accountability for decisions and outcomes.
- 1.2. The Council of the Royal University of Bhutan is constituted under the Royal Charter (2003) of the Royal University of Bhutan and is the ultimate body responsible for the key policies, strategic plans and overall performance of the University.
- 1.3. Members of the Council, by virtue of their offices, are required to carry out their duties and responsibilities to the University and the society with good faith, honesty, skill, care and diligence.

#### 2. Purpose

- 2.1. This **Code of Conduct and Ethics** for the Council of the Royal University of Bhutan provides an ethical framework for actions and behaviour of the members, in the context of their duties and responsibilities under the law. This should be read along with the Royal Charter and the Statutes.

#### 3. Duties and Responsibilities

- 3.1. All members of the Council have a duty to act at all times with trust and to serve in the best interest of the University. No member should override their duty for personal interest and advantage over the interest of the University.
- 3.2. All members must act honestly in performing their duties, with reasonable skill, in good faith and in the interest of the University. This requirement to act **honestly** is imposed for the public interest and to which the University is committed.
- 3.3. All members are responsible for exercising care and diligence when using their powers and discharging their duties as the actions and decisions have the potential to affect the lives of individuals. Members who ignore their responsibilities are in breach of their duty.
- 3.4. All members in accordance with the Council's policies owe a duty of **confidentiality** to the University. Any member with a personal interest must disclose this in accordance with the Standing Orders section 10.
- 3.5. All members must act in the best interest of the University and must not engage in activities that would bring the University into disrepute. The reputation of the University must be protected to maintain a high level of **integrity**.
- 3.6. All members of the Council have the **commitment** to serve in the best interest of the University and any problems/issues are open to discussions within the Council meetings. Outside of the meeting, all members must be united and fully supportive of decisions made by the Council.
- 3.7. **Public comments** on behalf of the Council, concerning matters discussed or resolved by the Council shall be made by the Chairman or his/her representative and not by any other members of the Council.



- 3.8. The Council will **review** its performance on an annual basis to ensure its responsibility for good governance of the University.

## **Standing Orders**

### **4. Holding of meetings**

- 4.1. An ordinary meeting of the Council is to be held not fewer than 4 times in each calendar year.
- 4.2. A special meeting may be convened for the consideration of any urgent business by the Chairman or in his/her absence by the Vice Chancellor.
- 4.3. A special meeting shall be convened by the Secretary to the Council and shall be held within 14 days of the request.
- 4.4. Notice of the time and place of the meeting of the Council, and a copy of the business papers are to be delivered to each Council member at least 7 days prior to the meeting.
- 4.5. A member of the Council must not initiate any matter for discussion or move any motion in respect of the matter, at a meeting of the Council unless the Secretary of the Council is informed in writing not less than 14 days before the meeting.
- 4.6. Proceedings of the meeting of the Council are to be taken to be validly conducted.

### **5. Motions**

- 5.1. The Chair has discretion regarding the acceptance of motions.
- 5.2. All notices of motion accepted by the Chair shall appear on the business paper for the meeting concerned.
- 5.3. A motion by which notice has been given, must be seconded before there can be any discussion.
- 5.4. A point of order accepted by the Chair takes precedence over all other discussion.
- 5.5. Amendments shall be considered prior to a vote on the substantive motion.

### **6. Voting**

- 6.1. A motion shall be declared carried if it receives a simple majority of votes cast. In the event of a tie, the Chair has a right to casting vote. If the Chair declines to exercise a casting vote, the motion lapses.

### **7. Decisions (Decisions of the Council shall be made on the result of a vote on):**

- 7.1. A motion prior notice of which has been given on the business paper or
- 7.2. A formally proposed and seconded motion arising from the business of the meeting.

### **8. Right to address the Chair**

- 8.1. Prior to the closure of a debate a right of reply shall be allowed only to a mover of a substantive motion or amendment and such reply shall close the relevant debate.
- 8.2. At the discretion of the Chair a speaker may be asked to yield the floor on a point of information.

### **9. Contribution by invitees**

- 9.1. Persons can be invited to the University Council meeting by the secretariat based on their expertise and relevance to the discussion.
- 9.2. At a meeting of the Council, a person who is not a member of the Council may contribute to an item on the Agenda only if invited to do so by the

Chair by a resolution of the majority of the members present at that meeting.

**10. Quorum**

- 10.1. A majority of the total number of members for the time being of the Council constitute a quorum.
- 10.2. If, at any meeting of the Council, a quorum is not present, all business that should have been transacted at the meeting shall be stood over until the next meeting, and shall take precedence at that meeting.
- 10.3. The forum shall constitute a minimum of 12 members out of the total number of members (19).

**11. Confidential matters**

- 11.1. Distribution of the Confidential Agenda shall be restricted to members of the Council and the Secretary. The Council may permit whoever else it considers necessary to be present at meetings during the consideration of confidential matters.

**12. Agenda items**

- 12.1. Notice of items for discussion shall be conveyed by letter to the Secretary 14 days before a meeting.
- 12.2. The agenda for each meeting shall include an item "Question Time/Any Other Matter". Under this item Council members may direct questions with or without notice through the Chair to the Vice Chancellor or the university representative. The Chair shall have absolute discretion in determining whether or not the questions will be accepted.
- 12.3. If the member of Council to whom a question –without –notice is directed is unable to provide an answer either at the meeting or before the next meeting the question shall be included as a question – with - notice in the business papers for the next meeting.

**13. Disclosure of interest**

- 13.1. At any meeting of the Council where an item to be discussed has the direct personal interest or involvement of a member must immediately be declared by the member. The Council must thereupon determine whether or not that member may be present during any discussion of the item. The member shall not vote on the item.

**14. Suspension of standing orders**

- 14.1. In exceptional circumstances the Chair may move the suspension of standing orders.
- 14.2. A resolution of the suspension of a standing order shall require a two-thirds majority of the members present.

**15. Attendance**

- 15.1. All members of the Council are expected to attend all the Council meetings. In case of any member not able to attend a meeting, the secretariat must be informed in writing not later than five days prior to the meeting.

## **STANDING ORDERS OF THE ACADEMIC BOARD**

### **1. Ordinary Meetings**

- 1.1 The dates of the succeeding AB meeting shall be determined in the preceding AB meeting.
- 1.2 The frequency of the meetings will be revised in future by the Board based on the programme need and demand by the University.
- 1.3 These meetings shall be held three weeks prior to the University Council Meeting, to allow for the decision of the Board to proceed to the University Council.

### **2. Ordinary Business**

- 2.1 The ordinary business of the Academic Board shall be composed of such items as are deemed necessary by the Academic Board to fulfill its statutory functions.

### **3. Extraordinary Meetings**

- 3.1 Extraordinary meetings may be called on the instructions of the Convener or on a requisition signed by not less than six members. Such meetings shall require a minimum notice of ten working days.

### **4. Chair and membership**

- 4.1 The Vice Chancellor will normally convene and chair the meetings of the Academic Board but may, with the approval of the Academic Board, delegate this to another member of the Academic Board either for specific meetings or for longer.
- 4.2 Elections: Until a mechanism for the elections described under 4 and 5 be established and approved by the Council, the Vice-Chancellor will nominate for approval by the Council, candidates who will fulfill these functions.
- 4.3 Terms of Office: Members of the Academic Board, other than ex-officio members, shall hold office for a period of three years, renewable for a further period of three years. Members under category 5 (two students) from the College where the meeting is held will represent the University student body.

### **5. Quorum**

- 5.1 If within half-an-hour from the time appointed for a meeting a quorum is not present, the Chair, or in the Chair's absence the Secretary, or a member of the administrative staff nominated by the Secretary, shall adjourn the meeting to the same day in the next week, at the same time and place, or to such other day and at such other time and place as the members who are present may determine.
- 5.2 At the adjourned meeting the business for which the original meeting was convened may be completed in the absence of a quorum.

### **6. Notice of Meetings**

- 6.1 The Secretary to the Academic Board shall issue to members notices of ordinary meetings of the Academic Board at least fourteen days before the day of the meetings, specifying the time, place, day and hour of the meeting and the business to be considered. The notice shall be issued in electronic format and in hard copy.
  - 6.2 Where such notice is not given, the meeting may only proceed after the suspension of standing orders.
- 7. Agenda**
  - 7.1 The Secretary shall draw up the agenda in consultation with the Chair, except in the case of Extraordinary meetings, and shall circulate a written agenda to all members at least fourteen days before the due date of the meeting.
  - 7.2 Any member of the Academic Board may propose items for the agenda of Ordinary meetings of the academic Board or one of its committees by writing to the Secretary at twenty-one days before the due date of the meeting. The Secretary shall decide whether or not the items should be placed on the agenda.
  - 7.3 No business shall be taken that does not appear on the agenda.
  - 7.4 The agenda may include items of reserved business that will not be discussed in the presence of student members or observers.
  - 7.5 Meetings will be scheduled for duration of three hours, may extend beyond this period, but should not exceed six hours. They may be preceded by informal meetings and discussions.
- 8. Order of Business**
  - 8.1 The agenda of ordinary meetings of the Academic Board shall commence with "Apologies for Absence" followed by "Determination of Other Competent Business" under which the Academic Board shall determine whether to include under "Other Competent Business" such items as are notified for this purpose to the Secretary at least 24 hours before a meeting.
  - 8.2 In addition, "items for Information" will form a separate section and will not be discussed by the Academic Board unless a member requests discussion under the item "Determination of Other Competent Business".
- 9. Notice of Proposals**
  - 9.1 No proposal not directly arising out of the business to be discussed at any meeting of the Academic Board, unless with the consent of two-thirds of the members present, shall be taken up without notice being given to the Secretary to the Academic Board at least twenty-one days before the meeting at which it is to be submitted. The Secretary to the Academic Board shall send a copy of such a proposal to every member of the Academic Board with the usual notice of the meeting at which the proposal is to be discussed.

- 10. Order of Voting** (where any amendment to any proposal is put forward, then voting shall take place in the following way):
- 10.1 Where there is a single amendment to a proposal, the voting will take place on that amendment;
  - 10.2 Where there are a series of amendments, voting will take place on each agreed amendment in turn in the order in which they have been put forward, those amendments will then be consolidated into a single proposed amendment and that single amendment will, in turn, be voted upon.
  - 10.3 The proposal (amended as appropriate) will then be voted upon.
- 11. Voting**
- 11.1 When a vote is held, each member shall have one vote, except that the Chair shall have a deliberative and, in the event of a tie, a casting vote. All voting shall be by simple majority.
- 12. Dissent from Decision**
- 12.1 No-one shall be entitled to enter his or her dissent from any decision, except at the meeting at which it has been passed, but any member not present may, at the next meeting have his or her dissent recorded.
- 13. Changing a Decision**
- 13.1 No proposal, nor any amendment to any such proposal, shall be moved if it involves a reconsideration of any question or proposal that has been decided or adopted by the Academic Board at any time within the preceding six months unless it is moved by the Chair, or it is signed by at least one-third of the total members of the Academic Board.
- 14. Papers and Minutes**
- 14.1 Agenda, papers and minutes, apart from reserved areas of business (where the circulation is more restricted) are circulated to all Academic Board members. They are not intended for public scrutiny prior to their discussion at the Board.
  - 14.2 Minutes of a meeting of the Academic Board shall normally be published within fourteen working days. The minutes shall be sent to members prior to, or along with the notice calling the next meeting; and shall be submitted for confirmation as a correct record.
  - 14.3 After they have been confirmed a record of the minutes of the Academic Board (excluding the minutes of any items of reserved business), and selected papers from the Board's business shall be held in a manner that will allow them to be referred to by full-time members of the teaching staff and by registered students of the University, either in the form of hard copy placed in the Library or by placement on the University website.
  - 14.4 The Secretary shall be responsible for the preparation of the minutes.

**15. Election of Members by Academic Staff**

15.1 Where elections to membership of the Academic Board are required, the following procedure or such alternative as is approved by the Vice-Chancellor shall be followed. Elected members shall be elected in the following manner where notice will be issued to all those eligible to stand or to vote in that constituency, setting out the:

- 15.1.1 Name of the appointed Returning Officer.
- 15.1.2 Timetable for the process including the date for return of nomination papers.
- 15.1.3 Date for issuing the list of candidates and the ballot paper.
- 15.1.4 Date and place for the submission of completed ballot papers.
- 15.1.5 Arrangements for the opening of ballot boxes and the counting of votes.

**16. Committees of the Academic Board**

16.1 The Academic Board may from time to time set up such standing committees, "ad-hoc" committees and Working Parties, as it deems necessary. The membership and remit of these committees shall be governed by the resolutions of the Academic Board.

16.2 Any committee set up by the Academic Board shall, insofar as they are relevant, conduct their business under the same standing orders, except that the time scale for the issuing of papers for meetings shall be ten days rather than twenty-one days.

**17. Interpretation, Amendment and Suspension of Standing Orders**

17.1 Standing Orders shall be interpreted by the Chair, whose decision shall be final.

17.2 In case of urgency, any one or more of the Standing Orders may be suspended at any meeting, as regards any business at such meeting, provided that not less than two-thirds of the members of the Academic Board are present and voting shall so decide.

17.3 These Standing Orders may be amended by the Academic Board at any meeting, provided notice has been included in the agenda for the meeting, by resolution of not less than two thirds of the members present.

**STANDING COMMITTEES OF THE ACADEMIC BOARD**

*Status: Approved by the 3<sup>rd</sup> University Council Meeting in October 2004*

**18. The following committees report directly to the Academic Board**

- 18.1 Research and Innovations Committee
- 18.2 Research Degrees Committee
- 18.3 Programmes and Quality Committee
- 18.4 University Student Admission Committee
- 18.5 Academic Appeals Committee
- 18.6 Academic Planning and Resources Committee

**19. Terms of reference common to all Academic Board standing committees**

- 19.1 To act on behalf of the Academic Board in accordance with such powers as may be delegated to it by the Academic Board.
- 19.2 To consider and report on such matters as may be referred to the Committee by the Academic Board.
- 19.3 To establish such sub-Committees and Working Parties as are required to enable the Committee to discharge its responsibilities.
- 19.4 To account formally to the Academic Board for the discharge of the Committee's responsibility, normally by means of an annual report.
- 19.5 To submit minutes of meetings to the Academic Board.
- 19.6 To identify issues and advise the Academic Board on the implications for resource allocation of matters within the committee's remit.

**20. Constitution Common to all Academic Board Committees**

- 20.1 Members are appointed by the Academic Board unless specified otherwise.
- 20.2 The term office is for three years.
- 20.3 The Vice Chancellor is an ex-officio member of all Academic Board Committees.
- 20.4 The Registrar will appoint the Secretary to all Academic Board Committees.
- 20.5 In addition to the composition set out, the Chair of the Committees may appoint two further members in each of the committees.
- 20.6 Given the need for the University to identify and make use of new talent, the Chair of each Committee is empowered to appoint up to three-co-opted members to the Committee. These will be individuals identified as having skills and experience that are of particular value to the development of the Committee's work. Their appointment will be for one year at a time and their names will be reported to the Academic Board.

**21. Procedures common to all Academic Board Committees**

- 21.1 The procedure followed by the Committees will be that of the standing orders of the Academic Board unless specified otherwise, except that the required frequency of meetings will be determined by each Committee on an annual basis and the circulation of papers will be ten days rather than twenty-one days before a meeting.

**22. External Members**

- 22.1 Provision shall be made for the payment of expenses for external members but not for the payment of any honorarium.



