



Felix: Independent Review Terms of Reference

1. Background

- 1.1. The Felix Editor produced two papers for the March 2017 Communications Committee exploring challenges and lessons for both Felix and Imperial College Union. Discussion points included funding, training, communication, induction, and volunteer development.
- 1.2. The funding and editorial model of Felix has been the subject of much debate and shifting policy in recent years, with challenges arising around the advertising relationship between Felix and the Marketing & Communications team, the support made available to Felix editors, and the development opportunities for Felix contributors.
- 1.3. There is a desire to maintain a healthy student media with widespread student participation at Imperial that balances student leadership with compliance to legal requirements, Board's responsibility for student media output, and Imperial College Union's strategy and values.
- 1.4. With the paper from the Felix Editor coinciding with interest from the Board in exploring Felix's funding and editorial model, the Committee agreed to implement an independent review of Felix to consult with stakeholders and generate ideas for its future development.

2. Membership and Structure:

- 2.1. The review management group shall determine the scope and terms of the independent review, and appoint an independent person to deliver it.
- 2.2. The review management group shall have the following core membership:
 - 2.2.1. Andrew Keenan – Head of Student Voice & Communications (Co-chair)
 - 2.2.2. Lef Apostolakis – Felix Editor (Co-chair)
 - 2.2.3. Nas Andriopoulos – Union President
 - 2.2.4. John-Paul Jones – Head of Communications, Imperial College London
 - 2.2.5. Abi de Bruin – Felix Editor Nominee (Council Chair and Felix contributor)
- 2.3. Additional members to be co-opted as required, with an open invitation to others to join and assist where appropriate

3. **Frequency of Meetings:** The review management group shall meet when necessary to agree the scope and terms of the review and monitors its progress and deliver.

4. Aims & Objectives:

4.1. The aims of the independent review will be defined in a Felix Review Brief. In outline, the aims are:

- 4.1.1. To explore and generate recommendations on agreed matters for discussion
- 4.1.2. To consult with students and other stakeholders on the agreed discussion points
- 4.1.3. To explore sector best practice on the agreed discussion points
- 4.1.4. To make recommendations for the future development of Felix
- 4.1.5. To generate a timeline for completing the review, discussing its results, and implementing them via Union Council and the Board of Trustees.

5. Matters for discussion during review

- 5.1. Felix's core purpose(s)
- 5.2. Student expectations of Felix's content
- 5.3. Felix's funding model, including paid roles, advertising, printing and equipment
- 5.4. Felix's use of print and online channels
- 5.5. Felix's governance and accountability structures
- 5.6. Felix's legal compliance structures
- 5.7. Felix's editorial structure
- 5.8. Felix's relationship with Imperial College Union
- 5.9. Felix's relationship with Imperial College London
- 5.10. Roles and responsibilities of student participants in Felix
- 5.11. Support and training for student participants in Felix

6. Review management group actions Timeline:

End March/beginning April	Agree Felix Review Brief
TBC	Appoint independent reviewer
TBC	Consult with students and other stakeholders
TBC	Interim update to Communications Committee
29 June 2017	Recommendations discussed at Board of Trustees

7. Authority

- 7.1. Authority and responsibility are delegated to this group via the Communications Committee, a subcommittee of the Board of Trustees. The group is expected to communicate with the Strategic Management Group, Union Council and Board of Trustees.