



Boards of Studies at the University of Amsterdam

A guide for Board of Studies members

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Summary

The Board of Studies play a key role in assuring the quality of teaching and the teaching process and the culture of quality overall. The University of Amsterdam (UvA) attaches great importance to the proper functioning of its Boards of Studies. Each Board is made up of lecturers and students belonging to a specific degree programme. It is advisable to base the selection of members on a comprehensive and transparent method. Appointment and membership procedures are laid down in the Faculty Regulations by the dean.

By law, the Board of Studies is tasked with advising on the Teaching and Examination Regulations and their implementation. Under the Management and Administration Regulations, they furthermore are responsible for providing recommendations on curricular implementation and policymaking within the College and the Graduate School, and for monitoring the quality of incoming and graduating students, of academic student counselling and of the alignment between Bachelor's and follow-on Master's programmes. The Board communicates principally with the programme director, the Faculty Student Council and the Examinations Board. It is also expected to maintain good ties with programme staff and students and to boost its own visibility through various communication channels. The Board is furthermore involved in programme accreditations, during which representatives from the Board are asked to meet with the assessment panel. In the event of a remediation period, the assessment panel will ask the Board to advise on the programme's remedial plan.

It has been agreed UvA-wide that all Boards of Studies must meet at least four times a year. Insofar as possible, all Board members are to attend every meeting. Guests, such as the College/Graduate School director, programme director or quality assurance officer will also regularly attend meetings at the Board's invitation. At the final meeting of each academic year, the Board will evaluate its work over the past term and formulate areas of concern in the new academic year, which will be laid down in the Board's annual report, to be adopted by no later than early October. This Annual Report in turn provides input for the College's or Graduate School's annual report on education and the faculty's Annual Report.

In order for a Board of Studies to function as intended, a number of key facilities must be available. This includes all relevant information, training, support and various practical facilities.

1. Introduction

A Board of Studies is made up of lecturers and students from a particular degree programme and has the key task of assuring the quality of teaching and the teaching process and the culture of quality overall. Formally, the Board is tasked with advising on the Teaching and Examinations Regulations and their implementation. It also provides solicited and unsolicited recommendations on all aspects of education (Section 9.18 of the Dutch Higher Education and Research Act [*Wet op het Hoger onderwijs en Wetenschappelijk onderzoek, WHW*]). As such, it plays an indispensable role in assuring quality. The University of Amsterdam (UvA) attaches great importance to the proper functioning of its Boards of Studies.

This guide has been compiled to inform new and existing Board of Studies members at the UvA about their tasks and the role of the Boards. It takes an in-depth look at the Board's position within the programme organisation overall, its composition, the tasks and role of the Board, the importance of liaising with colleagues and students, coordination with other representative advisory bodies and so forth. The guide provides a detailed explanation of the Model Standing Regulations for Boards of Studies and gives various additional useful tips. In short, it tells you everything you need to know about the Boards of Studies.

It should be noted that the most recent legislative amendments made under the Dutch Enhanced Governance Powers (Educational Institutions) Act (*Wet versterking bestuurskracht onderwijsinstellingen*) have not yet been incorporated in this guide. These changes, which will enter into force on 1 September 2017, concern the composition, tasks and functioning of Boards of Studies. A revised guide will be distributed before September 2017 which will also incorporate any recommendations resulting from the Education Inspectorate's still ongoing investigation into the functioning of Boards of Studies.

2. Structural position of the Board of Studies in the programme organisation

University

The UvA is centrally directed by its Executive Board (*College van Bestuur*), which always consists of at least three members: the Chairperson, the Vice-Chairperson and the Rector Magnificus. Members of the Executive Board are appointed by the Supervisory Board. Participation in University decision-making is arranged in the Central Works Council (*Centrale Ondernemingsraad*) and Central Student Council (*Centrale Studentenraad*), each of which have 14 members. Members of the Central Works Council are elected by staff members, members of the Central Student Council by students. Statutory provisions stipulate the matters on which the Executive Board is obligated to inform the representative bodies, those on which the Executive Board is obligated to ask their advice and those on which it requires their approval. For example, the joint meeting of the Central Works Council and Central Student Council has the right of approval in matters pertaining to the structure of the quality assurance system.

Faculty

Teaching and research are organised within seven faculties. Each faculty is directed by a dean, who is appointed by the Executive Board. The dean is responsible for teaching, research and policy relating to operational management (including personnel policy) within their own faculty. Participation in faculty decision-making is arranged in the Faculty Student Council (*Facultaire Studentenraad*) and the Works Council (*Ondernemingsraad*). As in the case of the central councils, members of these bodies are elected by students and by staff members, respectively. The Faculty Student Council has the right of approval on certain elements of the Teaching and Examination Regulations, on which the Board of Studies has a right to advise. In exceptional cases, the Faculty Student Council can bring a dispute before the arbitration committee on behalf of the Board of Studies. Given the complimentary nature of the knowledge and authorities of the Board of Studies and the faculty student council, it is to their mutual benefit to collaborate.

Colleges and Graduate Schools

All degree programmes at the UvA are organised within Colleges (Bachelor's programmes) and Graduate Schools (Master's and doctoral programmes).¹ The dean appoints a director to head each College or Graduate School. Some Colleges and Graduate Schools offer only one degree programme, while several run a cluster of programmes. Colleges and Graduate Schools are responsible for implementing these degree programmes and for an effective quality assurance system. Each degree programme is headed by a programme director, who is responsible for the quality of that degree programme. Each programme (or programme cluster) is also overseen by at least two boards charged with assuring that quality; namely, a Board of Studies and an Examinations Board.

¹ The structure of degree programmes at the AMC-UvA currently differs in several respects.

Examinations Board

The Examinations Board consists of experts in the domain of the degree programme and on testing (usually programme lecturers) and is responsible for guaranteeing the quality of all examinations. One of the duties of an Examinations Board is to formulate rules for the effective administration of exams. Additionally, it is the body ‘that makes the objective and expert determination of whether a student has fulfilled the criteria laid down in the Teaching and Examination Regulations in respect of the knowledge, understanding and skills needed to obtain a degree’ (WHW, Section 7.12).

Board of Studies

The Board of Studies consists of an equal number of student and faculty members and advises the programme director on the curriculum and the dean on the Teaching and Examination Regulations. The official task of the Board of Studies consists of advising on the Teaching and Examination Regulations and their implementation (WHW, Section 9.18) and, as such, it is instrumental in assuring the quality of the degree programme. The Board of Studies is an independent body.

In summary:

- The programme director is responsible for the quality of the degree programme.
- The Board of Studies advises the programme director, the College/Graduate School director and/or the dean, depending on the issue.
- The Examinations Board monitors the quality of the final examination and the degree certificate and fulfils a supervisory role.

3. Composition of the Board of Studies

The WHW provides that a Board of Studies must consist of an equal number of lecturers and students from the relevant degree programme, whether a single programme or cluster of related programmes. The Board's lecturer members must be active as teachers in the degree programme (or one of the programmes) concerned and student members must be enrolled in the degree programme (or one of the programmes) concerned.

Provisions on the Board's size are laid down in the Standing Regulations for that particular Board of Studies. The number of members depends in part on the number of degree programmes that the Board oversees. If it is responsible for a cluster of degree programmes, both the academic staff contingent and the student contingent must comprise representatives from each degree programme. If a Board is responsible for only one or a minimal number of degree programmes, it should preferably comprise lecturers from various research institutes and/or programmes (specialised tracks) and students from various years and/or programmes (specialised tracks).

Deans and College, Graduate School and programme directors, department chairs and Examination Board chairs are excluded from membership of a Board of Studies unless they are not affiliated with the degree programme which that Board oversees.

3.1 Positions and tasks

Chairperson

The Board shall choose a chairperson from among its members, normally during the first meeting of the new academic year. In the interests of continuity and authoritative effect, it is preferable that the Board be chaired by a lecturer member. The chairperson acts as the Board's representative both internally (vis-à-vis the programme, College and Graduate School directors and dean) and externally (vis-à-vis assessment panels in connection with the accreditation of the degree programme).

Tasks of the Chairperson:

- calls meetings and prepares the agenda together with the official Secretary and, where relevant, the Vice-Chairperson;
- at the opening of the meeting, ensures that all members agree on the agenda;
- reviews main points at frequent intervals during the meeting in order to facilitate the formulation of action points and recommendations;
- monitors affairs within the Board;
- ensures compliance with agreements;
- Leads the meeting (in most cases), ensures it runs smoothly and that each member has an opportunity to voice an opinion.

Vice-Chairperson

The Board may appoint a Vice-Chairperson in addition to the Chairperson. In that case, the positions of Chairperson and Vice-Chairperson should be held by representatives of the

different contingents. Thus, if the Chairperson is a lecturer, then a student should be appointed Vice-Chairperson, and vice versa.

Tasks of the Vice-Chairperson:

- participates in preparing the agenda;
- may assume the role of deputy Chairperson at meetings;
- may temporarily assume the role of the Chairperson during discussions pertaining to the teaching activities of the chairing lecturer.

Tasks of the other members:

- submit items for the agenda;
- liaise with colleagues and students;
- carry out assigned action points.

Official Secretary

The dean is responsible for arranging official support for the Board of Studies. The official Secretary may be either a member of the programme support staff or a student assistant. The official Secretary is not a member of the Board. Often, the official Secretary also serves as the Board's first point of contact for parties both within and outside the faculty.

Tasks of the official Secretary:

- provides administrative support;
- takes minutes at the meetings;
- maintains the files of the Board;
- deals with incoming and outgoing post;
- in coordination with the Chairperson, ensures that Board members receive all meeting materials on time;
- arranges meeting space.

3.2 Membership

Appointment of members

Members are appointed to the Board of Studies by the dean for a term of at least one year. Both lecturer and student members are eligible for immediate reappointment upon expiry of their term of appointment. Keeping student members on the Board for two or three successive terms is preferable as this makes it easier to train new student members (overlapping memberships).

New members can be nominated in a number of different ways. Lecturers can be invited by the department chair, by the College, Graduate School or programme director or by incumbent lecturer members to put themselves up for membership. Student members can be recruited by incumbent student members, the Faculty Student Council and study associations. When selecting members, it is advisable to base the selection procedure on a broad and transparent method. Examples include posting a vacancy notice on the UvA

website or in a study association newsletter and a selection procedure. The dean is in charge of the recruitment procedure and provides support as needed. The procedures governing the appointment and composition of the Board of Studies are laid down in the Faculty Regulations.

Termination of membership

Membership of a Board of Studies may be terminated in a number of different ways:

- at the end of the term of the member's appointment, provided the member is not reappointed;
- if the lecturer is no longer employed by the UvA or the student is no longer enrolled in the degree programme concerned;
- at a member's request;
- if a member repeatedly fails to attend the meetings without providing a valid notice of non-attendance.

In the last case, the Chairperson or official Secretary of the Board must always first contact the member concerned. That member is then also warned that a repeat occurrence will result in the submission to the dean of a proposal for the termination of their membership by the Board Chairperson.

4. Tasks of the Board of Studies

Section 9.18 of the WHW (see Appendix 2) provides that every degree programme must have its own Board of Studies. Under this law, Boards of Studies have the following three tasks:

1. to advise on the degree programme's Teaching and Examination Regulations;
2. to assess the implementation of the Teaching and Examination Regulations annually;
3. to provide solicited and unsolicited advice on all matters related to teaching within the degree programme.

The UvA's Management and Administration Regulations also specify a number of additional tasks that the University has charged to the Boards of Studies. These tasks are:

4. to advise the College or Graduate School director on curricular implementation and on policymaking at the College or Graduate School;
5. to monitor the quality of matriculated students and graduates;
6. to monitor the quality of academic student counselling;
7. to monitor the alignment of Bachelor's and follow-on Master's programmes.

The tasks are detailed below.

Re 1. Advise on the Teaching and Examination Regulations

The Teaching and Examination Regulations for a degree programme lay down the curriculum for that programme. Section 7.13 of the WHW (see Appendix 2) specifies the components that must be included in the Teaching and Examination Regulations. Broadly, these regulations lay down:

- the degree programme's objectives and learning outcomes, design of the curriculum and of the content, structure and key features of the units of study that make up the curriculum;
- requirements for admission to the degree programme, as well as to individual components within the programme (such as criteria for commencing the Bachelor's project);
- rules relating to examinations, including approval for courses chosen and rules for the honours programme;
- rules relating to academic student counselling and quality assurance.

In principle, the Teaching and Examination Regulations apply only to the academic year for which they have been adopted.

These Teaching and Examination Regulations are laid down by the dean each year. The dean or programme director asks the Board of Studies to issue its advice on the Teaching and Examination Regulations for that degree programme. The Board can ask the dean or programme director to explain any changes made to the Regulations. Similarly, if the Regulations are amended in the course of the year, the dean or programme director must ask the Board for its advice. Faculty agreements are made to ensure timely delivery of a draft version of the Regulations.

The Board issues its recommendations to both the dean and the programme director and sends a copy to the faculty representative advisory bodies, Faculty Student Council and Works Council for informational purposes.

When assessing a curriculum, the Board should first consider the question of whether the programme is achieving its objectives, and then look at the feasibility of the study load, the distribution or sequence of courses, the variety in work and test formats, the location and scope of work placements and electives, cohesion between components, timetables and so forth. When assessing course components, the Board's advice might focus on aspects such as forms of work and testing, study material and actual contact hours.

Re 2. Assess the implementation of the Teaching and Examination Regulations

The Board of Studies does not only give advice on the provisions of new Teaching and Examination Regulations, but also advises the programme director on their implementation. The programme director ensures that the curriculum and curricular components are evaluated on a regular basis, and that improvement plans on the basis of these evaluations are put into practice. Together, the Board of Studies and the programme director agree on the manner in which teaching evaluations will be used to assess the overall implementation of the curriculum.

Broadly, the Board's advice on implementation of the Teaching and Examination Regulations focuses on three areas:

- **Implementation of teaching:** this chiefly concerns the aspects covered in course evaluations, such as lecturer quality, study material, information about the course and the examination.
- **The curriculum:** this chiefly concerns cohesion between courses, distribution of the course load over the semesters and years, the structure of the curriculum and how it accommodates gifted students and students who require additional support, and the coherence with UvA teaching policy.
- **Other provisions under the Teaching and Examination Regulations:** this concerns advice about various provisions in the regulations on matters such as notification of examination results, academic student counselling and so forth.

In each case, a key criterion is whether the implementation can be expected to yield the targeted objectives.

A Board of Studies can utilise course evaluations (reports generated by UvA Q) in several different ways. It can choose to look at the evaluation results principally on a meta level and to use the course reports to identify structural problems. Alternatively, it can opt to look at the results on the individual course level and to recommend actions per module. However, bearing in mind that the course coordinator holds primary responsibility for the course, and therefore also for signalling problems and defining and implementing improvement measures, the first approach (meta-level assessment) is to be preferred. It goes without saying that the Board of Studies can still sound the alert if it notes problems in specific courses or if problems are not being resolved adequately. In that case, it is up to the programme director to take up the issue with the course coordinator. A Board of Studies (or its representative) can take part in and/or provide input for this discussion.

Evaluation of the teaching programme, including of learning pathways and internal coherence, should in any case be one of the Board of Studies' main areas of focus. The Board can draw on, among other things, the results of curricular evaluations, panel discussions (where relevant) and its own analysis of the programme. An in-depth evaluation of the programme must take place at least once every few years. A curriculum committee may be established to carry out in-depth evaluations, especially in instances where curricular amendments are planned. Ideally, the Board of Studies will be represented on such a committee and these representatives will report on the progress of curricular amendments to the Board so that it can in turn advise on each step of the process.

Re 3. Provide solicited and unsolicited advice on matters related to teaching

Boards of Studies can also advise on teaching-related matters that are not specifically covered in the Teaching and Examination Regulations. This advice might pertain to:

- results of the National Student Survey (NSE);
- evaluations conducted among alumni or professionals;
- staff evaluations;
- the quality culture;
- the manner in which curricular information is disseminated, including in the Course Catalogue;
- College/Graduate School planning procedures and Annual Reports;
- education reforms, such as curricular amendments, blended learning, etc.
- lecturers' office consultation hours;
- timetables;
- the number of examination opportunities;
- the use of ICT and other resources in teaching;
- the introduction of the binding study advice;
- the introduction of a threshold for advancing from the first to the second year of a degree programme;
- texts from the critical reflection written in connection with the degree programme accreditation;
- degree programme accreditation follow-up.*

Boards of Studies only advise on topics that are relevant to teaching.

** In some cases, the NVAO makes accreditation conditional on, for instance, the preparation of a remedial plan that is then assessed by the NVAO. Under the terms of the NVAO assessment framework, a degree programme must present a remedial plan to its Board of Studies for its advice.*

Re 4. Advise the College or Graduate School director on curricular implementation and on policymaking at the College or Graduate School

This task encompasses by and large the same points mentioned under Re 2 and Re 3 above. Depending on the topic, type of advice and scope of the issue, the Board may also direct specific policy recommendations to the dean or programme director.

Re 5. Monitor the quality of matriculated students and graduates

Monitoring the quality of matriculated students and graduates goes beyond simply assessing the quality of individual students (an authority reserved for the Examinations Board; see also Chapter 2), and relates to the broader task of monitoring the general standard of students who have been admitted to or graduated from the degree programme on the basis of input such as reviews of admission procedures, academic counselling, binding study advice (incoming students) and evaluations conducted among alumni or professionals (graduates). Using this information, a Board of Studies can, for example, recommend changing the entry requirements (chiefly in Master's programmes) or propose curricular modifications if an alumni survey should show that courses paid too little attention to a particular academic competence.

Re 6. Monitor the quality of academic student counselling

This task is included in consideration of the fact that, although academic student counselling is covered in the Teaching and Examination Regulations, it may not always be given its due importance within the degree programme. Academic student counselling is first and foremost the work of the study advisers, mentors and tutors, but lecturers may also be expected to play a role insofar as they are in a position by virtue of their teaching activities to assist students in shaping their academic career. The same applies to programme directors and track coordinators, who supply information and manage expectations.

Re 7. Monitor the alignment of Bachelor's and follow-on Master's programmes

This task is closely related to Re 5. Bachelor's graduates must be equipped to enrol in a follow-on degree programme. Although follow-on Master's programmes as such no longer exist, usually there are one or more Master's programmes recognised as forming a logical progression. The Board of Studies is expected to advise on any problems affecting alignment between pairs of degree programmes and on ways of improving their alignment.

5. Functioning of the Board of Studies

5.1 Advisement procedure

Boards of Studies can issue advice in one of two ways: upon request or at their own initiative. In the case of solicited (requested) advice, the Board receives a specific question from the programme director or dean (such as in the case of the Teaching and Examination Regulations). The request usually also specifies a deadline for the response (often 28 days). If the matter is particularly urgent, the dean or programme director can include a clause stating that if the Board does not respond within the specified term, its advice will be assumed to be positive. Boards can also provide unsolicited advice (at their own initiative) on all manner of issues relating to education. The person to whom the advice is directed (dean, programme director, College/Graduate School director) must respond within 28 days; failing this, the Board will report the matter to the next management level.

The Board of Studies issues its advice in writing, by letter or email. A copy of all the Board's recommendations should be appended to the meeting minutes for reference purposes. It is advisable to include a list at the end of the minutes of all recommendations made, together with the date on which they were issued, to whom, and whether there has been a response. This will enable the Board to monitor the extent to which its advice is actually followed up. Noting the date ensures that the topic can always be looked up in old meeting minutes. Responses to Board recommendations must be made in writing.

If the receiving party does not adopt the recommendation, it must substantiate why. If the Board has questions about the response, it can invite the relevant person to one of its meetings.

5.2 Relationship with the Faculty Student Council

Many of the topics on which the Boards of Studies give advice overlap with the Faculty Student Council's area of concern, namely: the quality of teaching and how to improve it.² The Faculty Student Council has a right of approval and a right to be consulted on several topics and as such can help to strengthen the Board's role as a representative advisory body. Discussion between the Board of Studies and the Faculty Student Council is therefore crucial. One option is to invite a Faculty Student Council member to attend all meetings of the Board of Studies as an observer. Another is to set up a faculty student consultation in which Faculty Student Council members and student members of the Board of Studies meet on a regular basis.

Should the Board fail to receive a response to a recommendation or if its advice is not followed, the Faculty Student Council may initiate proceedings with the arbitration

² This also applies, to a lesser extent, to the works council.

committee, provided it supports the Board's advice. In such cases, the Faculty Student Council shall always decide a course of action with due regard for its insight into the broader faculty policy, particularly as regards teaching.

The WHW provides that the Board of Studies must inform the Faculty Student Council of all recommendations it issues by sending a written copy.

5.3 Relationship with the programme director

The programme director is the Board of Studies' most important discussion partner. The programme director is responsible for keeping the Board informed about targets that are relevant to its tasks in a timely manner. It is important that the programme director share faculty or programme annual plans and policy agendas with the Board so that it can reserve room in its own agenda to discuss them. The Board of Studies, for its part, is responsible for informing the programme director of which documents and files it needs. In general, the Board Chairperson and the programme director are advised to keep in regular contact to ensure the best possible coordination.

5.4 Relationship with the Examinations Board

The Teaching and Examination Regulations include a section on assessment and testing. The Examinations Board advises on these provisions and how they are put into practice, just as the Board of Studies does. It is therefore advisable for the two bodies to communicate about these topics with each other and to discuss the draft Teaching and Examination Regulations during a joint meeting at a fixed point in the year.

5.5 Liaising with colleagues and students

Members of the Board of Studies represent all lecturers and students in the degree programme. It is essential that Board members keep in touch with their fellow lecturers and students in order to keep track of issues of current concern. The Board must therefore be easy to find on the faculty and/or degree programme website and have an email address to which students (and lecturers) can write and an inbox to which all Board members have access. It is up to the faculty to facilitate these communication channels.

Visibility lowers the threshold for students to seek out the Board of Studies. Student members should also actively liaise with fellow students and advertise themselves as a point of contact, for example by providing information at the beginning or end of lectures, enlisting the study association or contributing to its newspaper. Broad recruitment of new members also serves to enhance visibility. Perhaps the best means of increasing the Board's visibility, however, is to organise and encourage discussion about teaching in that degree programme. Theme meetings and focus groups not only yield insights that can feed into the Board's recommendations, but also contribute to its visibility. This said, sometimes it can be difficult to organise such activities as an extension of a tutorial meeting or lecture.

At the very least, the Board must publish its Annual Report and agenda on the degree programme website. Other communication channels are Facebook and Blackboard, where teaching evaluations (anonymous or not), public versions of the minutes and a newsletter can be posted.

5.6 Accreditation

All degree programmes in higher education must be accredited. Accreditation is granted by the Accreditation Organisation of the Netherlands and Flanders (NVAO), and accredited degree programmes must be assessed once every six years. The accreditation assessment framework used by the NVAO – as laid down by the Dutch minister of Education, Culture and Science and available on www.nvao.net – reviews the quality of degree programmes based on various factors, including a report submitted by an assessment panel of independent experts. The assessment panel bases its opinion on a critical reflection supplied by the degree programme and on the assessment visit itself, during which interviews are conducted with lecturers, students and others involved in the degree programme. This also always includes a meeting with the Board of Studies. In most cases, lecturer and student members of the Board are interviewed together, but occasionally the two contingents are consulted separately. Among the aspects considered in these interviews are whether the statements made in the self-evaluation can be substantiated with facts and are supported by students and lecturers in the degree programme. In the event of a remediation period, the NVAO assessment framework requires that the degree programme submit its remedial plan to the programme's Board of Studies for its advice, and that this advice is presented to the assessment panel.

Under a proposed amendment to the accreditation system, students will have the right to make a separate, independent written contribution to the self-evaluation, for example in the form of a chapter. The content and final result of this contribution is the sole responsibility of students enrolled in the degree programme concerned. This chapter (for example), describes students' experience of the degree programme and areas in which they think work is needed and/or where opportunities lie for the future of the degree programme. Those responsible for writing it are expected to use valid and representative student evaluations wherever possible. The aim of this contribution is to enable students to formulate their own perspective on the programme and share it with the assessment panel. Student members of the Board of Studies are expected to fulfil a coordinating role in the preparation of this contribution. Under the proposed amendment, the faculty will be required to enable all students enrolled in the degree programme concerned to avail themselves of their right to contribute, whether through the Board of Studies or a student body. The faculty is responsible for submitting this independent student contribution, if provided, together with its own self-evaluation.

At the time of writing this guide, it was not yet clear if and when this amendment to the accreditation system may be implemented. It is possible that it will apply to several Boards of Studies as early as the 2016 – 2017 academic year.

5.7 What to do in the event of poor functioning?

It is in every degree programme's interest to have a properly functioning Board of Studies. Most Boards develop their own effective working procedures. Occasionally, problems may arise, however, that the Board is unable to resolve on its own. Examples could include:

- The College/Graduate School director fails to supply the Board with the annual plan of that College/Graduate School or deviates from the adopted plan without informing the Board members.
- The Board does not have all relevant information on time.
- Individual members of the Board are frequently absent and/or insufficiently prepared at meetings.
- The Board's advice is not taken seriously and/or not adopted, with no reasons provided.
- The Board's advice concerns areas that are not related to teaching.

If problems arise, they should be discussed with the programme director or College/Graduate School director. Should the problems relate to cooperation with the programme director, the College/Graduate School director can be called in; if they relate to cooperation with the College/Graduate School director, the dean can be called in.

6. Meetings

The Standing Regulations lay down how often a Board of Studies is required to meet. It has been agreed UvA-wide that all Boards of Studies must meet at least four times a year. Insofar as possible, all Board members are to attend every meeting. Guests will also regularly be invited, including the College/Graduate School director or programme director, or a quality assurance officer.

All the usual tips for holding an effective meeting apply equally to meetings and decision-making within the Boards, including: work according to an agenda with a timeline, ensure all members come to meetings well-prepared, put the most important items at the top of the agenda, allow everyone to have their say, take each other seriously, etc.

There are also a number of additional points of especial relevance to meetings of a Board of Studies:

- While the College/Graduate School and programme directors regularly attend the meetings, Boards of Studies may choose not to invite them. The Board of Studies is an independent body. Meetings may include discussions of subjects that make the presence of programme management undesirable.
- It often happens that the programme director uses Board meetings to bring everyone up to date, thereby turning the entire meeting into more of an informational update. While the Board can opt for this format, it is essential that it subsequently come to its own independent opinions.
- It also frequently happens that, although there is active discussion during the meeting, no conclusions are drawn and no follow-up actions agreed. Boards of Studies are therefore advised to briefly recap the conclusions after discussing each item and to state any actions to be taken.
- It is possible that discussions will include the evaluations of courses taught by lecturer members of the Board. In that case, the procedure adopted must be the same as for other lecturers. If lecturers normally are not invited to attend discussions of course evaluations, then the lecturer member concerned will have to leave the meeting in such cases. They can then be called back into the meeting after the discussion is finished and the conclusions have been recorded. Where a course evaluation concerns the Chairperson, the Vice-Chairperson can temporarily chair the meeting.

6.1 Preparatory meeting for student members

In view of the fact that the topics discussed during meetings of the Board of Studies may be less familiar to students than to lecturers, student members (the student contingent) are advised to organise their own preparatory meetings. If the Vice-Chairperson of the Board is a student member, they can also serve as Chairperson of the student contingent. During a preparatory meeting, students can help to familiarise each other with the information. Preparatory meetings can also be useful to strengthen students' position in the Board in other ways. Students sometimes experience their position in the Board as somewhat

difficult, as lecturers not only have more expertise than they do, but also have a certain authority vis-à-vis the students. By organising preparatory meetings in which the topics can be discussed and joint viewpoints determined on particular items, students will be better able to effectively represent the student perspective in the Board.

6.2 Guests

The Board of Studies is free to invite guests to attend its meetings. Obvious candidates include the programme director, the College/Graduate School director, the study adviser, a programme coordinator, a quality assurance officer or another staff member with a specific area of expertise, such as testing and assessment. Representatives from the Faculty Student Council or a relevant student association may also be invited. Non-members (lecturers and students) are free to ask to attend meetings as guests, for example if a student has a complaint they wish to report to the Board. The Board always has the right to refuse guests or to invite them for a part of the meeting only.

6.3 Minutes

The official Secretary drafts minutes at each meeting, which are formally laid down at the following meeting. The minutes state each item on the agenda and provide a summary of the discussion, key conclusions and follow-up actions. The minutes should always conclude with a list of actions to be taken and an overview of all recommendations issued in that academic year.

If the Board of Studies opts to make its minutes available to other lecturers and students, it must remove any texts that could be connected with the performance of individual persons.

6.4 Annual plan and Annual Report

The Board of Studies can ensure it works more effectively by drawing up an annual plan. When drawing up such a plan, it is important to agree to items in consultation with the College/Graduate School director and/or programme director. Usually, the programme director will also have prepared a plan of activities, including for submission of the Teaching and Examination Regulations to the dean, educational reform proposals, discussion of evaluation reports and so forth, which should additionally leave room for advisement by the Board, taking account of the time reasonably needed for it to respond to advisement requests. Consequently, the programme director's schedule will determine the annual plan of the Board of Studies to some or even a significant extent. Alongside the items submitted by the programme director, the Board can also select a few themes of its own on which to focus during the year.

At the final meeting of each academic year, the Board will evaluate its work over the past term and formulate areas of concern in the new academic year, which will be laid down in the Board's Annual Report, to be adopted by no later than early October. This Annual Report

in turn provides input for the College's or Graduate School's annual report on education and the faculty's Annual Report.

The Annual Report should be prepared in such a way that it is accessible enough to be distributed among all students and lecturers in the degree programme, thereby ensuring everyone with a stake in the degree programme is apprised of developments.

6.5 Voting

If a meeting is unable to reach a consensus on an issue, the issue should be decided by a vote. Whenever taking a decision, the Chairperson must first provide a clear overview of the issue at hand and then give everyone a chance to voice an opinion and discuss points on which opinions differ. In this way, the Chairperson will seek to reach a consensus decision. A vote is taken only in cases where no consensus can be reached. All official members of the Board of Studies are entitled to vote. In Boards of Studies that draw a clear distinction between representatives of Bachelor's and Master's students, it must determine which group should be permitted to vote on a given issue. Votes regarding persons must be cast by ballot. In all other cases, votes will be cast by raising hands, unless any member requests that votes be cast by ballot. The Chairperson will offer all members the opportunity to briefly state reasons for their vote.

Where the vote concerns advice to be issued by the Board, the matter is decided by a simple majority of votes. The manner in which this majority is determined (e.g. the Board as a whole or within the individual lecturer and student contingents) is laid down in each Board's Standing Regulations. If a vote is tied between the student contingent, on the one hand, and the lecturer contingent, on the other, and that vote concerns a request for advice, then both positions will be stated in the advice issued. In all other cases where the votes are tied, the Board will not issue a recommendation.

6.6 Open meetings and confidentiality

The Standing Regulations for the Board of Studies must establish whether the meetings are in principle open or closed. There are arguments in favour of both options. An open meeting takes account of the fact that the lecturer and student members represent all lecturers and students involved in that degree programme. A meeting that is in principle closed ensures lecturers' privacy is protected during the discussion of course evaluations.

A fairly large number of confidential documents pass through Board members' hands, including course evaluations in which lecturers and other factors are appraised. Everything discussed during the meetings must therefore be treated confidentially, even when it has not been explicitly stated that documents are confidential.

7. Facilities

7.1 General

In order for the Board of Studies to function as it should, a number of key facilities must be available:

- All information that the Board requires for the performance of its tasks. the faculty will draw up a list of the documents that must in any case be shared with the Board;
- conference room: the dean is obligated by law to make a conference room available to the Board;
- annual introductory course for new Board members, including a thorough overview of the Teaching and Examination Regulations;
- email address: the Board must have an accessible email address that is included in the UvA list of contacts, ensuring that lecturers and students can easily locate their degree programme's Board of Studies;
- pigeon hole: there must be clear agreements on how post is processed;
- secretarial support;
- arrangements regarding printing and copying costs;
- digital archive: it is useful to set up a digital archive, which also enables new members to consult Board files during their training period;
- website: the Board must be easy to find on the faculty, College/Graduate School and degree programme (www.student.uva.nl) websites. Ideally, it has its own web page, Blackboard page or similar where it can post information for fellow lecturers and students;
- Administrative Body Membership Grants: student Board members can qualify for Administrative Body Membership Grants from the Profiling Fund. The application form for these grants is available from the Student Service Desk;³
- lecturer members are compensated for their Board activities in hours.

7.2 Training

Members of the Board of Studies, like members of all representative advisory bodies, are entitled to training. It is important that new Board members also take advantage of this facility. Such training usually consists of a short course covering the tasks and position of the Board of Studies and the nature of the Teaching and Examination Regulations, as well as the recommended procedure for advising on these Regulations. Various student organisations also offer their own courses specifically for students.

³ <http://student.uva.nl/az/content/keurzen/financiele-steun-van-de-uva/bestuursbeurs/opleidingscommissie/bestuursbeurzen-voor-leden-opleidingscommissie.html>

List of abbreviations

ACTA	Academic Centre for Dentistry in Amsterdam
AMC-UvA	Academic Medical Center (Faculty of Medicine)
BA	Bachelor's
BaMa	Bachelor's-Master's
BB	Blackboard
CBO	Executive Council (advisory committee comprised of faculty deans and the Executive Board)
COBEX	Examinations Appeal Board
COR	Central Works Council
CSR	Central Student Council
CvB	Executive Board
ECTS	European Credit Transfer System; academic credits
FB	Faculty Board
FdR	Faculty of Law
FEB	Faculty of Economics and Business
FGW	Faculty of Humanities
FMG	Faculty of Social and Behavioural Sciences
FNWI	Faculty of Science
FSR	Faculty Student Council
HBO	Higher professional education
AUAS	Amsterdam University of Applied Sciences
MA	Master's
NVAO	Accreditation Organisation of the Netherlands and Flanders
BoS	Board of Studies
OCW	Dutch Ministry of Education, Culture and Science
OER	Teaching and Examination Regulations
OR	Works Council
SIC	Service and Information Centre
UCO	University Committee on Education
UOC	University Research Committee
VSNU	Association of Universities in the Netherlands
WHW	Dutch Higher Education and Research Act
WOR	Dutch Works Councils Act
WSF	Dutch Student Finance Act

Standing Regulations for the Boards of Studies

of the **Faculty of XXX (FILL IN NAME)**

XXX Board of Studies (fill in BoS name)

Article 1 Definitions

In these Regulations, the following terms have the following meanings:

Faculty Regulations: regulations within the meaning of Section 9.14 of the WHW;

degree programme: a degree programme within the meaning of Section 7.3 of the WHW;

Board of Studies: a committee within the meaning of Section 9.18 of the WHW.

The Board of Studies may hereinafter be referred to as 'the BoS';

academic year: the period commencing on 1 September and ending on 31 August of the following year;

Management and Administration Regulations: regulations within the meaning of Section 9.4 of the WHW;

WHW: the most recent version of the Dutch Higher Education and Research Act (*Wet op het Hoger onderwijs en Wetenschappelijk onderzoek*).

Article 2 General

The dean will appoint a BoS for each degree programme or cluster of degree programmes.

The degree programmes administered by the **XXX BoS (fill in name)** are:

degree programme 1 name (name as in CROHO)

degree programme 2 name (name as in CROHO)

...

Article 3 Composition and appointment of members

The BoS will consist of **[x]** members, **[x/2]** of whom are academic staff tasked with teaching in the degree programmes and **[x/2]** of whom are students enrolled in one of the degree programmes referred to in Article 2.2. Members of the BoS will be appointed by the dean.

The lecturer members will be appointed for terms of up to two years. The student members will be appointed for a term of one year. Members will be eligible for immediate reappointment upon expiry of their term of appointment. The College/Graduate School director, programme director, department chairperson and the chairperson and the Secretary of the Examinations Board cannot be appointed to the BoS. If the BoS is responsible for a cluster of degree programmes, both the lecturer contingent and the student contingent must comprise representatives from each of these degree programmes. The BoS shall endeavour to appoint lecturers from different institutes and/or programmes to the lecturer contingent and students from different programmes and/or academic years to the student contingent, where applicable.

The dean will ascertain if proposed appointments have the necessary support of the College/Graduate School director, the programme director and the current members of the BoS. The BoS may invite a number of advisers, such as academic study advisers, didactic staff, College/Graduate School staff and/or coordinators to their meetings. These advisers do not have voting rights.

Article 4 Termination of Board of Studies membership

Membership in the BoS terminates:

at the end of the term of the appointment;

at the member's written request;

if a member no longer meets the conditions of membership;

if a member repeatedly fails to attend the meetings without providing a valid notice of non-attendance.

The Chairperson and Secretary of the BoS are charged with determining whether there is a situation within the meaning of paragraph 1(d). Prior to adopting a proposal to terminate membership as referred to in the previous sentence, at least one written warning will be issued to the member in question. The dean will be informed of the proposal to terminate membership. In the event of an interim appointment to a vacant seat, the membership term of the new member will terminate at the end of the term of the member they replaced.

Article 5 Chairperson, Vice-Chairperson and official Secretary

The BoS will elect a Chairperson from among its members by a simple majority of votes. In principle, the position will be filled by a lecturer. The BoS will elect a Vice-Chairperson from among its members. In principle, this position will be filled by a student. Both the Chairperson and the Vice-Chairperson will be elected for the duration of their appointment and will be eligible for immediate reappointment. The BoS will be assisted by an official Secretary. The official Secretary is charged with recording the minutes of BoS meetings and maintaining the files. The official Secretary also assists the Chairperson in preparing recommendations. The tasks of the Chairperson will in any event comprise the following:

representing the BoS;

chairing BoS meetings;

preparing the meeting agenda and the meeting report in collaboration with the Vice-Chairperson and the official Secretary;

scheduling meetings in collaboration with the official Secretary;

preparing the Annual Report in collaboration with the Vice-Chairperson and the official Secretary.

If the Chairperson is absent, the Vice-Chairperson will act as the Chairperson.

The Chairperson and the official Secretary are jointly responsible for ensuring that each member is duly and equally informed in good time of every meeting.

Article 6 Tasks of the Board of Studies

issues recommendations to the dean on the Teaching and Examination Regulations annually;

reviews the implementation of the Teaching and Examination Regulations annually;

may offer solicited and unsolicited advice on all matters relating to the educational components of the degree programme;

advises and assists the College/Graduate School director in respect of the coordination of the teaching programmes and on policymaking at the College or Graduate School;
monitors the quality of matriculated students and graduates;
monitors the quality of academic student counselling;
monitors the alignment between Bachelor's programmes and follow-on Master's programmes.

Article 7 Board of Studies working procedures

The Boards of Studies of different degree programmes or degree programme clusters may conduct joint meetings. The BoS meets **at least four times a year** and on as many additional occasions as the Chairperson deems necessary. The BoS Chairperson will in any event decide to convene a meeting at the written request of a majority of BoS members. The meeting schedule of the BoS is drawn up for each semester by no later than the first meeting of that semester and published on the degree programme website. The BoS will prepare an annual plan at its first meeting of the academic year. The annual plan also specifies information the BoS expects the faculty, College/Graduate School director and/or programme director to provide, together with the relevant deadline. In principle, BoS meetings are **open/closed**, unless determined otherwise by the BoS. Guests who wish to attend a BoS meeting should submit their request to the official Secretary.

- a. The BoS can invite certain individuals to attend meetings as observers or speakers.
- b. The BoS will invite the programme director on at least two occasions each year for either the entire meeting or part of the meeting.

If a particular topic requires further elaboration, the BoS may establish a committee for that purpose. The relevant committee will consist of at least two people and will report to the BoS. The BoS will ensure that students and lecturers involved in the relevant degree programme are aware of its activities. BoS members serve as contact persons for all parties involved in the degree programme. Any person wishing to discuss any points with the BoS may contact a member of the BoS to have the item added to the meeting agenda. The minutes of BoS meetings will be made available to the programme director. The BoS will use the final meeting of each academic year to evaluate its work over the past year, and will use this evaluation to formulate areas of concern in the new academic year. The BoS will release its evaluation in the form of an Annual Report and post it on the website of the degree programme.

Article 8 Procedure for issuing advice

The BoS may only issue a recommendation if at least half plus one of all BoS members are present at the meeting. The BoS will always issue recommendations in writing, either in the form of a separate letter or as an appendix to the minutes. Recommendations issued must always include a request to the addressees to respond in writing as soon as possible, but in any event within no more than 28 days. If the relevant party does not respond or fails to provide a sufficiently substantiated response to any advice issued by the BoS within 28 days, this will be reported to the next management level. The official Secretary will ensure that the dean and the Faculty Student Council receive a copy of each recommendation issued by the BoS. To the extent that the recommendation issued by the relevant BoS is not followed upon the adoption, amendment or implementation of the Teaching and Examination Regulations, reasons must be given for this decision. In the event of a dispute arising from a decision

taken by the dean not to follow the specific advice of the BoS, the BoS may ask the Faculty Student Council to act on its behalf by bringing the dispute before the arbitration committee as referred to in Section 9.39 of the WHW.

Article 9 Voting

Votes will be cast to determine a position if deemed necessary by any BoS member. Voting may only take place if a majority of BoS members are present at the meeting. **The required majority is ### members.** Votes on persons must be cast by ballot. In all other cases, votes will be cast by raising hands, unless any member requests that votes be cast by ballot, in which case the vote will be cast by ballot. The Chairperson will offer all members the opportunity to briefly state the reasons for their vote. The BoS will take decisions on adopting advice and decisions by a simple majority of votes. Blank votes will not be counted. If a vote is tied between the student contingent and the lecturer contingent, and the vote concerns a recommendation, then both positions will be stated in the recommendation issued. In all other cases where the votes are tied, the BoS will not issue a recommendation.

Article 10 Confidentiality

All those who are involved in performing the tasks of the BoS and in so doing gain access to information which they know or should reasonably suspect is confidential are obliged to maintain confidentiality.

Article 11 Facilities

The dean will provide facilities and training opportunities to assist the BoS in the proper performance of its tasks. These will in any case include:

- the timely provision of all information that the BoS requires for the performance of its tasks;
- provision of appropriate meeting facilities;
- provision of an annual introductory course for new BoS members.

Article 12 Final provisions

These Standing Regulations were adopted by the dean at the recommendation of the Boards of Studies on ### and replace the previous regulations. The Standing Regulations will be sent to the programme directors and College/Graduate School directors for informational purposes. These Standing Regulations are subject to amendment pursuant to a decision by the dean following the advice of the BoS. Requests to amend these Standing Regulations should be submitted to the dean. Amendments to the Standing Regulations will take effect the day after the date on which the amendments were adopted by the dean. The BoS will decide on any cases not provided for in these Standing Regulations.

Explanatory notes to the Standing Regulations for the Board of Studies

The Standing Regulations for the Board of Studies have been drawn up with a view to improving the quality of the Boards of Studies and the uniformity of working procedures, and in so doing to safeguard the quality of teaching. It is up to the faculties to determine whether Standing Regulations will be laid down at the faculty, College/Graduate School or Board of Studies level. However, the present model is to be used as the template in all cases. Those parts of the text highlighted in yellow can be completed by the faculty or Board itself, thus giving it certain leeway. Additional articles may also be added where this is deemed desirable. If a faculty, College or Graduate School normally uses a different set of terms, it may adjust the text accordingly. The Management and Administration Regulations refer to a *minimum* of one Board of Studies at each college or graduate school; this corresponds with the way in which the Boards are organised.

Notes on specific articles

Article 5 paragraphs 1 and 2

A faculty/College/Graduate School/Board of Studies can determine that the position of Chairperson must be held by a lecturer. A Board of Studies can also opt to appoint a Vice-Chairperson in addition to the Chairperson. In that case, it is important that these different positions be held by representatives of the different contingents. Accordingly, if the position of Chairperson is held by a lecturer, then a student should hold the position of Vice-Chairperson, and vice versa.

Article 5 paragraph 4

The position of official Secretary may be held by either a College/Graduate School staff member or by a student assistant. The official Secretary is not a member of the Board.

Article 6 paragraph 7

This paragraph relates to the need to monitor the general standard of students who have been admitted to or graduated from the degree programme on the basis of input such as reviews of admission procedures or binding study advice (incoming students) or of evaluations conducted among alumni or professionals (graduates). The task of assessing individual students falls to the Examinations Board.

Article 7 paragraph 2

In this paragraph, the Board of Studies establishes the frequency of its meetings; however, the minimum number of meetings per academic year is set at four.

Article 7 paragraph 6

The Board of Studies is free to decide whether its meetings will be open or closed.

Article 9 paragraph 2



The Board of Studies is free to decide the manner in which the requisite majority is determined. Options include a simple majority or a majority within both the lecturer and student contingents.

Relevant links

On accreditation (NVAO)

www.nvao.net

On laws (e.g. WHW)

www.wetten.overheid.nl

Student councils at the UvA

www.studentenraad.nl/

UvA organisational chart

www.uva.nl/organisatie

ASVA Student Union

www.asva.nl

National student union (LSVB)

www.lsvb.nl

Dutch National Students Association (ISO)

www.iso.nl

Student participation at the UvA

www.student.uva.nl/centralestudentenraad

Regulations on Administrative Body Membership Grants

<http://student.uva.nl/az/content/beurzen/financiele-steun-van-de-uva/bestuursbeurs/opleidingscommissie/bestuursbeurzen-voor-leden-opleidingscommissie.html>

Sections from the Dutch Higher Education and Research Act (*Wet op het Hoger onderwijs en het Wetenschappelijk onderzoek, WHW*)

Article 7.13 Teaching and Examination Regulations

1. The institutional management will draw up Teaching and Examination Regulations for each degree programme or group of degree programmes offered by the institution. The Teaching and Examination Regulations contain adequate and clear information on the degree programme or group of degree programmes.
2. Without prejudice to the other relevant provisions of the Act, the Teaching and Examination Regulations will set out the applicable procedures and rights and obligations relating to teaching and examinations for each degree programme or group of degree programmes. This will at least include the following:
 - a. the content of the degree programme and of the relevant examinations;
 - b. the content of majors within the degree programme;
 - c. the knowledge, understanding and skills which a student is expected to have acquired upon completion of the degree programme;
 - d. the organisation, where necessary, of practical components;
 - e. the study load of the degree programme and of each of the units of study it comprises;
 - f. further rules, referred to in Sections 7.8b, subsection 6, and 7.9, subsection 5;
 - g. which Master's degree programmes apply Section 7.4a, subsection 8;
 - h. the number and order of examinations and the times at which they are administered to students;
 - i. whether the degree programme is full-time, part-time or work-study;
 - j. where necessary, the order and time periods in which and number of times per academic year that students will be given the opportunity to take examinations and final examinations;
 - k. where necessary, the length of time for which a passing mark on an examination remains valid, subject to the Examinations Board's authority to extend the validity period;
 - l. whether the examinations are oral or written or of another nature, subject to the Examinations Board's authority to provide otherwise in special cases;
 - m. the arrangements to be made within reason to enable students with a physical disability or chronic condition to take examinations;
 - n. the public nature of oral examinations, subject to the examinations board's authority to provide otherwise in special cases;

- o. the period within which the results of an examination will be announced, and the circumstances in which this period may be exceeded, if at all;
- p. how and within what period a person who has taken a written examination may obtain access to their assessed work;
- q. the manner and period in which questions and assignments that formed part of a written examination and standards on which the examination was assessed may be inspected;
- r. the conditions under which the Examinations Board may exempt students from taking one or more examinations on the basis of examinations or final examinations that the student has already passed in higher education or of knowledge or skills acquired outside higher education.
- s. where necessary, that a student must pass certain examinations before having the option of taking others;
- t. where necessary, the obligation to complete a practical component in order to be allowed to take an examination, subject to the Examinations Board's authority to grant an exemption from such an obligation, with or without imposing substitute requirements;
- u. monitoring study progress and individual student counselling;
- v. where applicable, the method by which students are selected for a special track within a degree programme as referred to in Section 7.9b; and
- x. the actual form and structure of teaching.

3. The Teaching and Examination Regulations set out how a person can effectuate their right to pursue a Bachelor's degree at a higher professional education institution as referred to in Section 7.8a, subsection 5, and the criteria that apply.

Article 9.18 Boards of Studies

A Board of Studies is set up for each degree programme or group of degree programmes. The responsibilities of the Board of Studies are as follows:

- a. to issue advice on the Teaching and Examination Regulations referred to in Section 7.13;
- b. to review the implementation of the Teaching and Examination Regulations each year; and
- c. to issue solicited or unsolicited advice to the degree programme board as referred to in Section 9.17 (1) and the dean on all matters relating to teaching within the relevant degree programme.

The Board submits all the advice referred to in a and c to the faculty council for informational purposes.

2. Section 9.35 (preamble and under b and c) applies *mutatis mutandis* to the advice referred to in subsection 1.
3. The faculty regulations stipulate procedural rules for the application of subsection 1 and regulate the appointments procedure and composition of the Board of Studies, provided that half of the total number of Board members are students enrolled in the relevant degree programme.
4. If a faculty only offers one degree programme, the Faculty Regulations may provide that the tasks and powers of the Board of Studies are performed by the faculty council as referred to in Section 9.37.

Article from the Management and Administration Regulations

Article 27

1. Each College and each Graduate School has at least one Board of Studies. One half of the members of the Board are students enrolled in a degree programme at that College or Graduate School.
2. The dean can decide to form a joint Board of Studies for multiple Colleges or multiple Graduate Schools.
3. The dean appoints the Board members after having consulted with the College or Graduate School director or directors.
4. In addition to its statutory tasks, the Board is responsible for:
 - a. advising and supporting the College or Graduate School director;
 - b. advising on curricula and policy development within the College or Graduate School;
 - c. advising on the quality of the degree programme;
 - d. advising on the quality of academic student counselling;
 - e. advising on the alignment between Bachelor's programmes and the designated follow-on Master's programmes, or vice versa, as applicable.