

**COMMITTEE SERVICING PROCEDURES
JULY 2002**

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SECTION 1 –COMMITTEE PROCEDURES

1.1 SCOPE AND DEFINITIONS

1.1.1 In what follows, “committee” refers to the full range of the types of collective body which the School has established to consider various types of business, that is:

- Formal Committees (eg, Teaching, Learning & Assessment Committee)
- Subcommittees (eg, Graduate Studies Subcommittee)
- Panels (eg, Student Progress Panel)
- Consultative forums (eg, Undergraduate Students Consultative Forum)
- User groups (eg, Catering Services User Group)
- Working groups (eg Working Group on Management Studies)
- Project teams (eg Committees Project Team)

Guidance on the purposes of these different types of body are set out in **Appendix 1**. Unless otherwise stated, the procedures below apply to all types of collective body.

1.1.2 By “committee papers” is meant, collectively:

- the agenda – the first sheet of the papers for a meeting, on which is summarised the items of business to be considered at the meeting with a brief description of the purpose(s) of each,
- reports (sometimes referred to as papers, but not in this document for the avoidance of confusion) on the items of business on the agenda topsheet.
- the minutes of the previous meeting of the committee, which are submitted for approval to the next following regular meeting of each committee

1.1.3 By “committee secretary” is meant the officer listed in the School Calendar as being responsible for the committee. The committee secretary has a wide ranging role which includes the following responsibilities (but see 1.1.4 on User Groups and Consultative Forums):

- management of the committees business – this involves preparation of agendas , monitoring the progress and scheduling of the committees business , and ensuring that meetings run smoothly according to the guidelines set out in 1.12 below.
- ensuring that the committee operates in accordance with these guidelines
- being thoroughly familiar with the committee’s terms of reference so that appropriate advice on the committees business in relation to them can be given on them when needed
- being aware of the wider context in which the committee operates and in particular being able to relate its business to the School’s strategic priorities
- briefing the committee chairman before the meeting to ensure that any difficulties in transacting business are anticipated and appropriate strategies for handling them identified. For some larger committees with a wide range of business, briefing may best be undertaken by means of a written brief prepared by the secretary in advance of a briefing meeting, for other committees the briefing

meeting itself may be sufficient – each committee may set its own practice in this regard

- the committee secretary should also be familiar with the membership of the committee, when the periods of office of the members expire, and the procedure for nominating replacement members set out (see 1.9).
- Take the minutes of the meeting according to agreed conventions (see Section 3) and ensure that the necessary followup action is taken (see 1.6).

1.1.4 The Report of the Committees Project Team states that while the administrative unit supporting a parent committee should also provide basic support for a linked User Group or Consultative Forum, “this will not normally extend beyond the drawing up of an agenda and the preparation of a summary report on the meeting”.

1.1.5 For Panels, “the administrative unit supporting the parent committee will also provide whatever support is required to the Panel”.

1.2 CIRCULATION DEADLINES

1.2.1 Papers for meetings of all formal committees, sub-committees, panels, consultative forums and user groups should normally be circulated *at least four clear working days before the date of regular meetings, i.e.

| DAY OF COMMITTEE | CIRCULATION DAY – preceding |
|------------------|-----------------------------|
| Monday | Wednesday |
| Tuesday | Thursday |
| Wednesday | Friday |
| Thursday | Monday |
| Friday | Tuesday |

Note - applies to circulation of hard and electronic copy – see 1.3 below

1.2.2 Adherence to the following practical guidance will help ensure that these deadlines are kept:

1.2.3 Committee secretaries should maintain a “rolling schedule” of business for the forthcoming session and beyond. This will include recurrent items, and one-off items which a committee has specified should be reviewed again at a particular time (eg x to be reviewed in 2 years time, or in the Summer Term of 200x). This system will enable draft agendas to be drawn up in advance and help identify papers which may require early planning and extensive preparation.

1.2.4 A schedule of matters considered by the Council and referred to other committees (see 1.10.8) should be kept and circulated to Council once a term so that members can monitor and ask questions about progress.

1.2.5 All items of business proposed for inclusion on the agenda for a meeting should be checked to ensure that they are consistent with the committee’s terms of reference and that time is not wasted chasing or waiting for inappropriate business.

1.2.6 If those responsible for contributing items for an agenda have been given sufficient notice of deadlines and do not meet them, then the committee secretary should normally drop the item from the agenda (but see 1.2.7).

- 1.2.7 Occasionally there will be important reports which a committee must consider at a particular meeting but which are not received in time for circulation by the normal stipulated deadline. Where necessary, in order to get the bulk of the papers for the agenda out on time, such late reports should be marked “To Follow” on the agenda top sheet and circulated as soon as possible with an explanatory note cross-referencing them to the agenda.
- 1.2.8 Reports or Minutes should only be tabled at the meeting if it is completely unavoidable as members often feel unprepared them in such circumstances.

1.3 MEANS OF CIRCULATING COMMITTEE PAPERS

- 1.3.1 At present, the default mode for circulation of committee papers remains hard copy, but subject to the agreement of the committee concerned, papers may be circulated by e-mail or by being posted onto the LSE internal website. E-mail should be considered as the first option for circulating material to smaller, less formal bodies such as user groups, consultative forums and working groups, but committee secretaries should check in each case with the members in advance that this is acceptable. If a majority of members is happy to receive papers by e-mail, this may be adopted as the norm with hard copy being provided for members unable or unwilling to receive papers electronically.
- 1.3.2 If more than a total of 50 impressions is required for the total distribution of the papers for a meeting of a committee the Central Reprographics Unit should be used for printing.
- 1.3.3 If a committee considers the same committee paper on more than one occasion members should be asked on the agenda sheet to bring the previously circulated paper with them again to the meeting, rather than it being re-issued.
- 1.3.4 Since May 2002, the default mode of circulation of Academic Board papers for officers and non-voting members has been through the School’s website. This arrangement is to be reviewed in October 2002. 15 hard copy sets of the papers should be taken to the Board by the secretary to the Board for reference by those receiving papers electronically.
- 1.3.5 A committees website is currently under development which will provide general access to all committee papers. Primarily for Council members, the website will hold the papers from major committees from the beginning of the 2001/2 session. It is hoped that eventually this website could be the primary resource for all committee papers. When the website is launched , the current arrangements for printing committee papers will be reviewed. Committee secretaries will be consulted on and given full information about the operation of this facility.

1.4 DISTRIBUTION SCHEDULES

- 1.4.1 Committee secretaries need to ensure that there is an electronically based distribution schedules for each committee for which they are responsible.
- 1.4.2 Distribution schedules include:

- *Full members of the committee*, nominated and ex-officio. The definitive list of committee members, together with definitive details of the up-to-date Terms of Reference of each committee is kept on the Committees Database. Wider access to this document is being planned, in the meanwhile any enquiries about committee membership should be referred to Ms D French ex.7067. Information about how vacancies on committees are filled is given in 1.9 below.
- *Correspondence Members* (currently applies only to the Graduate Studies Subcommittee of the Teaching Learning and Assessment Committee)
- *officers and others who regularly attend meetings* of the committee. In case of doubt, the minutes of meetings should record regular attenders. If they have not attended more than 50% of the meetings in the past 12 months they should not automatically be included in future circulations
- *others who may not regularly attend meetings but have functional responsibilities* for the areas of activity falling within the committee's remit. Inclusion on this basis should be monitored, queried and reduced wherever possible to keep costs down. However, careful consideration needs to be given to the information needs of Conveners.
- *Specific requirements in the report of the Committees Project Team*. The report highlights that the Vice Chairman of the Academic Board should receive papers of the Teaching Learning & Assessment and Student Affairs Committees.

1.5 MANAGEMENT OF COMMITTEE PAPERS

- 1.5.1 Pending the adoption of a School-wide electronic means of managing committee papers, the following arrangements shall apply:-
- 1.5.2 Each committee secretary should hold two full sets of papers for their committee. One is the reference set to take to meetings of committees for reference purposes. (= the meeting file), the other being the master set which is the official evidential copy of the business of the committee. If the Chairman signs a copy of the minutes, these should be incorporated into the official set. Chairman's Briefings (see 1.1.3) should also be included in the meeting file. The meeting file should contain an alphabetical index of papers and a list of papers ordered by their numerical reference (e.g. CL/23)
- 1.5.3 In addition, a separate hard copy file of approved minutes of the committee shall be maintained for general reference and taking to meetings for reference. (see 1.10). Any amendments made to the Minutes when they are taken for approval should be entered manually by the committee secretary onto both the minute file and the official set of papers..
- 1.5.4 The meeting file should not hold more than one full academic year and the current session and the minute file should not hold more than two full years and the current session. Normally the official set of committee papers will (usually after 15 years) be kept permanently in the LSE Archive as a record of the work of the School. The

Records Manager and the Archivist should approve the long term management of the papers of each committee but each committee secretary is responsible for the preservation of one complete set of papers.

1.5.5 Where the FileNET Electronic Document Management System (EDMS) is used, all committee papers shall be committed to that system for storage and access. Papers filed on EDMS or any other electronic system such as the P drive or public folders should be given a readily understood file name .. This should include the committee abbreviation, the report number, the date of the relevant meeting and a brief description of the type of document or nature of the report. For example: AB 1Jan02 Agenda
AB 1Jan02 Minutes
AB1 1Jan02 Chairmanship of the Court
AB1 AnnexA 1Jan02 Candidates for Chairmanship of the Court

1.5.6 The EDMS and committees website (see 1.3.6) will eventually, subject to appropriate security measures, form the School-wide basis for the electronic storage and access of all School committee papers, subject to appropriate security considerations. Wide access to the committee papers is desirable as it will reduce excessive requests under the Freedom of Information Act 2000.

1.5.7 Henceforth, committee papers will be held on electronic systems and access to the papers will be controlled. The default for most committee papers is that they will be publicly available but there will be two further levels of security: available to staff only and available to governors and senior staff only. The committee secretary is responsible for ensuring that papers requiring a security level other than the default are clearly labelled as such before they are added to the system.

1.6 DISSEMINATION OF COMMITTEE DECISIONS

1.6.1 It is important that action on the basis of the decisions taken at a meeting begins quickly after a committee has met and that information about the decision is spread promptly if it is of interest to a wider audience in the School.

1.6.2 An action schedule setting out the committee's key decisions in a table should be compiled and circulated to all officers responsible for taking action (see **Appendix 5** for examples of action schedules) within 24 hours of the meeting.

1.6.3 It is particularly important that business requiring the consideration of another committee(s) is referred to the secretary of that committee(s) by the secretary of the originating committee. (but see 1.6.5 with regard to Consultative Forums and User Groups) .When it can be anticipated *in advance* that an item of business will require consideration by more than one committee, the officer originating the item has the responsibility for devising a timetable for scheduling consideration of the item in consultation with the secretary of the other committee(s).

1.6.4 Secretaries of those committees whose minutes and papers are placed on the Committees website are reminded that this initiative includes pre-notification of issues which the committees will be considering in future. The Secretariat will advise on how this is to be implemented.

- 1.6.5 In Consultative Forums and User Groups, the Chairman is responsible for ensuring that matters of concern are brought to the attention of the relevant unit or committee, which need not be the parent committee.
- 1.6.6 Draft minutes should be submitted to the relevant senior officers not later than 5 days after the meeting and where appropriate to committee chairmen within ten working days of the meeting.
- 1.6.7 Committee secretaries are responsible for notifying decisions of committees to the wider School community by notifying the Press and Information Office of items for inclusion in the relevant media.

1.7 SCHEDULING AND CANCELLATION OF MEETINGS

- 1.7.1 The dates for meetings of regularly-meeting committees are listed in the Calendar of Events in *School Calendar*. Committee secretaries are consulted about the scheduling of meetings each year by the member of the Secretariat responsible for compiling the schedule (currently Mr Mark Thomson). The sequencing of meetings is particularly important in the new academic committee structure introduced from 8 July 2002 and committee secretaries are asked to notify Mr Thomson of any difficulties encountered in operating the schedule in the 2002-03 Calendar.
- 1.7.2 Ad hoc meetings of committees are most easily arranged using a table which cross-references members to possible dates and times for the meeting to ascertain optimal availability. Reasonable notice (at least 5 working days) must be given of ad hoc meetings.
- 1.7.3 Where there is insufficient business to justify a committee meeting, or the date of a scheduled meeting has to be changed, the meeting should be cancelled/following consultation with the Chairman, giving reasonable notice to members (at least 5 working days). Meetings of User Groups and Forums for which there is little business may with the Chairman's approval be conducted by correspondence.

1.8 ESTABLISHING AND DISESTABLISHING COMMITTEES

- 1.8.1 The 2002 Report of the Committees Project Team emphasised that the tendency for committees to proliferate should be resisted. Therefore, any proposals to establish new academic committees have to come before the Academic Board, with clear explanations of why the functions of the proposed committee cannot be fulfilled by existing committees. The proposals should also consider whether any existing committees can be ended as a result of the introduction of a new one. The Academic Board has agreed that its committee structure should be regularly reviewed to ensure its continuing fitness for purpose. The first such review of the new committee structure introduced in July 2002 will take place in July 2004, thereafter they are likely to take place every 4-5 years.
- 1.8.2 The remit of each Committee of the Council will be renewed or amended by Council each year in order to afford the Governing Body the flexibility to change relations with its committees as circumstances change.

- 1.8.3 Academic committees serving no useful or specific function should be wound up. Committee secretaries who consider that a body they service may no longer serve a useful purpose should consult the Senior Assistant Secretary in the first instance.
- 1.8.4 Parent committees of consultative forums and user groups may set up or disband a forum or group, but should inform the Academic Board.
- 1.8.5 Working Groups or Project Teams may be appointed to give in-depth consideration to specific issues. To ensure that they are properly focused, and that they do not continue in existence longer than they need to, Working Groups/Project Teams should have formally drafted and approved terms of reference (including a clear “sunset clause” specifying their termination date which for groups set up by Council is at most 12m after establishment) and defined memberships. Terms of reference and memberships should be publicised (for example on the agenda sheet of the Academic Board, and in *News and Views*) as soon as possible. Working Groups/Project Teams are expected to carry out their remit consultatively. Academic staff shall be invited to submit comments to the Group on the subject it is considering at an early date. Conveners and other Heads of Unit should also be asked to submit evidence where relevant and have the opportunity to comment after consultation with departmental colleagues on any part of a draft report relevant to them before the draft is circulated more widely.
- 1.8.6 Before setting up a Working Group/Project Team, committees should be encouraged by their secretaries to consider whether there are alternative, less resource-intensive means of giving more detailed consideration to the issues at hand. These might include:
- in the case of committees of the Academic Board, referring an issue to the appropriate linked Consultative Forum, User Group or Panel for scrutiny
 - asking a small number of officers to work with the Chairman and other relevant academic office holders (eg the Deans) to formulate draft proposals on a particular issue for the committee’s consideration

1.9 FILLING COMMITTEE VACANCIES

- 1.9.1 For committee vacancies for which the Academic Board is the body authorised to appoint members, nominations for replacements for retiring members will continue to be sought from the academic community each year by means of the *Blue Circular*. This is issued by the Secretariat each May for vacancies arising in the following October. Nominations received are reported for approval by the Board in June. The Secretariat will notify committee secretaries of new members and make the necessary amendments to the committees database.
- 1.9.2 *If more than one nomination* is received for a vacancy a ballot of all members of the Academic Board is arranged by the Secretariat. The Secretariat will inform the committee secretary of the outcome and make the necessary amendments to the committees database.
- 1.9.3 *If no nominations* are received for a vacancy then the procedures for the random selection of members agreed by the Academic Nominations Committee are implemented by the Secretariat, which also informs the individual and committee secretary and makes the necessary amendments to the committees database.
- 1.9.4 Vacancies for Lay Members of Council and Council Committees are handled by the Nominations Committee of the Court of Governors. Vacancies for Academic

Members of Council on Council Committees are filled by agreement between those members.

- 1.9.5 Vacancies for non ex-officio student members of Committees are filled by the Students Union and notified to the Secretariat.
- 1.9.6 While each Consultative Forum and User Group has a defined membership, the Committees Project Team has stated that anyone wishing to attend a meeting of a Forum or User Group in addition to the membership should be allowed to do so.

1.10 ANNUAL REPORTS AND REPORTING RELATIONSHIPS WITH SENIOR COMMITTEES

- 1.10.1 The Report of the Committees Project Team sets out the following advice on the “upward referral” of business to the Academic Board from its committees.
- 1.10.2 Each formal committee of the Board is required to report annually to the Board on the business it has undertaken, the activities of its subordinate bodies and its intentions for future activities. The Board will determine in the light of the initial Annual Reports from the new committees whether changes to the nature of these reports is required.
- 1.10.3 Academic Office Holders and organisational units which have customarily submitted Annual reports to the Board will continue to do so following established arrangements. The current list of such Annual Reports and the Academic Board’s guidance on compiling them is given at **Appendix 2**. To ensure the credibility of the process, Annual Reports should for the immediately preceding session should normally be submitted to the Academic Board and Court during the Michaelmas Term, via the Secretariat.
- 1.10.4** The Board has agreed that matters involving the following should always be referred to it by one of its committees for decisions:
- decisions with major implications for finance
 - decisions which would have significant implications for the boundaries of the School’s academic portfolio
 - decisions affecting fundamental issues of academic standards
- 1.10.5 For Consultative Forums and User Groups, the following arrangements apply. Each Forum and Group has a parent committee which is convened and chaired by an appointee of that committee, or an officer specifically responsible for that Forum or Group. Forums and Groups do not report formally to the committee, but are entitled to bring items of business to the committee via the chairman. Parent committees may refer issues to Forums and Groups for consideration and report back to the parent committee.
- 1.10.6 Each Panel also has a parent committee responsible for its remit. Panels report to parent bodies on the nature and scope of their business while respecting the confidentiality of individual cases they consider.
- 1.10.7 Under the Articles of Association Council may not delegate decisions on:

- the educational character and mission of the School
- annual estimates of income and expenditure
- ensuring the School's solvency
- safeguarding the School's assets

Any discussion of these areas may therefore lead only to recommendations to Council.

1.10.8 The responsibility Council has for the key objectives in the School's Academic Plan means that any proposals made by a Council committee for changes to key objectives may also only form the subject of a recommendation to Council. Committees may only take decisions about policies within and consistent with those key objectives. Council may additionally specify areas of strategy about which it expects a report from a relevant committee by a given time. These strategic requests from Council complement each committee's formal terms of reference.

1.10.9 Committees of Council report on their activities annually to Council or more often as required.

1.11 RESERVED BUSINESS

1.11.1 Reserved Subjects (that is, those in which student members of a committee are required to withdraw from a committee's discussion) are :

- those where matters relating specifically to individual members of the School Community are discussed
- those where the informed consideration of general principles involves, or arises in the first instance from, discussion about the specific position of identifiable individuals

1.11.2 Areas of business derived from these definitions which are to be regarded as reserved include:

- individual personal matters,
- matters requiring consideration of the personal characteristics of actual or prospective individual members of the School community,
- academic matters concerning individual students, decisions about academic standards in individual cases
- staff discipline in individual cases

1.12 GUIDELINES FOR CONDUCT OF COMMITTEE MEETINGS

1.12.1 The Committee Secretary needs to take to meetings:

- a small number of spare sets of papers for the current meeting (see 1.3.4 for special provision for the Academic Board)
- a separate copy of any minutes to be approved at the meeting for the Chairmans signature and lodging in the minute file (see 1.5.3)
- the meeting file (see 1.5.2)
- any relevant correspondence
- the current edition of the School Calendar. For meetings taking place in the Michaelmas Term it is often useful to take the Calendar for the immediately preceding session for reference
- the committee's terms of reference , mode of operation, and membership from the committees database. The committee secretary should in particular be aware of the number of members required to make the meeting quorate
- the Staff Handbook (as appropriate to the business of the committee)

- 1.12.2 During the meeting, the Committee secretary shall, as necessary, in addition to taking notes of the meeting from which the Minutes will be compiled:
- guide and remind the Chairman of the order of the agenda so that items are not inadvertently missed
 - discreetly refer the Chairman to his written brief as appropriate
 - remind and guide the Chairman on matters of regulation, procedure and the wider School context
 - guide the committee on its past decisions as relevant
 - for the sake of clarity in the Minutes, request the Chairman to summarise the committee's views on an item before moving on from it.

SECTION 2 – AGENDAS AND REPORTS

2.1 AGENDAS

2.1.1 In this document, by the agenda is meant the list of items of business to be considered in the meeting, which forms the first page of the papers for the meeting.

2.1.2 A sample agenda is shown in **Appendix 3**. It will be noticed that:

- the Agenda begins with a formal notice of the meeting, showing the date, time and place when it will be held **and the name of the secretary**.
- Where the time or place of a meeting is unusual it is advisable to add a sentence drawing the attention of members to the unusual arrangements
- If members are asked to bring anything other than the distributed papers indicated in the list of items, that should be made clear at this point, eg papers circulated for a previous meeting (see 1.3.3 above) or diaries to arrange an extra meeting

2.1.3 Order of agendas. The ordering of items on the top sheet should normally be as follows:

- Minutes of the previous meeting
- Matters arising from the minutes. This item should normally be dealt with orally and not made the subject of a separate written report. It should be kept as short as possible, conveying only relevant updating information on an item which is not covered elsewhere in the agenda top sheet **Matters arising ought to be included with related items on the agenda, where possible, so that the same topic does not appear twice. See 2.1.4.**
- Substantive major issues on which decisions are required in accordance with the committee's terms of reference (note: "decision" includes a recommendation to another body). This will often be an appropriate place at which to include reports from subordinate bodies which contain recommendations for approval
- Other items requiring a decision
- Matters for information and report not requiring decisions
- Any Other Business other than:
 - Reserved Business (see 1.11 above)
 - As with committee reports, the agenda should show below the final item of the agenda the date on which it was finalised
 - Below the finalisation date a line is ruled and the dates of all further meetings that have been arranged for the current academic year are listed. **The current membership and circulation may also be shown here**

- 2.1.4 Grouping of related items. Where appropriate, items dealing with related subjects should be grouped under a single agenda heading, but given separate report numbers (see **Appendix 3** example).
- 2.1.5 Descriptions of agenda items . To assist members and others identify the issues to be considered quickly, and to allow the minutes to be produced more easily using the agenda top sheet as a template, short descriptions of each agenda item should be inserted after the title of the report on the agenda top sheet. Details of eg membership, terms of reference may be covered entirely on the top sheet as may substantive items not requiring background explanation. **It should be made clear on the agenda what the committee is asked to do: receive or consider being the two main options.**
- 2.1.6 Developing liaison with Council. Council has agreed a range of measures to encourage dialogue between itself and academic committees. Committee secretaries are responsible for liaising with the Secretary to Council to ensure that these are monitored and implemented under agreed procedures as follows:
- Academic Board – 2 Lay Governors to be invited on occasion to attend the Board; VCAB to be given a regular slot on the Council agenda to discuss academic issues, VCAB with support from academic governors to be given a slot on Academic Board agendas to discuss academic issues.
 - Other academic committees – Chairmen are encouraged to invite lay Council members to their meetings for information and greater understanding

2.2 COMMITTEE REPORTS

- 2.2.1 Style of Committee reports. All agendas, reports, and minutes should be brief, clear and to the point. Committee reports should normally be a maximum length of two sides of A4, exceptionally three. All detail should be consigned to concise Annexes. The sections of a standard committee report (model specimen at **Appendix 4**) are:
- Section 1 - Purpose of the Paper - what the committee is being asked to do.
 - Section 2 – Background, to set the context for the committee’s consideration of the item
 - Section 3 – For Consideration – brief resume of key issues
 - Section 4 – For Decision: what exactly the committee is being asked to do: for example, approve or recommend approval of a set of proposals or a course of action, or choose between a range of options. Phrases such as “approval in broad principle” should be avoided as ambiguous. Committee secretaries are responsible for ensuring that what is proposed in a committee report falls within the powers of the committee to resolve or recommend as defined by its terms of reference, and that where it is proposed another committee should consider something, the proposal also falls within the other committees terms of reference
 - All papers should be dated at the end to distinguish different versions
 - **The authorship of papers must be clear to the reader, who may wish to raise questions of interpretation best dealt with before the meeting.**
- 2.2.2 Attachments. Attachments help to clarify the main message of a committee paper by stripping out the detail from the general narrative, but attachments themselves should be kept as brief as possible. Where large attachments (ie of more than 6 sides of A4) are involved, they should not normally be circulated but the paper or agenda top sheet should refer to their availability for inspection in a specified office, such as the Resource Centre. Conventions about attachments are set out in Appendix 4

- 2.2.3 Acknowledgement of authorship. The rule about indicating the authorship of a committee paper is “ if a paper appears on the agenda of a School Committee with the authority of the Director or the relevant committee chairman, or with the authority of the committee itself, it need carry no indication of authorship, otherwise the paper should indicate its source”. All Council papers should show the name of a contact for further enquiries. The Academic Registrar’s **Division has adopted the practice for attribution always to be shown.**
- 2.2.4 Consultation on committee reports. It is sensible and courteous to consult with administrative colleagues and heads of other operational units in the School if a committee report alludes to their areas of responsibility. It is not necessary for the committee chairman to see and agree all reports before they are circulated – though they may see selected drafts. **Some chairs, however, may wish to do so and their views on the principle should be established in advance.** In the case of the Academic Board, the Agenda Committee scrutinises all papers. Agreement by the committee chairman or the Agenda Committee that an item be placed on the agenda does not necessarily imply agreement with the content of the paper.
- 2.2.5 More detailed information about the format of committee reports is set out in **Appendix 4.**

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|----------------------------|
| SECTION 3 – MINUTES |
|----------------------------|

Purpose of Minutes

- 3.1 The purpose of Minutes **of a committee or sub-committee** is to record in a clear and concise form:
- the positions and/or formal recommendations and/or formal decisions which a committee has taken, consistent with its Terms of Reference
 - the documentation which the committee had before it to enable it to reach that position and/or recommendation and/or decision,
 - as appropriate, the key points in the documentation and in discussion which led to the committee’s position/formal recommendation/formal decision.
- 3.2 Minutes are not intended to provide a verbatim account of all the contributions made to a meeting. Committee secretaries will however find it helpful to take detailed notes in the event of a query on the Minutes when they are submitted for approval to the next following meeting of the Committee.
- 3.3 For Consultative Forums and User Groups summary reports of decisions are compiled rather than minutes. **It may however sometimes be appropriate to record discussion at greater length so that the fact of consultation is evident from the resulting document.**
- 3.4 Structure of Committee Minutes.

Minutes should follow the following structure. Further details about format are set out in **Appendix 5.**

- | | |
|-----------|---|
| RECEIVED: | a report circulated to or tabled for the committee. |
| REPORTED: | additional <u>facts</u> (not arguments, views, or opinions) of which the committee was informed |

| | |
|--------------|--|
| NOTED: | the key points in a report which contributed to a position, recommendation, or resolution taken by the committee. Important additional points made in discussion should be recorded anonymously using this heading |
| AGREED: | a consensus reached by the committee, but not a formal decision; or a further action not within the power of the committee |
| RECOMMENDED: | a recommendation to a superior body that the committee's terms of reference enable it to make |
| RESOLVED: | a decision made within a committee's terms of reference. |

It is essential that the above key words are used accurately to structure the minutes, because the Minutes often provide the authority for a course of action.

- 3.5 In minuting large items, it is often preferable to break up the Minutes into sub-sections reflecting the main themes of the subject under consideration, with each sub-section following the structure in 3.4.
- 3.6. Minutes should be given headings and structured in such a way that will enable them to be easily found in future. Minutes dealing with items under Matters Arising from the Minutes should have sub-headings to aid identification.
- 3.6 Parts One, Two & Three of Minutes – Minutes of committees which report to parent bodies should be arranged in 3 parts:

Part One: printed on green paper, concerns matters resolved by the committee or relating to matters of internal information or references (other than formal recommendations) to other committees

Part Two: printed on white paper, constitutes the report of a committee's recommendations to a parent committee.

Part Three (if necessary): printed on yellow paper, is concerned with 'reserved business' (see 1.11 above) or other business from which a committee has excluded students.

Approval of Minutes

3.7 There are three levels of minute status:

- draft – the secretary has written them
- unconfirmed – the process by which the draft minutes may be agreed for distribution prior to formal confirmation, usually permission from the Chairman
- confirmed – the committee itself has agreed them.

- 3.8 Minutes of a meeting are not formally adopted until they are approved at the next following meeting of the committee. Copies of approved minutes should be kept as part of the official set of papers, with a note either that they have been approved without amendment and showing the date of approval; or that they have been approved with

amendments, the amendments being noted on the official set of minutes in manuscript and dated.

- 3.9 If details of Minutes are requested before they have been approved, they should be provided with a note “Draft minutes, subject to approval”.

Wider Circulation of Minutes

- 3.10 Minutes and reports of major committees, whether reporting to Council or not, are circulated to Council regularly to enable Council members to query developing policy areas, to be informed of new developments at the outset and ask about issues not yet in discussion at Council level. This circulation will be undertaken by means of the School Website. The Secretariat will make the necessary arrangements with the Secretaries of committees from which Council regularly receives minutes.

APPENDIX 1- PURPOSES OF DIFFERENT TYPES OF COLLECTIVE BODY

- 1 **User groups** meet to provide liaison between providers and users of School services. Their purposes are to discuss future developments and identify any necessary improvements to the service, as well as giving feedback to the service provider.
- 2 **Consultative forums** provide a point of contact between those with shared academic responsibilities and interests (e.g., MSc admissions tutors, masters students). The purposes of a forum are to discuss issues and trends of common interest, and to disseminate information.
- 3 These two types of body have similar operating principles.

Formal status

Each group/forum has a parent committee, and should be convened and chaired by an appointee of that committee, or an officer specifically responsible for the group/forum. The group/forum does not report formally to the committee, but is entitled to bring items of business to the committee via the Chair. A group/forum does not have decision-making powers. A parent committee may set up or disband a group or forum, but should inform the Academic Board of this.

Chairman

A Consultative Forum will normally be chaired by an academic officer with duties in the area concerned, while a User Group will be chaired either by a nominee of the parent committee or with the agreement of the parent committee, by the service provider. The Chairman is responsible for ensuring that meetings take place as appropriate, and also for ensuring that any matters of concern are brought to the attention of the relevant unit or committee (which need not always be the parent committee).

Administrative support

The administrative unit supporting the parent committee should also provide basic support for the user group/forum. This will not normally extend beyond the drawing up and distributing of an agenda, and the preparation of a summary report on the meeting.

Meetings

Groups and forums will typically meet once or twice a year, but other meetings can be arranged in case of need. Dates of scheduled meetings should be published in the Calendar whenever possible. If there is insufficient business, the Chair may choose to cancel a meeting and conduct what business there is by correspondence.

Membership

The membership will often be defined by the nature of the group. The default approach should be that anyone wishing to attend should be permitted to do so.

- 4 **Panels** are small groups meeting to perform a specific executive function. They have decision-making powers within a narrowly defined area. A panel is the appropriate type of body to consider issues concerning individuals. Examples are the Student Progress Panel, and the Financial Awards Panel.

5. Operating Principles for Panels:

Formal Status

Panels will have a parent committee, who will be responsible for its remit. A panel will report to the parent committee about the nature and scope of its business, while respecting confidentiality regarding any individual cases it considers.

Chairmen of Panels

The Chair may be appointed by the parent committee, or directly by a senior School officer. They are responsible for ensuring that the business of the Panel is conducted in a timely and proper manner.

Administrative Support for Panels

The administrative unit supporting the parent committee will also provide whatever support is required to the Panel.

Meetings and Membership of Panels

The length and timing of meetings will vary hugely, depending on the business being conducted. Panels will normally have members appointed because of their specific expertise or responsibilities, and may also have some elected academic members.

6. **Working Groups** are small groups primarily of academic staff appointed by a Committee to consider specific issues in depth within a given time frame and which are disbanded when they have reported to the parent committee. Working Groups should be given formal Terms of Reference, which must include a clause specifying the time frame for the Group's operation and termination (in the case of Council Working Groups no more than a year) and membership.
7. **Project Teams** are small groups including members of the School's support staff as members which may be appointed for purposes such as formulating a programme of action to implement an agreed initiative or set of initiatives.

APPENDIX 2 – GUIDANCE ON ACADEMIC BOARD ANNUAL REPORTS

1. The Agenda Committee would not wish to cause more work for those concerned by requiring that another report is produced in a revised format for the Board, but hopes that as far as possible, there will be something in the nature of an Executive Summary which will enable the Committee readily to identify key issues and developments which may be of interest to the Board.

Definition of Purpose of Annual Reports

2. The purpose of an Annual Report is to provide the Board with an overview of, and perspective on, new and revised objectives and policies agreed and implemented in the past year and significant operational trends and developments in the sphere of responsibility of the committee or service making the Report. **Reports should not be a list of business transacted but a reflection on the work of the committee in the previous year, with some indication of what it might do in future.**

Guidelines on Contents of Annual Reports

3. It will be helpful for Annual Reports to the Board to include the following information:
 - new and revised objectives and policies agreed for the Committee/area of activity in the past academic year
 - progress towards the attainment of objectives previously agreed for the area for the past academic year, highlighting particular achievements and challenges
 - significant trends and developments in the area of activity in the last academic year and any key issues to which they may give rise

Annual Reports being essentially documents of record should not normally contain recommendations to the Board on matters which have not been the subject of previous consideration by the Board.

Guidelines on Format and Structure of Annual Reports

4. It will be helpful if the following guidelines are followed in compiling Annual Reports for the initial consideration of the Agenda Committee:
 - Annual Reports normally to be no longer than 5 sides of single spaced 11 font A4, and preferably less
 - Wherever possible, key points covering the matters listed in the Guidelines on Contents to be listed in “bullet-point” format for ease of reference
 - Descriptive prose not directly relevant to the matters listed in the Guidelines on Contents to be kept to a minimum
 - Use of simple graphs or other appropriate pictorial means to illustrate trends is encouraged.

Annual Reports for Academic Board and Court (as at July 2002):

Audit Committee, Teaching, Learning & Assessment Committee, Student Affairs Committee, Library & Information Services Committee, Research Committee, APRC, Adviser to Women Students, Adviser to Students with Disabilities, STICERD, LSE Housing, LSE London, St Philips Medical Centre, Careers Advisory Service (*under review*).

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| APPENDIX 3 – SPECIMEN AGENDA |
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THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

ACADEMIC BOARD

20 MARCH 2002

There will be a meeting of the Academic Board at 2.00pm on Wednesday 20 March 2002 in the Vera Anstey Room.

(optional)
John Smith
Secretary

AGENDA

1. Minutes

To consider for approval, the minutes of the Meetings of 30 January and 20 February 2002 attached

2. Matters Arising from the Minutes

Minute 77 – Annual Report of TQAC: on-line survey of part-time teaching

3. Developments in the Estate

To receive an oral report from the Secretary & Director of Administration

4. Directorship Selection Committee

To report that the following have been appointed to serve as representatives of the Academic Board on the Directorship Selection Committee:

Deputy Director- Professor Judith Rees
Academic Member of Council – Dr Nicholas Barr*
Two other representatives - Professors Dominic Lieven and Tim Murphy*

**elected following a ballot*

5. Committees

Committee organisation

- 5.1 Arising from Minute 55, to receive an oral final report from the Committees Project Team.
- Committee membership* **AB/27**
- 5.2 To approve a new approach proposed by the Academic Nominations Committee for appointing members to committee vacancies for which nominations have not been received
- Arrangements for circulation of Academic Board papers* **AB/28**
- 5.3 To approve proposals for revised arrangements for the circulation of the Board's Agenda and papers
- 6. Futures Group Consultation Exercise** **AB/29**
- To notify the Board of a consultation exercise to be carried out by the Council Futures Group on the preferred future shape and strategic direction of the School*
- 7. Smoking Policy** **AB/30**
- For the Board further to review the School's Smoking Policy in the light of a legal opinion and risk assessment received and the School's financial position and consider the advice it wishes to give to Council*
- 8. Student Drugs and Alcohol Policy and Procedure** **AB/31**
- To recommend to Council the adoption of a policy & procedure for dealing with student drug and alcohol misuse*
- 9. Harassment Policy and Procedure** **AB/32**
- To recommend to Council the adoption of policy & procedure to deal with alleged cases of harassment involving students*
- 10. Policy on Personal Use of Email and the Internet Using School Facilities** **AB/33**
- To recommend to Council the adoption of a policy covering staff & student personal use of e-mail and the internet*
- 11. Report from Academic Studies Committee** **AB/34**
- To approve recommendations for amendments to regulations*
- 12. Report from Graduate Studies Committee** **AB/35**
- To approve recommendations for amendments to regulations*
- 13. Annual Reports for 2000-2001**

On the recommendation of the Agenda Committee to consider key issues & trends in the following reports:

- | | |
|----------------------------------|--------------|
| (i) Graduate School Committee | AB/36 |
| (ii) STICERD | AB/37 |
| (iii) St Philip's Medical Centre | AB/38 |
| (iv) LSE London | AB/39 |

14. Any Other Business

12 March 2002

Further Meetings of the Board - Wednesday 8 May 2002 (Agenda Committee 25 April),
Wednesday 19 June 2002 (Agenda Committee 6 June)

APPENDIX 4 - FORMAT OF COMMITTEE REPORTS

1. Numbers of Committee Reports

Reports are numbered sequentially from the beginning of each academic year after the committee prefix (eg CL/25). It is helpful when referring to a report to indicate the year in which it was written (eg AB/14, 99-00). It is desirable but not essential that the report numbers follow the order of items on the agenda.

2. Headings

Committee reports have headings, in tramline format, which correspond with the titles listed on the agenda top sheet.

3. Fonts and Justification

Committee reports should normally use size 11 or 12 Times New Roman or Arial font, with left hand or full justification.

4. Spellcheck.

All committee reports should be spellchecked using a British-English spellchecker, not an American-English, before being printed as this picks up some typographical errors as well as spelling errors.

5. Paragraphs

Paragraphs may be subdivided using any appropriate system eg legal style indented numerals (1, 1.1, 1.1.1) or lettering ((a), (b), (c)) or little roman numerals (i) (ii) (iii). **Whichever system is used, it should be kept as simple as possible. Main headings of reports do not usually need numbering; the numbering used ought not to proceed beyond three levels.**

6. Page Numbering

Each committee report should have numbered pages. The numbers should be aligned at the centre of the bottom of each page.

7. Proposals and Recommendations

Proposals and recommendations should be indented and emboldened.

8. Dating of Committee Reports

Each committee report should be dated **and attributed.**

9. Presentation of Reports

All committee reports should be presented to the Committee secretary as Word File attachments to an e-mail.

10. Conventions about attachments

- attachments to committee reports are labelled Annex A, B, C etc to the committee paper concerned eg AB/47 Annex C
- attachments to minutes and sub-attachments to Annexes are labelled Appendix 1,2,3 etc eg Appendix 3 to Annex A of TLAC/2
- it is helpful to use coloured paper to highlight attachments, but green, blue and yellow should be avoided (green is only used for Minutes, blue for the Promotions Committee and yellow for reserved business)

CHAIRMAN'S GROUP OF THE COUNCIL

1. Purpose of Paper

To approve the terms of reference, membership and delegated powers of two separate new Council committees: the Chairman's Group [recommendation in [paragraph 3](#) and [Annex A](#)] and the Strategy Group [recommendation in [paragraph 4.3](#) and [Annex B](#)].

2. Background

At the meeting of the Council held on 11 January 2000 proposals, contained within paper [CL/3](#), concerning the establishment of a Council "Steering Group", now renamed Chairman's Group, were referred to this meeting, interim arrangements being agreed for inter meeting decisions by the Chairman's Group up to the 1 February Council. Council were of the view that inter meeting decision making and the consideration of long term strategy should be dealt with by two separate bodies.

3 The Chairman's Group

On 11 January the Council amended the draft terms of reference and standing orders for the Chairmans's Group. These amendments, which inter alia extracted strategic matters from the remit of the Chairman's Group, are reflected in [Annex A](#).

PROPOSED: that the Council approve establishment of the Chairman's Group with effect from the end of the Council's 1 February meeting, with the terms of reference, standing orders and membership set out in [Annex A](#).

4. Strategy Group

FGPC discussion

- 4.1 The Finance and General Purposes Committee [FGPC] considered on 13 January how best it could discharge its new responsibility " to advise the Council on matters regarding the Strategic Plan and the Financial Forecasts . " In effect the FGPC carried the Council's 11 January discussions further, recommending the establishment of a strategy group made up of members drawn from the Council, APRC, and F&GP to consider broad long term [10-15 years or more] policy options, using discussion of scenarios as one of their tools.

Relationship of the Strategy Group with other committees

- 4.2 Clarity is needed about the role in strategic discussions of the relevant School committees. The Strategy Group of the Council would feed ideas about long term broad policy options to the FGPC, APRC and Council. The Chairman's Group of the Council

would have an intermeeting decision making and monitoring role. The Council would determine overall policy direction – for example through single item agendas, awaydays etc – informed by the more detailed work carried out by the other committees. The Finance and General Purposes Committee would examine the practical implications of the broad scenarios and of the policy options considered by the Strategy Group, including the risks involved. The APRC would continue in its role of academic planning and strategy, resource allocation, detailed implementation and close liaison with the academic community. The long-established Joint Meetings of APRC and FGPC representatives to exchange planning assumptions would continue. Effectively, the Strategy Group would occupy a position between the Council, Finance and General Purposes Committee and APRC, fostering an inclusive approach to strategic thinking, minimising duplication.

Terms of reference, standing orders and membership of the Strategy Group

4.3 PROPOSED:

that subject to consultation with the APRC, the Strategy Group be established with the terms of reference, standing orders and membership contained in [Annex B](#).

Proposed terms of reference, standing orders & membership of the Chairman's Group

1. Chairman's Group Terms of Reference

1.1. that the Chairman's Group become a committee of the Council, with the following terms of reference exercised within the powers of the Council under the Articles of Association:

1.2. to make decisions within existing Council policies;

1.3. to consider the agendas for the Council and the Finance and General Purposes Committee;

1.4. to act during vacations and between meetings of the Council, in any urgent matter which would normally come before the Council, with the exception of those matters listed in Article 9.4;

1.5. to monitor initiatives, risks, priorities and progress with plans, in liaison with the Finance and General Purposes Committee.

2. Chairman's Group Membership

That the membership of the Chairman's Group be: the Chairman of Court, the two Vice Chairmen of Court, the Chairman of the Finance and General Purposes Committee (or an alternate where necessary) as an elected lay governor, the Director, the Pro Directors, an elected academic governor nominated by the academic governors, and the Secretary (as a non-voting member).

3. Chairman's Group Quorum

That the quorum for Chairman's Group meetings be 4 including at least one of the Chairmen and Vice Chairmen; and at least one of the Director and Pro Directors; and including the Chairman of the Finance and General Purposes Committee where a financial commitment of more than £100k is to be made;

4. Chairman's Group Conduct of Business

That business of the Chairman's Group may if necessary be conducted through circular, fax, telephone or e-mail;

5. Reports to Council by the Chairman's Group

That the Chairman's Group present a note of its proceedings and decisions to the Council;

6. Terms of delegation to the Chairman's Group

That the Council may at any time revoke this delegation to the Chairman's Group or vary its terms;

7. Review Period

That a review be undertaken of the Chairman's Group two years after its establishment.

Proposed terms of reference, standing orders & membership of the Strategy Group

1. Terms of reference

That Strategy Group be established as a committee of the Council with the following terms of reference:

To prepare long term strategy options for consideration by the Finance and General Purposes Committee, APRC, and the Council.

2. Membership

That the membership of the Strategy Committee be:

Chairman of Court

A Vice Chairman of the Court

Director

1 Pro-Director

Chairman of Finance and General Purposes Committee

1 lay Council Member

1 elected academic governor Council member nominated by the academic governors

1 APRC member nominated by the APRC

1 student member of the Council nominated by the General Secretary of the Students Union

Strategy Group quorum

That the quorum for Strategy Group meetings be three.

3. Conduct of business

That the business of the Strategy Group may if necessary be conducted through circular, fax, telephone, or e mail

4. Reports by the Strategy Group

The Strategy Group to report to the FGPC, APRC, and Council through written reports and interactive presentations on a regular basis but not less than every six months.

5. Terms of delegation to the Strategy Group

The Council may at any time revoke this delegation to the Strategy Group or vary its terms

6. Review period

That a review be undertaken of the Strategy Group two years after its establishment.

APPENDIX 5 – FORMAT OF MINUTES

Minute Numbering

Minute numbering should start at 1 at the commencement of each membership year for the committee concerned; each separate paragraph, whether introduced by a key word or not carries an individual, legal style indented, minute number; the headings for each item in the minutes are not numbered.

Sub paragraphs within each minute are designated by a bracketed lower case letter of the alphabet: divisions within a sub paragraph are designated using one of the options described in [Appendix 4 Para 5](#).

Minute Headings: Use of Capitals

The minuting of long discussions is made easier to read if minute headings are in capitals and subsidiary headings are in upper and lower case only.

Fonts and Justification

Minutes should be normally be written using size 11 or 12 Times New Roman or Arial font, with left hand or full justification

Page Numbering

Each committee paper should have numbered pages. The numbers should be aligned at the centre of the bottom of each page.

Emboldening for Recommendations

The text of a recommendation in minutes should emboldened; or highlighted by indentation and double sidelining on the left hand side of the text.

Action Sheets

Action sheets should be produced for every meeting, to the same timetable as for minutes. The format should be along the following lines.

Minute No. Minute title Decision Action or

Minute No. Minute title Action to be taken Person to take action

The action sheet should specify the person to take action and what is to be done. If a decision column is used, care should be taken not to repeat summaries of the minutes. Two people should not be specified to carry out one action as this blurs identification of responsibility. It should be remembered that these are action sheets: care should be taken not to overuse the phrase “to note” but at the same time it should be clear if no action is required arising from a minute.

Committee secretaries should check their action sheets periodically to ensure that the actions specified on the committee’s behalf have been carried out.

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| ANNEX 6 - COLLECTIVE BODY REFERENCE PREFIXES JULY 2002 |
|---|

COURT OF GOVERNORS

C/

| | |
|--|--------------|
| Chairmanship Selection Committee | CSC/ |
| Directorship Selection Committee | DSC/ |
| Nominations Committee | NC/ |
| Vice-Chairmanship Selection Committee | VCSC/ |

COUNCIL

CL/

| | |
|---|--------------|
| Alliances Steering Committee | ASC/ |
| Alumni Relations Committee | ARC/ |
| Audit Committee | AuC/ |
| Chairman's Group | CG/ |
| Estates Strategy Committee | ESC/ |
| Estates Management Subcommittee | EMSC/ |
| External Relations Committee | ERC/ |
| Finance and General Purposes Committee | FGPC/ |
| Investments Subcommittee | ISC |
| Residences Management Subcommittee* | RMSC/ |
| Risk Management Subcommittee | RiSc/ |
| <i>Catering Services User Group</i> | <i>CSUG/</i> |
| Health and Safety Committee | HSC/ |
| Library and Information Services Committee** | LISC/ |
| Personnel Strategy Committee | PSC/ |
| Remuneration Committee | ReC/ |

ACADEMIC BOARD

AB/

| | |
|---|----------------|
| Academic Board Agenda Committee | ABAC/ |
| Academic Nominations Committee | ANC/ |
| Academic Planning and Resources Committee | APRC/ |
| Journals Subcommittee | JSC/ |
| Residences Management Subcommittee* | RMC/ |
| <i>Residences User Group</i> | <i>RUG/</i> |
| <i>Academic Publications Consultative Forum</i> | <i>APCF/</i> |
| Library and Information Services Committee** | LISC/ |
| <i>IT Cluster Support User Group</i> | <i>ITUG/</i> |
| <i>Admin Information Systems & Services</i> | <i>AISSUG/</i> |
| <i>User Group</i> | |
| <i>Library User Committee</i> | <i>LUC/</i> |
| Research Committee | RC/ |
| Student Affairs Committee | SAC/ |
| <i>Financial Awards Panels</i> | <i>FAP/</i> |
| <i>Student Progress Panel</i> | <i>SPP/</i> |
| <i>Student Disciplinary Panels</i> | <i>SDP/</i> |
| <i>Student Disciplinary Appeals Panels</i> | <i>SDAP/</i> |

| | |
|--|----------------|
| <i>Student Grievance Panels</i> | <i>SGP/</i> |
| <i>LSE Nursery User Group</i> | <i>NUG/</i> |
| <i>Consultative Forum for Undergraduate Admissions Tutors</i> | <i>UATF/</i> |
| <i>Consultative Forum for Taught Graduate Students Admissions Tutors</i> | <i>PGTATF/</i> |
| <i>Consultative Forum for Doctoral Programme Directors</i> | <i>PGRDF/</i> |
| <i>Departmental Tutors Consultative Forum</i> | <i>DTCF/</i> |
| <i>Undergraduate Students Consultative Forum</i> | <i>UCF/</i> |
| <i>Taught Graduate Students Consultative Forum</i> | <i>PGTF/</i> |
| <i>Research Students Consultative Forum</i> | <i>PGRF/</i> |
| <i>Disability Consultative Forum</i> | <i>DCF/</i> |
| <i>Consultative Forum for LSE Health Service</i> | <i>HSF/</i> |

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|---|---------------|
| Teaching Learning & Assessment Committee | TLAC/ |
| Graduate Studies Subcommittee | GSSC/ |
| Undergraduate Studies Subcommittee | USSC/ |
| External Studies Subcommittee | ESSC/ |
| Short Courses Subcommittee | SCSC/ |
| Summer Schools Board | SSB/ |
| <i>Internal Review Panel</i> | <i>IRP/</i> |
| <i>Assessment Misconduct Panels</i> | <i>UAMP/</i> |
| | <i>GAMP/</i> |
| <i>Panel for consideration of appeals against decisions of Boards of Examiners for taught courses</i> | <i>EAP/</i> |
| <i>Special Examinations Panel</i> | <i>SEP/</i> |
| <i>Consultative Forum for Programme Directors for Taught Graduate Students</i> | <i>PGTDF/</i> |
| <i>External Degree Co-ordinators Forum</i> | <i>EDCF/</i> |
| <i>Conveners Consultative Forum</i> | <i>CCF/</i> |
| <i>Security Advisory Forum</i> | <i>SAF/</i> |

APPOINTMENTS COMMITTEE

| | |
|-------------------------|------------|
| | AC |
| Promotions Subcommittee | PSC |

COMMITTEES ADVISORY TO THE DIRECTOR

| | |
|---|-------------|
| Academic Support Staff Committee | ASSC |
| Athletics Committee | AthC |

Notes

- * Joint subcommittee of the APRC and FGPC
 - ** Joint committee of the Academic Board and Council
- The future of the Careers Service Advisory Committee is under review