

REGENT EUROPEAN UNIVERSITY GOVERNANCE

This document provides a high level summary of governance at Regent
European University

April 2024



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Introduction

The legal authority of Regent European University (REU) is the approval to operate as a Private Higher Education Institution in the Republic of San Marino. This was granted **21.05.2025**. The University operates in full accordance with the Laws and Delegated Decrees of the Republic of San Marino.

Regent European University will reflect principles of good governance of universities¹ in its governance structure, drawing on the most suitable models for effective governance from across Europe.

The informing principles and underlying values are:

- Integrity, personal, professional and academic
- Financial and environmental sustainability
- Accountability
- Effective stewardship
- Transparency and honesty
- Service and selflessness
- Respect for all and the rejection of discrimination
- Pursuit of excellence
- Commitment to academic freedom
- Commitment to innovation, social, economic, cultural growth and diversity
- Commitment to the European dimension and community and to wider internationalisation

The fundamental values of the University are detailed in its statement of *Institutional Values and*

Code of Practice. The governance structure aligns with the Republic of San Marino *Legge Quadro* for Higher Education, the founding articles of association and statutes of the University, the objectives for European higher education² and the European strategy for Universities³.

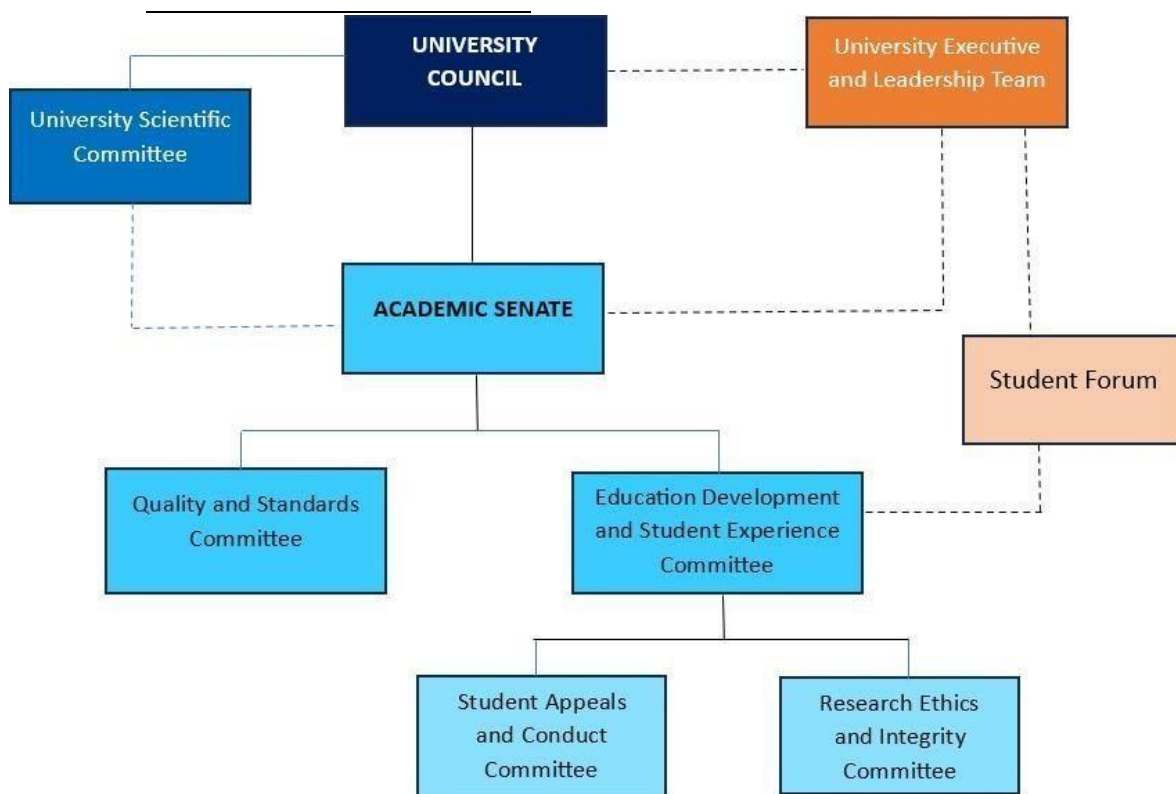
The approach to governance recognises the importance of independent, external expertise and of stakeholder involvement. As a degree-awarding body, governance also embodies the due separation of powers to distinguish between academic decision-making and financial or commercial interests. The University operates a 'fit for purpose' governance structure that best fits the nature of a private university and the sustainable plan for its future. The aim will be to maintain a lean structure capable of being extended as the institution grows.

¹ References include The Higher Education Code of Governance produced by the Committee of University Chairs (2020); [Scottish Code of Good Higher Education Governance](#) (2023); the Nine Principles of Public Life in Scotland

² [Higher education | Fact Sheets on the European Union | European Parliament \(europa.eu\)](#)

³ [communication-european-strategy-for-universities-graphic-version.pdf \(europa.eu\)](#)

Governance structure



The University Council, as the governing body, holds ultimate responsibility for the management of all aspects of the operation of REU. The Senate is the supreme academic body; it draws on the work of sub-committees to support it in its functions. The University Scientific Committee provides external

advice to, and supports, the University Council and Senate in their work. The Student Forum provides a clear locus for the voice of students at the University.

Principal Purpose and Strategic aim of Regent European University

As a university, the primary purpose of Regent European University is to provide programmes of study leading to the award of higher level degrees and to conduct scientific and artistic research and to do so in an environment that is free from discrimination and which promotes equality and academic freedom.

In designing and delivering programmes of study REU will offer programmes that provide challenging, relevant study which support individual development and growth, enabling its students to fulfil their potential as active, contributing citizens. We aim to provide transformative education that delivers for each individual and for society, the economy and culture and to do so within a supportive, collaborative and transparent learning community.



Principal Officers of the University

The principal officers of the University are:

- The President of the University and of the Council
- The Rector
- The University Secretary and Registrar (Pro-Rector)
- The Director of the University
- The Director of Finance
- The Academic Registrar
- Deans of School

The roles and functions of the Rector are set out in Annex 1

University Council

The University Council is the University's governing body and is the legal persona of the University and its Board of Directors.

Members of the Council are bound by the *Regent European University Code of Conduct for University Council and Members of Office* which is based on the seven principles of public life⁴.

In summary, the powers of the Council are:

- the administration and management of the whole revenue and property of the University in the interests of its financial and environmental sustainability;
- the regulation of the remuneration of all members of staff; and
- the establishment of Committees of its own members or others and the determination of the membership and the quorum of such committees.

All meetings of the Council must be formally constituted. There shall be an agenda, minutes shall be taken of all meetings, with all decisions recorded; minutes must be approved and signed by the Chair. Council may make formal resolutions as well as simple decisions. It will normally consult Senate on all academic matters and will draw on the advice and guidance of the Scientific Council.

Constitution⁵

The Constitution of Council shall be in accordance with the Statute and articles of association and, thereafter, in University Ordinances and Operating Regulations and shall consist of a minimum of two members and a maximum of seven. Officers of the University may be in attendance.

⁴ The [Seven Principles of Public Life](#), also known as the Nolan Principles are published by the UK government

⁵ Current members are set out in appendix X

Chancellor (Chair) *ex officio* Rector *ex officio*

A representative appointed by the Secretary of State with responsibility for university education Director of the University *ex officio*

Up to four further members of the Board of Directors



University Scientific Committee

While not legally responsible or accountable, the University Scientific Committee acts as a valuable and critical adviser to the University Council and Academic Senate. The Scientific Committee brings to bear a diversity of expertise and experience from both the education and non-education sectors. It

acts as the equivalent of the lay membership of the Council of a public university. Its function is to provide support and challenge, based on sound wisdom, values, ethics and integrity to identify areas for the further development of REU in realising the power of education to transform individuals and society.

The advice of the Scientific Council should be given with the goal of improving all aspects of the University's provision for the benefit of students, staff and other stakeholders. It will always be mindful of: the protection of the interests of students; the reputation of the provision; and the protection of the interests of the Republic of San Marino and the European higher education sector as a whole. Consideration should also be given to ensuring value for money, sustainability and efficiency.

The University Scientific Committee shall support and advise the Council and Senate in the following key areas though this list is not exhaustive:

- The educational character and mission of REU
- The development of university strategy
- The development of resources (human, tangible and intangible) • Improving the quality of teaching and learning
- Managing and using information effectively.

Constitution

- Independent Members: minimum of 5 (including the Chair)
- Chancellor *ex officio*
- Rector *ex officio*
- University Director *ex officio*

Other senior University staff may be invited to be in attendance.

Senate

The Senatus Academics (Senate or Academic Senate) is the University's supreme academic body.

The core function of the Senate is the overall planning, development and co-ordination of the academic activity of the University. Its role is to regulate and superintend the research, pedagogy, teaching and academic conduct of the University; it is responsible for the academic standards and quality of awards and the programmes of study leading to them.



In summary, the Senate:

- Sets the high-level policy and strategy on learning, teaching, assessment and curriculum development, working within the strategic direction of the University approved by the University Council
- Sets the high-level policy and strategy on research, artistic and scientific enquiry, working within the strategic direction of the University approved by the University Council
- Formally approves:
 - The award of degrees of the University
 - The award of Honorary degrees to individuals of high distinction
 - The decisions taken by formally constituted standing committees within their remit
 - The creation of new degree types
 - The Academic Regulatory Framework and Assessment Regulations
 - Academic Policies and Procedures, including those on academic conduct
 - Recommendations for the conferment of Emeritus status on retiring professors of the University who have an appropriate record of service and level of distinction
- Makes decisions on:
 - The establishment of new programmes of study
 - The closure of academic programs
 - Substantive modification of academic policies and procedures
 - The establishment of sub-committees, their remit and constitution
- Considers and may make recommendations concerning:
 - Any matters referred to it by Council
 - Draft Resolutions and Ordinances from the University Council on academic matters (it may also make a request to Council for a Resolution)
 - Any matters of general University interest, and those referred to it by Council or the Scientific Committee.

Constitution

- Rector (Chair) *ex officio*
- Director of the University *ex officio*
- The Registrar (Secretary to Senate) *ex officio*
- The Academic Registrar *ex officio*
- Deans of School *ex officio*
- One elected member of academic staff from each Faculty
- One elected member of the administrative staff of the University
- The President of the Student Forum *ex officio*
- One student from each School, elected by its student body.

In attendance

- Senior officer responsible for Student Support
- Senior officer responsible for information and digital services
- Secretary to University Council

Meetings

Senate meets at least three times a year.

The Chair has delegated authority to make urgent business decisions which would otherwise require Senate approval between the meetings of Senate; all such decisions must be properly recorded and reported to the next meeting of Senate and recorded in the minutes.

The minutes of Senate meetings and Senate decisions are made available for the members of the REU community.



Standing Committees of Senate

Two committees shall be established as standing committees of Academic Senate, the Education and Student Experience Committee (ESEC) and the Quality and Standards Committee (QSC). These shall report to Senate through their minutes and chair.

The Education and Student Experience Committee has two committees reporting to it, these meet as required. These are the Research Ethics Committee (REC) and the Student Conduct Committee (SCC).

As the research output of the university increases a further standing committee of Senate shall be established, the Research and Innovation Committee, with the Research Ethics Committee reporting to it. Prior to that, matters of research strategy are considered by Senate and the financial implications of research raised with the University Executive or Council as relevant.

The constitutions of Senate and its committees can be found on the governance pages of the website alongside full terms of reference and details of current memberships. The chair of each committee shall be a member of Senate and appointed by it. The ESEC and QSC normally meet prior to meetings of Senate to enable them to report to it and for matters requiring Senate approval to be progressed efficiently and with the minimum of delay. The timing of the meetings of the Student Conduct Committee and the Research Ethics Committee relate to the nature and volume of business that needs to be transacted.

Annex 1: Role and Functions of the Principal Officer

The Rector

Core function and responsibility

The Rector is responsible for directing, initiating and coordinating the scientific and educational activities of the University.

The Rector is Chair of Academic Senate

Appointment

The Rector is appointed by the Academic Senate from among professors of the highest academic rank or from among personalities of clear international scientific renown.

Annex

2: University Council: summary functions

University Council

The authority of Council stems from the Statue and articles of government of Regent European University (2024).

Overall function

Council is responsible for the administration and management of the whole revenue and property of the University in the interests of its financial and environmental sustainability; the regulation of the remuneration of all members of staff; and the establishment of Committees of its own members or others and the determination of the membership and the quorum of such committees.

University Council sets the mission and vision of the University and the overall strategic plan.

These responsibilities are enumerated in more detail below:

- Strategic Plan
- Finance and financial sustainability; linked auditing and reporting
- Property, estate and infrastructure, including the nature and security of IT infrastructure and oversight of its maintenance
- Internal and external audit
- Strategic risk management and the strategic risk register
- Nominations (to the Board and Scientific Committee), appointment of the Rector and oversight of other senior appointments
- Remuneration of all staff
- Human Resources
- Equality, diversity and inclusion
- Environmental sustainability
- Strategic partnerships
- Information management and cyber security • All other legal reporting.

Council draws on the expertise of the Scientific Committee in carrying out its functions and consults with Senate and with the University Executive on specific matters as well as with the wider student body (normally through the Student Forum)

3: University Scientific Committee: summary functions

Purpose

The primary purpose of the Scientific Committee is to provide advice and guidance to the University Council and Academic Senate in the development of the mission, strategic vision and direction of the university.

Annex

While not legally responsible or accountable, the University Scientific Committee acts as a valuable and critical adviser to the University Council and Academic Senate. The Scientific Committee brings to bear a diversity of expertise and experience from both the education and non-education sectors.

It acts as the equivalent of the lay membership of the Council of a public university. Its function is to provide support and challenge, based on sound wisdom, values, ethics and integrity to identify areas for the further development of REU in realising the power of education to transform individuals and society.

The advice of the Scientific Council should be given with the goal of improving all aspects of the University's provision for the benefit of students, staff and other stakeholders. It will always be mindful of: the protection of the interests of students; the reputation of the provision; and the protection of the interests of the Republic of San Marino and the European higher education sector as a whole. Consideration should also be given to ensuring value for money, sustainability, and efficiency.

The University Scientific Committee shall support and advise the Council and Senate in the following key areas though this list is not exhaustive:

- The educational character and mission of REU
- The development of university strategy
- The development of university resources (human, tangible, and intangible) • Improving the quality of teaching and learning
- Managing and using information effectively.

The Chair will work in conjunction with the secretary, the Chair of Council and of Chair Senate to finalise the agenda. However, members shall have the opportunity to propose items for the agenda, to request a report, further clarification or a discussion, on any relevant matter.

Constitution

- Independent Members: minimum of five (including the Chair)
- Chancellor *ex officio*
- Rector *ex officio*
- University Director *ex officio*

Other senior University staff may be invited to be in attendance.

Annex

4: Senate and its committees: summary functions

Senate

The authority of Senate stems from the Statute and articles of government of Regent European University (2024) and the powers vested in the university from the Republic of San Marino to award undergraduate and postgraduate degrees; it is the supreme academic authority of the university.

Constitution

- The Rector (Chair)
- Deans of formally constituted Schools of the university
- Representatives of the academic staff from each school
- Representative of the student body
- University Director *ex officio*

Overall function

Responsibility for the academic awards of the university, their development, approval, monitoring and review; oversight of the provision of programmes of teaching and learning leading to those awards; the quality and standards of academic provision; setting and maintaining the regulations for taught programmes of study; and for the integrity of awards, thus for student academic discipline; research strategy, research integrity and ethics, research degrees.

Delegated authorities

While maintaining ultimate responsibility, certain powers are operationally delegated to:

Education Development and Student Experience Committee (EDSEC)

The purpose of the committee, and in the context of REU as an online provider, is to provide whole-institution leadership of:

- Approaches to learning and teaching that support and develop effective online learning, and
- The quality of the student learning experience including the opportunities provided for collaboration and the creation of learning communities
- The professional development of academic staff in designing, creating and delivering online courses and supporting online learners
- The continuing development of online learning, learning tools, learning resources and learning support
- Regent European University Graduate Attributes.

The EDSEC considers qualitative and quantitative information on the student experience and from student feedback, it works with the Student Forum continuously to enhance the student experience and the support provided for students.

Annex

Senate, having determined and approved academic policies and procedures, delegates to the Education and Student Experience Committee the authority to keep the policies and procedures within its remit under review, monitoring the effectiveness of their operation and implementation and to approve routine changes to them. All changes are reported to Senate through the minutes of EDSEC and its Chair; substantive changes will be referred to Senate for discussion and approval.



Quality and Standards Committee (QSC)

The Quality and Standards Committee has a number of core responsibilities.

It is responsible for maintaining the academic regulations, the rules on the conduct of Boards of Examiners, the regulation of the conduct of assessment, and calculation of marks and awards and the rules of progression. It considers matters arising from assessment processes and assessment boards or raised by Faculty committees to propose revisions or adjustments to the Academic Regulations. It ensures that assessment results are analysed to identify any matters arising that require investigation or other action. It has a specific duty to keep ways to ensure the integrity of online assessment submissions and assessment processes under review and to seek to ensure that the University works in line with optimum and best practice.

It considers and makes recommendations to Senate on both strategic proposals for the development of the curriculum portfolio, such as the addition of further fields of study, and proposals from Faculties for new programmes of study within existing fields of study.

It is responsible for the approval of major or substantive changes to approved programmes and modules (minor changes are approved by Schools) and for identifying for Senate when changes require external accreditation.

The committee considers the academic case of proposed collaborative partnerships for the delivery of taught academic provision⁵. It makes recommendation to Senate on proposed new partnerships for its consideration and approval; once partners have Senate approval QSC considers proposals for collaborative programmes of study.

Sub-committees of the Quality & Standards Committee

The Quality and Standards Committee has two sub-committees, both of which meet as required. They are the Student Appeals and Conduct Committee and the Research Ethics and Integrity Committee. In addition, all Boards of Examiners are effectively sub-committees of QSC.

Assessment Boards/Boards of Examiners

Senate determines the regulations that define the conduct of assessment boards, the appointment of examiners, the regulations for the conduct of assessment and calculation of marks and awards and the rules of progression. On behalf of Senate, and within the regulations set by it, assessment boards implement the regulations and rules to determine the results of assessments, student progression and the classification of awards.

Research Ethics and Integrity Committee

The Committee considers all matters on the ethics and integrity of research, together with oversight and review the connected policies and procedures.

⁵ Collaborative academic partnerships for taught provision may be in either direction i.e., they may extend study opportunities for REU students (e.g. Erasmus+) or may be for the delivery of REU provision by an academic partner of appropriate standing.

The Committee considers and gives ethical approval for research study proposals requiring such approval. Such research study proposals may form the dissertation element of Masters and Bachelor programmes or may be from members of staff.

Student Appeals and Conduct Committee

The Student Appeals and Conduct Committee has oversight of the operation of the panels which consider cases of academic mis-conduct, student appeals and student complaints on academic matters. It has oversight of the connected policies and procedures and keeps them under review.

Annex 5: The Student Forum: summary functions

The Student Forum

Regent European University is primarily sighted on the online provision of dynamic, relevant taught provision of the highest quality. Provision that will enable its graduates to forge an effective path through life and to make significant and beneficial contributions to society, the economy and culture as innovative, resilient and creative individuals, equipped to solve problems and rise to challenges.

REU is committed to ensuring that our students have a voice, that it is heard and that they are able to shape their time learning with us as well as to contribute to future developments. The Student Forum is key to this. It reports to both the University Executive – providing a rapid route to raise and discuss matters – and to the Education and Student Experience Committee – enabling student matters to form part of the continuing development of academic policies and procedures.

REU is committed to generating an enhancement culture, to find new and different ways of working as well as to improve existing practices and processes. The Student Forum helps create a focus on enhancement, on co-creating solutions to challenges.

Constitution

- A student elected President (Chair)
- Three students elected by students from each Faculty
- The Director of the University or nominee
- The senior staff member responsible for student services
- Up to two further senior members of staff

The Student Forum is Chaired by its President. The President is a student and may either be elected by students or be the elected President of the Students' Association, if one is established. The university will provide secretarial support.

Annex 6: Legal incorporation

Regent European University S.p.A. is formally incorporated in San Marino

The University operates as a Higher Institute of Education pursuant to:

1. the *Framework Law on Higher Education of the Republic of San Marino* no. 69 of 27 April 2023 and subsequent amending, implementing and supplementary measures;
2. Delegated Decree n.6, 19 January 2024 *Criteria and Procedures for the establishment and accreditation of Private Higher Education Institutions*.

The University also operates as a Benefit Corporation pursuant to the "Framework Law on Benefit Corporations" no. 170 of 30 November 2023 and subsequent amending, implementing and supplementary measures.

Status as a private company

As a private company it has shareholders and a Board of Directors. The shareholders must operate in the interests of the University and in line with its corporate purpose as set out in the articles of association and hold a formally constituted meeting at least once a year and in line with the applicable laws. The Board of Directors forms the University Council as its governing authority.

The Board of Directors may meet as detailed in the Articles of Association, including without an agenda, other than when it is acting at the University Council.

The Articles of Association use specific terminology, this is mapped against the roles and committees used within REU in the tables below.

GOVERNANCE, ADMINISTRATIVE, ADVISORY AND CONTROL BODIES		
Art.	Terminology in the Articles	Terminology used by the university
The University's governing and administrative bodies are:		
12.1a	the Shareholders' Meeting	Shareholders' Meeting
12.1b	the Board of Directors	University Council
12.1c	the Rector	The Rector
12.1d	the Academic Senate	Senate
12.1e	the General Manager	Director of Regent European University
The following are bodies with an advisory and control function of the University:		
12.2a	the Scientific Committee	The Scientific Committee
12.2b	the Quality Assurance Committee (CAQ);	Quality and Standards Committee (QSC)
12.2c	the Planning and Development Committee (PSC);	Functions incorporated in QSC
12.2d	the Training and Teaching Committee (CFD);	Education Development and Student Experience Committee
12.2e	the Students' Committee (CdS);	Student Forum
12.2f	the Sole Auditor or the Board of Statutory Auditors;	Auditors
12.2g	the Auditor or the Independent Auditors, if appointed	Independent Auditors

Approval and modification

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