



**UNIVERSITY EXECUTIVE MANAGEMENT
COMMITTEE STRUCTURE
AND
TERMS OF REFERENCE**

2020-21

Approved: SMT

Senior Management Team		
Officers	Chair	Vice-Chancellor
	Minutes Secretary	Vice-Chancellor's Secretary
	Convenor	Vice-Chancellor's Secretary
	Members	Vice-Chancellor, Pro-Vice-Chancellor Academic, Pro-Vice-Chancellor Student Experience & Resources, Pro-Vice-Chancellor Assurance & Director of Finance
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		
<p>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:</p> <ul style="list-style-type: none"> 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; b) 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; c) the organisation, direction and management of the institution and leadership of the staff; d) 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; e) the approval of staffing policies and procedures; f) the determination, after consultation with the Academic Board, of the institution's academic activities, and for the determination of its other activities; g) considering annual student recruitment targets for all of the University courses; h) 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; i) 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; j) reviewing performance and agreeing actions against KPIs, reporting on progress to the Board of Governors; k) Undertaking a regular review of the risks, identifying systems and procedures, and actions to mitigate any potential impact on the University l) 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;

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

Equality, Diversity & Inclusion Committee		
Senior Committee		Senior Management Team
Officers	Chair	Pro-Vice-Chancellor Student Experience & Resources
	Minutes Secretary	PA to the Vice-Chancellor's Office
	Convenor	Head of HR in liaison with the Chair
	Members	Pro-Vice-Chancellor Student Experience & Resources, Academic Registrar, Head of Student Support, Head of HR, Access and Participation Development Manager, Head of Marketing and Communications, Chair of Ethics Sub-Committee, Head of Internationalisation, 3 nominated members of academic staff and 2 nominated members of support staff, 1 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		
<p>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.</p> <p>The committee will;</p> <ul style="list-style-type: none"> 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, reviewing statistics of both staff and students and reporting on the findings; 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		
Pro-Vice-Chancellor Student Experience & Resources	Prof. Dave Russell		
Academic Registrar	Amanda Owen-Meehan		
Head of Student Support	Katrina Welsh		
Head of Human Resources	Graham Curling		
Access and Participation Development Manager	Dr Laura da Costa		
Head of Marketing and Communications	Andrew Craske		
Head of Internationalisation	Jenny Oxley		
Chair of Ethics Sub-Committee	Prof. Sam Broadhead		
		Date appointed	Term of office
3 Members of Academic Staff	Dr Tom Attah Jonny Wilkinson Ana Perez	August 2019 August 2019 August 2021	3 years 3 years 3 years
2 Members of Support Staff	Ro Sewell Sylvia Jen	April 2021 August 2019	1 year 3 years
Student Representative	Jessica Butcher	August 2020	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	Pro-Vice-Chancellor Student Experience & Resources
	Minutes Secretary	PA to the Vice-Chancellor's Office
	Convenor	Risk and Safety Manager in liaison with the Chair
	Members	Pro-Vice-Chancellor Student Experience & Resources, Risk and Safety Manager, Head of Estates, HR Representative, Head of Student Support, 1 elected business support staff, 2 elected workshop managers and 4 members of academic staff nominated by the Chair, Student Liaison Officer
Term of membership		Continuing for named posts and 3 years for elected members; although members can be re-elected 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 and conform to regulations;
- d) on all necessary precautions to be taken in respect of the safe use, handling, storage and transport of materials and substances;
- e) on the provision of such information, instruction, training and supervision as is necessary to ensure the health and safety at work of all employees;
- f) receiving accident and incident statistics and monitoring action on the findings;
- g) monitoring the performance of audits and inspections through the receipt of reports identifying further action where required;
- h) 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;
- i) on the provision of necessary information relating to health and safety in respect of all activities undertaken by the University;

- j) on the accuracy and completeness of the annual Health and Safety report prior to its submission to the Board of Governors;
- k) 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;
- l) 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	
Pro-Vice-Chancellor Student Experience & Resources		Prof. Dave Russell	
Risk and Safety Manager		Joan Williams	
Head of Estates		Graham Morley	
HR Representative		Gwen Blanc	
Head of Student Support		Katrina Welsh	
Student Liaison Officer		Ellia White	
		Date appointed	Term of office
1 elected Business Support Staff		August 2019	3 years
4 elected Academic Staff		Duncan Mosley August 2019 3 years Duncan Harrison August 2019 3 years Katie Stanworth August 2019 3 years Gareth Wadkin January 2021 3 years	
2 elected Workshop Managers		Michael Flower August 2019 3 years Chris Davies August 2019 3 years	

Sustainability Committee		
Senior Committee		Senior Management Team
Officers	Chair	Vice-Chancellor
	Minutes Secretary	PA to the Vice-Chancellor's Office
	Convenor	Sustainability Manager in liaison with the Chair
	Members	Vice-Chancellor, Head of Estates, Facilities Manager, Head of IT, Head of HR, Sustainability Manager, Student Liaison Officer, HE Administration Manager, 2 elected HE academic staff, 1 elected Workshop Manager, Head of Marketing and Communications, Management Accountant, 1 student representative
Term of membership		Continuing for named posts and 3 years for elected members; although members can be re-elected for a further term of 3 years
Type of record		Minutes with actions
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 and co-ordinate 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.

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

- a) maintaining high sustainability standards in the conduct of teaching and learning activity undertaken either at, or under the auspices of, Leeds Arts University;
- b) considering the University's performance on sustainability, including its observance of external commitments and obligations and reporting on such;
- c) monitoring, reviewing and making recommendations to minimise/reduce where practicable the impact of the University's operations, policies and procedures;
- d) promoting sustainable responsible 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;
- f) advising on sustainability related teaching and research and facilitating collaboration across specialisms to integrate sustainability consistently;
- g) considering any other matters as the Senior Management Team or the Vice-Chancellor may refer to the Sustainability Committee.

Sustainability Committee			
Title		Name	
The Vice-Chancellor		Prof. Simone Wonnacott	
Head of Estates		Graham Morley	
Facilities Manager		Corina Kettlewell	
Head of IT		Chris Parkin	
Head of HR		Graham Curling	
Sustainability Manager		Suzanne Archer	
HE Administration Manager		Ben Warden	
Head of Marketing and Communications		Andrew Craske	
Student Liaison Officer		Ellia White	
Management Accountant		Ian Blades	
		Date appointed	Term of office
2 Elected HE Academic Staff	Garry Barker	August 2019	3 years
	Simon Spawforth-Jones	August 2019	3 years
1 Elected Workshop Manager	Mick Welbourn	August 2019	3 years
1 Student Representative	Kaya Mitchell	August 2020	1 year but may reappoint

Professorial Committee		
Senior Committee		Senior Management Team
Officers	Chair	Vice-Chancellor
	Minutes Secretary	Vice-Chancellor's Secretary
	Convenor	Pro-Vice-Chancellor Academic
	Members	Vice-Chancellor, Pro-Vice-Chancellor Academic, an external member from another Higher Education institution at Professorial level, an internal representative of Professorial level.
	In attendance	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 and Delegated Powers		
<p>The Professorial Committee meets on an annual basis and has delegated powers from the Senior Management Team 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.</p> <p>The Committee will:</p> <ol style="list-style-type: none"> Consider applications for the role of Associate Professor where a prima facie case has been established, 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. Consider applications for the role of Professor where a prima facie case has been established, 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. Consider applications for the role of Honorary Professor where a prima facie case has been established, and consider 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. Consider nominations for Visiting Professors where a prima facie case has been established, and consider whether the application meets the University's criteria. To agree a Visiting Professorship where the Committee is satisfied that the criteria has been established. 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 where an individual is proven to have acted in such a way that they bring their discipline or the University into disrepute.

Professorial Committee			
Title	Name		
Vice-Chancellor	Prof. Simone Wonnacott		
Pro-Vice-Chancellor Academic	Prof. Randall Whittaker		
An internal representative of Professorial level	Prof. Sheila Gaffney		
		Date appointed	Term of office
An external member of professorial level	Prof. Andrew Brewerton	June 2015 June 2018	3 year but may be re-appointed

STANDING MEETINGS OUTSIDE OF THE COMMITTEE SCHEDULE - 2020-21
(according to an annual calendar agreed by the SMT)

Estates Meeting	
Attendees	Vice-Chancellor, Pro-Vice-Chancellor Assurance & Director of Finance, Pro-Vice-Chancellor Student Experience & Resources, Head of Estates, Facilities Manager
Frequency of meetings	Minimum three per academic calendar
Meeting brief	To discuss and resolve buildings issues and plan any major works and maintenance.

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 Research, 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

Central Resources Meeting	
Attendees	Pro-Vice-Chancellor Student Experience & Resources, Print and Printmaking Manager, 3D Manager, Academic Computing Manager, Photography and Film Manager
Frequency of meetings	Minimum three per academic calendar
Meeting brief	Providing a forum for team members to consider issues of mutual interest and to promote and share good practice, including developing service provision. Also to offer advice to the SMT on matters related to the teams area of work.

IT and Infrastructure Advisory Group	
Attendees	Pro-Vice-Chancellor Student Experience & Resources, Head of IT, Academic Registrar, Director - Undergraduate Studies (DH), HE Administration Manager, , FAD Course Leader, Academic Computing Manager, Web Services and Support Technician, Student Representative
Frequency of meetings	Minimum of three per academic calendar
Meeting brief	To provide guidance to the Head of IT on related policies and procedures and to consider IT related policies in draft format and advise on the same. To advise on use of new and existing technology and enhance the quality of services and operations within the University. To investigate and plan the use of new technologies and to recommend development in the use of new technologies. To provide oversight of major IT projects.

Prevent Group	
Attendees	Pro-Vice-Chancellor Student Experience & Resources, Head of Student Support, Head of HR, Head of Estates, Course Leader Extended Diploma, Head of IT, Chair of Ethics Committee 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 Student Experience & Resources, Student Liaison Officer, 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	Vice-Chancellor, Pro-Vice-Chancellor Academic, Pro-Vice-Chancellor Student Experience & Resources, elected course representatives
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, 6 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.