



UNIVERSITY EXECUTIVE MANAGEMENT
COMMITTEE STRUCTURE
AND
TERMS OF REFERENCE

2023-24

Senior Management Team

Officers	Chair	Vice-Chancellor
	Minutes Secretary	Vice-Chancellor's Secretary
	Convenor	Vice-Chancellor's Secretary
	Members	Vice-Chancellor, Pro- Vice-Chancellor Education, Pro- Vice-Chancellor Registry & Chief Financial Officer
Term of membership	Continuing	
Type of record	Action notes	
Destination of meeting record	Members	
Quorum	Three members to include the Chair or authorised Deputy	
Frequency of meetings	Weekly during the academic calendar	

Terms of Reference

The Senior Management Team ensures the effective leadership, co-ordination and management of the activities of the University by having a broad and comprehensive knowledge of all matters related to the operational management of the University, the wider external environment and the vision to ensure its sustainability in the future. The Team is responsible for advising the Vice-Chancellor in the strategic and operational management of the University and for the delivery of services as follows: a) acting as a forum for consultation on major policy issues and strategic planning and to oversee submission of business to the Board of Governors and where applicable to the Academic Board;

- a) recommending the draft strategic plan for approval by the Board of Governors and to ensure its implementation and the delivery of key objectives, performance indicators and actions;
- b) the organisation, direction and management of the institution and leadership of the staff;
- c) the appointment, assignment, grading, appraisal, suspension, dismissal, and determination, within the framework set by the Board of Governors, of the pay and conditions of service, of all staff other than the holders of senior posts;
- d) the approval of staffing policies and procedures;
- e) the determination, after consultation with the Academic Board, of the institution's academic activities, and for the determination of its other activities;
- f) considering annual student recruitment targets for all of the University courses;
- g) preparing annual estimates of income and expenditure for approval by the Board of Governors and for the management of the budget and resources, within the estimates approved;
- h) the maintenance of student discipline and, within the rules and procedures provided for within the Articles of Government, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons;
- i) reporting on progress to the Board of Governors;
- j) Undertaking a regular review of the risks, identifying systems and procedures, and actions to mitigate any potential impact on the University
- k) maintaining a high-level understanding of the wider context and environment in which the University operates, considering, advising and making recommendations about responses to policies

and developments affecting the University;

- l) ensuring that the University responds in a timely way to emerging threats and takes advantage of new opportunities;
- m) considering and discussing new buildings or changes to the University's existing buildings;
- n) considering the proposals, recommendations, reports and resolutions from subordinate committees.

Equality, Diversity & Inclusion Committee

Senior Committee		Senior Management Team
Officers	Chair	Access and Participation Development Manager
	Minutes Secretary	Administrator for the Vice-Chancellor's Office
	Convenor	Administrator for the Vice-Chancellor's Office
	Members	Access and Participation Development Manager Academic Registrar, Head of Student Support, Head of HR, Head of Marketing and Communications, Head of Internationalisation, Director of Estates & Resources (or nominee), 3 nominated members of academic staff and 2 nominated members of support staff, Student Union President, 1 further student representative, Chaplaincy (where an agreement is in place)
Term of membership		Continuing for named posts and an initial term of 3 years for nominated members which may be extended for a further term of 3 years
Type of record		Minutes with actions
Destination of meeting record		Senior Management Team, Academic Board, University Portal
Quorum		6 members to include the Chair or authorised deputy
Frequency of meetings		Minimum 3 per academic calendar

Terms of Reference

The role of the Committee is to promote the themes of Equality and Diversity throughout the University, and to foster a culture that recognises the value of inclusion.

The committee will;

- a) ensure that the University is complying with its legal obligations under the Equality Act 2010 and the Specific and General Equality Duties and recommend to the Senior Management Team changes in policy and/or working practices as relevant;
- b) advise the Senior Management Team on the implementation of the University's Equality, Diversity & Inclusion policy;
- c) monitor and review the University's Equality, Diversity & Inclusion policies and propose any amendments or additions as necessary following any issues arising from them;
- d) report on external and internal developments which might affect the University's Equality, Diversity & Inclusion policies and action plans;
- e) act as a forum for the promotion of inclusive practice across the institution;
- f) prepare for the Board of Governors an annual Equality, Diversity & Inclusion report;
- g) address any other matter relating to equality, diversity and inclusion as directed by the Senior Management Team or the Vice-Chancellor.

Equality, Diversity & Inclusion Committee			
Title	Name		
Access and Participation Development Manager	Dr Laura da Costa		
Academic Registrar	Simon Maller		
Head of Student Support	Katrina Welsh		
Head of Human Resources	Graham Curling		
Head of Marketing and Communications	Andrew Craske		
Head of Internationalisation	Jenny Oxley		
Director of Estates & Resources	Graham Morley		
		Date appointed	Term of office
3 Members of Academic Staff	Michael Smith Katie Holmes Ana Perez	November 2023 August 2022 August 2021	3 years 3 years 3 years
2 Members of Support Staff	Katie Machin Mhai Meekaewkunchorn (providing interim cover for Dr Sylvia Jen)	November 2021 January 2024 (May 2021)	3 years 1 year (3 years)
Student Union President	Zainab Nadeem	August 2023	1 year
Student Representative	Soolmaz Lashgary	November 2023	1 year but may be reappointed
Chaplaincy	Robin Fishwick	January 2018	(According to the Service Level Agreement)

Health & Safety Committee

Senior Committee		Senior Management Team
Officers	Chair	Director of Estates & Resources
	Minutes Secretary	Administrator for the Vice-Chancellor's Office
	Convenor	Administrator for the Vice-Chancellor's Office
	Members	Director of Estates & Resources, Risk and Safety Manager, HR Representative, Head of Student Support, 1 nominated business support staff, 1 nominated workshop managers and 2 members of academic staff nominated by the Chair, Student Liaison Officer
Term of membership		Continuing for named posts and 3 years for nominated members; although members can be re-nominated for a further term of 3 years. The HR representative is nominated by the Chair.
Type of record		Minutes with actions
Destination of meeting record		Members, Senior Management Team
Quorum		6 members to include the Chair or authorised deputy.
Frequency of meetings		Minimum 3 per academic calendar

Terms of Reference

The Committee provides strategic direction and promotes co-operation in instigating, developing and carrying out measures for all matters concerning the health, safety and welfare of University staff, students and all those who might be affected by the undertakings of the University.

The Committee advises the Vice-Chancellor as follows:

- a) by ensuring that the University is complying with its legal obligations under current health and safety legislation, in particular the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999;
- b) by providing a forum for dissemination of information, sharing best practice and relevant discussion;
- c) on promoting safe working practices across the University, how working practices can be made safe by mitigating hazards and risks relating to materials, machinery and equipment and conform to regulations;
- d) on the provision of such information, instruction, training and supervision as is necessary to ensure the health and safety at work of all employees;
- e) receiving accident and incident statistics and monitoring action on the findings;
- f) monitoring the performance of audits and inspections through the receipt of reports identifying further action where required;
- g) how to safeguard the health and safety of all visitors, and of any members of the general public who could be affected by the University's activities;
- h) on the provision of necessary information relating to health and safety in respect of all activities undertaken by the University;
- i) on the accuracy and completeness of the annual Health and Safety report prior to its submission to the Board of Governors;

- j) on the review and update of the Health & Safety policy and all related policies affecting health, safety and welfare as and when necessary for recommendation to the Senior Management Team;
- k) on any other matters as the Senior Management Team or the Vice-Chancellor may refer to the Health and Safety Committee.

Health & Safety Committee			
Title	Name		
Head of Estates	Graham Morley		
Risk and Safety Manager	Joan Williams		
HR Representative	Darren Foster, HR Manager (providing interim cover for Jess Woods)		
Head of Student Support	Katrina Welsh		
Student Liaison Officer	Ellia White/Lisa Boardman		
		Date appointed	Term of office
1 nominated Business Support Staff	Izzie Hussain	August 2022	3 years
2 nominated Academic Staff	Gareth Wadkin Jo Neil	January 2021 November 2023	3 years 3 years
1 nominated Workshop Managers	Mick Welbourn	August 2022	3 years

Sustainability Committee

Senior Committee		Senior Management Team
Officers	Chair	Vice-Chancellor
	Minutes Secretary	Administrator for the Vice-Chancellor's Office
	Convenor	Sustainability Manager in liaison with the Chair
	Members	Vice-Chancellor, Director of Estates & Resources, HR Manager, Sustainability Manager, Student Liaison Officer, Admissions Manager, 2 nominated HE Academic Staff, 1 nominated Workshop Manager, Head of Marketing and Communications, Procurement Consultant, 1 Student Representative, Head of Student Support
Term of membership		Continuing for named posts and 3 years for nominated members; although members can be re-nominated for a further term of 3 years
Type of record		Minutes with actions. All meetings will be paperless. Refer to the Committee Operating Procedure for further details.
Destination of meeting record		Senior Management Team
Quorum		7 members to include the Vice-Chancellor or authorised deputy
Frequency of meetings		Minimum 3 per academic calendar

Terms of Reference

The Committee will promote, co-ordinate, oversee and guide the development and implementation of sustainability initiatives across all areas of the University, fulfilling the University's commitment to incorporate sustainability into its core activities in alignment with the University's Sustainability Framework and Commitments.

The Committee is responsible for advising the Vice-Chancellor on the sustainability issues of the institution as follows:

- a) maintaining high sustainability standards and supporting collaboration in the conduct of all activity undertaken either at, or under the auspices of, Leeds Arts University including supporting the identification of opportunities or barriers to creating sustainable change;
- b) considering the University's performance on sustainability against the Sustainability Framework, including its observance of external commitments and obligations and providing support for reporting on such;
- c) monitoring, reviewing and making recommendations to minimise/reduce where practicable the sustainability impact of the University's operations, policies and procedures;
- d) promoting sustainable practices throughout the University, increasing awareness and understanding of challenges and opportunities to staff and students;
- e) advising on how to embed sustainability in and across all areas of University activity ensuring that the scope of activity is comprehensive and complete, and that appropriate activity, communication and training takes place;
- f) advising on sustainability related teaching and research and facilitating collaboration across specialisms to integrate sustainability consistently;
- g) where appropriate, identify the need for time-limited working groups which support the implementation of the Sustainability Framework, and to consider and initiate proposals to add or

amend the University's sustainability portfolio of activity. Members of the Sustainability Committee, as appropriate, will be responsible for reporting progress in these areas;

- h) Support the Sustainability Manager in approving policies and standards which fall within the umbrella of the Sustainability Framework;
- i) considering any other matters as the Senior Management Team or the Vice-Chancellor may refer to the Sustainability Committee.

Sustainability Committee			
Title		Name	
Vice-Chancellor		Prof. Simone Wonnacott	
Director of Estates & Resources		Graham Morley	
HR Manager		Darren Foster	
Sustainability Manager		Claire Booth	
Admissions Manager		Rachel Fowkes	
Head of Marketing and Communications		Andrew Craske	
Student Liaison Officer		Ellia White/Lisa Boardman	
Procurement Consultant		Paul Eagleton	
Head of Student Support		Katrina Welsh	
		Date appointed	Term of office
2 Nominated HE Academic Staff		Tom Chimiak Dr Marianna Tsionki	August 2022 3 years August 2022 3 years
1 Nominated Workshop Manager		Mick Welbourn	August 2022 3 years
Student Representative		TBC	1 year

Professorial Committee

Officers	Chair	Vice-Chancellor
	Minutes Secretary	Vice-Chancellor's Secretary
	Convenor	Head of Human Resources
	Members	Vice-Chancellor, Pro-Vice-Chancellor Education, a non-staff member of Professorial level, an internal representative of Professorial level, Head of Human Resources.
Term of Membership		Continuing for named posts. Others to serve for a 3-year term, membership may be extended for a further 3 years.
Type of record		Minutes with actions
Destination of meeting record		Senior Management Team
Quorum		A minimum of three members
Frequency of meetings		A minimum of once per academic year

Terms of Reference

The Professorial Committee meets on an annual basis to consider and approve applications for Professor, Associate Professor, Visiting Professor and any Honorary/Emeritus Awards in accordance with the process outlined in the University's Professorial Policy.

The Committee will:

- a) Consider applications for the role of Associate Professor, following the procedure and consider whether the application and references demonstrate that the staff member has met the University's criteria for the role and title of Associate Professor. To agree to confer the title of Associate Professor where the Committee is satisfied that the criteria has been established.
- b) Consider applications for the role of Professor, following the procedure and consider whether the application and references demonstrate that the staff member has met the University's criteria for the role and title of Professor. To agree to confer the title of Professor where the Committee is satisfied that the criteria has been established.
- c) Consider applications for the role of Honorary Professor and whether the application and references demonstrate that the staff member has met the University's criteria for the role and title of Honorary Professor. To agree to confer the title of Honorary Professor where the Committee is satisfied that the criteria has been established.
- d) Consider nominations for Visiting Professors and whether the application meets the University's criteria. To agree a Visiting Professorship where the Committee is satisfied that the criteria has been established.
- e) To consider reports from the Head of Human Resources for the awarding of the title of Emeritus Professor to members of staff who have previously held the title of Professor, and who have subsequently retired.
- f) To review the award of the title of Honorary Professor on a 5-year basis to ensure that it is still relevant to the University's aims and expectations.
- g) To review cases where an individual is proven to have acted in such a way that they bring their discipline or the University into disrepute and in such circumstances the Committee has the power to strip the title of Honorary or Emeritus Professor.

h) To receive notification where the title of Associate Professor or Professor has been removed and an employee returned to a previous role as an alternative to dismissal under the University's Performance Capability Procedures.

Professorial Committee			
Title	Name		
Vice-Chancellor	Prof. Simone Wonnacott		
Pro-Vice-Chancellor Education	Prof. Dave Russell		
Head of Human Resources	Graham Curling		
		Date appointed	Term of office
An internal representative of Professorial level	Prof. Sheila Gaffney	Re-appointed June 2023	3 years
A non-staff member of Professorial level	Prof. Patsy Cullen	Jan 2022	3 years

STANDING MEETINGS OUTSIDE OF THE COMMITTEE SCHEDULE - 2023-24
(according to an annual calendar agreed by the SMT)

Marketing, International, Careers & Enterprise Meeting	
Attendees	Vice-Chancellor, Head of Marketing and Communications, Head of Internationalisation, Head of Careers, Employability & Enterprise, Admissions Manager, Directors - Undergraduate Studies, HE Course Leaders, Head of Postgraduate Studies, Access and Participation Development Manager, Sustainability Manager (attendance where appropriate), Extended Diploma Course Leader, Foundation Course Leader, Student Liaison Officer, Alumni Relations and Development Officer, University Curator
Frequency of meetings	Two times per academic calendar
Meeting brief	The purpose of the group is to connect with key members of staff across the University in order to develop and coordinate the activities of the CEE, Internationalisation and Marketing programmes and support the fulfilment of objectives consistent with the Strategic Plan

Prevent Group	
Attendees	Compliance Officer, Head of Student Support, Head of HR, Director of Estates & Resources, FE Director - Extended Diploma, Director of UG Studies, Head of IT, Head of Careers, Employability & Enterprise, Head of Marketing, Student Liaison Officer, Students' Union President
Frequency of meetings	Twice an academic year
Meeting brief	To provide a forum to acknowledge, share and consider the University's obligations under the Prevent duty and devise recommendations to SMT on matters that arise as a result.

Student Executive Meeting	
Attendees	Vice-Chancellor, Pro-Vice-Chancellor Education, Student Liaison Officer, VC's Secretary, elected members of the Students' Union.
Frequency of meetings	Three times per academic year
Meeting brief	To provide a forum for the student voice through communication, consultation and discussion on matters of common interest both current and future.

Student Representatives Meeting	
Attendees	Relevant Director of Undergraduate Studies, VC's Secretary, elected course representatives, Student Liaison Officer.
Frequency of meetings	Two per academic year
Meeting brief	To provide a forum for the student voice through communication, consultation and discussion of course and general matters outside the HE course meetings.

Staff Consultative Meeting	
Attendees	Vice-Chancellor, Head of HR, 1 union representative, 1 nominated workshop representative, 2 nominated business support representatives, minimum of 4 nominated academic HE/FE staff
Frequency of meetings	Three times per academic year
Meeting brief	To provide a forum for communication, consultation and discussion on matters of common interest including policies, current issues and future developments.

Undergraduate Course Meetings	
Attendees	Course Leader, Director - Undergraduate Studies, Course Administrator (to take brief action notes), student representatives for the course. Members of staff from across the University may be invited by the Course Leader
Frequency of meetings	Minimum of three times per academic year
Meeting brief	To provide a forum for discussion of course business and to identify and monitor actions taken to improve the course and the student experience.

Postgraduate Course Meetings	
Attendees	Head of Postgraduate Studies, Subject Leaders -Postgraduate Studies, Course Administrator (to take brief action notes), student representatives for the course. Members of staff from across the University may be invited by the Head of Postgraduate Studies as appropriate.
Frequency of meetings	Minimum of three times per academic year
Meeting brief	To provide a forum for discussion of course business and to identify and monitor actions taken to improve the course and the student experience.

CMA Meetings	
Attendees	Compliance Officer, PVC Education, Academic Registrar, Head of Marketing and Communications, VC's Administrator.
Frequency of meetings	Two per academic year.
Meeting brief	To review the information provided to students at key points in the year relating to the application cycle.