

UNIVERSITY OF EXETER DELEGATION FRAMEWORK

December 2023

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Delegation Framework Overview

This delegation framework sets out the location of authority within the University of Exeter for decisions made in the University's name and on its behalf. The delegation framework supports the governance arrangements for Council, Senate and the University Executive Board (UEB) and their sub-groups.

Within the Framework, lines of delegation are either through the line management hierarchy or operate through functional relationships where there is a senior leader with executive or management responsibility for a strategic area.

The Council

The Council is the University's supreme governing authority and its powers are detailed in Section 10 of the [University Statutes](#).

The Council delegates executive management authority to the Vice-Chancellor.

The [University Statutes](#) (section 10 (21)) set out the areas that cannot be delegated by Council. The Office for Students Regulatory Framework sets out particular areas of responsibility for governing bodies. Council has adopted a Statement of Primary Responsibilities.

The following University Committees report to Council:

- Audit and Risk Committee
- Nominations Committee
- Remunerations Committee
- Council Standing Committee.

The Powers of Council

Save as otherwise provided by the Charter and Statutes, the Council shall exercise all the powers and authority of the University, which shall include without limitation the following:

1. To appoint the Chancellor, Pro-Chancellors, Vice-Chancellor, Deputy Vice-Chancellors, Deans for Students and Postgraduate Research, Registrar and Secretary as provided in the Statutes; and subject in each case to the consideration of such report or recommendation as is provided in the Statutes in regard thereto.
2. To appoint and appraise all members of Staff of the University, or to delegate responsibility for the same.

3. To suspend or remove all members of Staff of the University (such powers being delegated in accordance with Statute 18 and Ordinances made under that Section.)
4. To confer the title of Emeritus Professor subject to conditions prescribed in the Ordinances.
5. To make Statutes provided that the decision to do so has been approved by a two-thirds majority of the members present and voting and that no Statute shall be made without the Senate having an opportunity of reporting thereon to the Council.
6. Subject to the Charter and the Statutes, to make Ordinances for any matters in respect of which Ordinances are authorised to be made provided that no Ordinance shall be made without the Senate having an opportunity of reporting thereon to the Council.
7. To govern, manage and regulate the finances, accounts, investments, property, business and all affairs whatsoever of the University and for that purpose to appoint bankers and any other officers or agents whom it may deem expedient to appoint.
8. To invest any moneys belonging to the University including any unapplied income in such stocks, funds, fully paid shares or securities as the Council shall from time to time think fit whether authorised by the general law for the investment of trust moneys or not and whether within the United Kingdom of Great Britain and Northern Ireland or not (subject to the Charter) in the purchase of freehold or leasehold hereditaments in the United Kingdom including chief rents and ground rents with the like power of varying such investments from time to time provided that the Council may in its discretion retain as long as it shall think fit any investment given or bequeathed to the University although not coming within the description of investments authorised as aforesaid.
9. To sell, buy, exchange, lease and accept leases of real and personal property on behalf of the University.
10. To provide buildings, premises, furniture and apparatus and other means needed for carrying on the work of the University.
11. To borrow money on behalf of the University and for that purpose if the Council think fit to mortgage all or any part of the property of the University whether real or personal unless the conditions of any Will, Deed of Gift or other similar instrument are thereby contravened or give such other security whether upon real or personal property or otherwise as the Council think fit.
12. To enter into, vary, carry out and cancel contracts on behalf of the University.
13. To authorise the initiation of legal proceedings or defend or compromise legal proceedings in the name of and on behalf of the University.
14. To review the instruction and teaching of the University.

15. To promote and to make provision for research within the University and to require reports from time to time on such research.
16. To review, amend or refer-back any act of the Senate required under these Statutes to be reported to the Council.
17. To refer to the Senate the names of persons proposed as recipients of honorary degrees and to approve or disapprove the names of persons proposed by the Senate as recipients of such degrees provided that no person shall be admitted by the University to an honorary degree whose name has not been approved for that purpose both by the Council and by the Senate.
18. To revoke Honorary Degrees on the recommendation of Senate.
19. To have the sole custody and use of the Seal.
20. To delegate all or any of its functions, powers and duties to any person or body subject to Statute Section 10 (21).
21. The Council shall not delegate responsibility for:
 - (a) appointing the Vice-Chancellor
 - (b) the variation, amendment or revocation of the Charter or Statutes;
 - (c) the approval of the University's annual audited accounts;
 - (d) appointing the Auditors of the University
 - (e) making or amending Ordinances;
 - (f) approving the annual budget

The Council Scheme of Delegation

Council delegates to the Vice-Chancellor the everyday operations of the University and its activities - encompassing the academic, corporate, financial, estate and human resources management. The following (a- f) are specifically **not** included in such delegations as set out under Statute 10 - The Powers of Council:

- a) appointing the Vice-Chancellor
- b) the variation, amendment or revocation of the Charter or Statutes;
- c) the approval of the University's annual audited accounts;
- d) appointing the Auditors of the University;
- e) making or amending Ordinances;
- f) approving the annual budget.

Within this scheme of delegation, any decision in the following areas requires the approval of Council (or one of its committees and then reported to Council):

- i. the University's vision and strategic plans;
- ii. capital and revenue annual budgets and financial plans;
- iii. widening access and participation plans;

- iv. all capital projects in excess of £5m or a series of linked projects in aggregate exceeding £5m;
- v. the establishment of subsidiaries, new offices, campuses or similar;
- vi. investments in associate companies or companies where the University holds a minority stake above £500,000.
- vii. investment policy and investment advisors;
- viii. banking arrangements;
- ix. borrowings and overdraft facilities (allowing the CFO to utilise all such facilities once approved by Council according to any conditions set by Council, in the ordinary course of business);
- x. providing loans and/or guarantees to third parties outside the Group (including The Guild of Students and Falmouth and Exeter Students' Union);
- xi. risk management policy
- xii. leases of property – where total rental (including service charges) on the period of lease exceeds £500,000 or the term is longer than 5 years
- xiii. litigation – commencement or settlement of litigation other than in the ordinary course of business for Human Resources or where the settlement is less than £250,000
- xiv. any unusual arrangement
- xv. pensions

Council delegates to the Remuneration Committee

- a) Development of an overall remuneration strategy and policy to cover the remuneration, benefits and conditions of employment of the senior officers of the University.
- b) Reviewing and determining the remuneration, benefits and conditions of employment of the members of the University Executive Board and other senior officers of the University determined by the Council of the University taking account of comparative information on the remuneration benefits and conditions of employment in the University sector and elsewhere as appropriate.
- c) Reviewing and determining any bonus arrangements and other additional payments for members of Faculty Executives and other Directors of Professional Services as recommended by the Professorial and Senior Salaries Committee.
- d) Setting the strategy, policy and parameters for the review and determination of the remuneration and benefits of Professors and other senior officers of the University within the remit of the Professorial and Senior Salaries Committee.
- e) Reviewing the decisions of the Professorial and Senior Salaries Committee, including any discretionary revisions to remuneration made between meetings of the Group.
- f) Approving any severance terms for members of the University Executive Board on the termination of their employment and to receive a report on any severance terms agreed for Professors and other senior officers of the University within the remit of the Professorial and Senior Salaries Committee.
- g) promoting the University's responsibilities for equality and diversity by ensuring that relevant issues are given full consideration in all matters relating to the remuneration of all staff falling within the remit of the Committee and of the Professorial and Senior Salaries Committee;
- h) Providing Council with an annual report which is transparent and meets the requirements of good governance.

Council delegates to the Nominations Committee

- a) Making recommendations to Council for:
 - i. the nomination of the Chancellor;
 - ii. the nomination of the Pro-Chancellors under Class I of Council membership;
 - iii. the nomination of the Chair of Council;
 - iv. nominations for the places under Class II of Council membership;
 - v. nominations to Council committees and joint committees with Senate;
 - vi. nominations to Trusts associated with the University.
- b) Reviewing criteria for appointments from time to time, having regard to Council policy.
- c) Promoting equality and diversity through its selection of nominations to Council.
- d) Reviewing the arrangements for developing future leaders to senior management roles.

Council delegates to the Audit and Risk Committee

- a) To assure the effectiveness of the University's financial controls;
- b) To assure the effectiveness of the University's risk management, control and governance arrangements;
- c) To oversee and assure the effectiveness of the University's internal audit service and arrangements;
- d) To oversee and assure the effectiveness of the University's external audit service and arrangements;
- e) To assure the quality of data submitted to HESA, OfS and other funding bodies.

Statement of Primary Responsibilities of the Council

The Governing Body is unambiguously and collectively responsible for overseeing the institution's activities, determining its future direction and fostering an environment in which the institutional mission is achieved and the potential of all learners is maximised. It does this through the updated statement of primary responsibilities as approved by Council on 19 October 2023:

1. To set and agree the mission, strategic vision and values of the institution with the Executive.
2. To agree long-term academic and business plans and key performance indicators and ensure that these meet the interests of stakeholders, especially staff, students and alumni.
3. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the strategy, plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
4. To delegate authority to the Vice-Chancellor for the academic, corporate, financial, estate and human resource management of the institution, and to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the Vice-Chancellor.

5. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk assessment, value for money arrangements and procedures for handling internal grievances and managing conflicts of interest.
6. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself.
7. To conduct its business in accordance with best practice in HE corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
8. To safeguard the good name and values of the institution.
9. To appoint the Vice-Chancellor as Chief Executive and to put in place suitable arrangements for monitoring their performance.
10. To appoint a Secretary to the governing body and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.
11. To be the employing authority for all staff in the institution and to be accountable for ensuring that an appropriate human resources strategy is established.
12. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall accountability for the institution's assets, property and estate.
13. To be the institution's legal authority and, as such, to ensure systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name. This includes accountability for health, safety and security and for equality, diversity and inclusion.
14. To receive assurance that adequate provision has been made for the general welfare of students.
15. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.
16. To ensure that the institution's constitution is always followed, and that appropriate advice is available to enable this to happen.
17. To promote a culture which supports inclusivity and diversity across the institution.
18. To maintain and protect the principles of academic freedom and freedom of speech legislation.
19. To ensure that all students and staff have opportunities to engage with the governance and management of the institution
20. To receive and test assurances that academic governance overseen by Senate is adequate and effective.

The Committees of Council

Standing Committee of Council 2023/24

Terms of Reference:

- The Committee deals with urgent issues at the request of Council between meetings of Council which cannot wait until the next meeting of Council.
- The Committee will not initiate consideration of issues nor will it make major strategic decisions. Where such matters require urgent attention, they shall be

dealt with through a special meeting of Council as described in section one of the standing orders.

- Its actions will be reported to the next available meeting of Council.

Membership:

- The Pro-Chancellors
- The President and Vice-Chancellor
- The Senior Vice-President and Registrar & Secretary
- The Senior Vice-President and Provost
- An independent member of Council

Officers such as the Chief Financial Officer may attend meetings.

Audit and Risk Committee 2023/24

In these terms of reference, “University” shall be taken to refer to the whole University group, or activities, including subsidiaries and joint ventures.

Constitution

Council has established a Committee (of Council) known as the Audit and Risk Committee, whose authority and duties are set out below.

Membership

The Committee (and its Chair) are appointed by Council and consists of Independent Members with no executive responsibility for the management of the University. There shall be no fewer than three Members; a quorum shall be at least two Members. The Chair of Council should not be a Member of the Committee and Members should not have significant interests in the University.

The Committee shall consist of at least three Independent Members of Council, and include the Council Dual Assurance Lead for Finance and Investments.

There shall be at least two Independent Members of the Committee who are external to the University and not members of the Council, but who shall receive Council papers and have the right to attend Council meetings as observers.

At least one Member should have recent and relevant experience in finance, accounting or auditing and not all members are expected to have the same level of accounting expertise. The Committee may, if it considers it necessary or desirable, co-opt members with particular expertise.

Committee members shall be appointed by the Council on the recommendation of the Nominations Committee. Independent members of Council, excluding the Chair, are eligible for appointment to the committee for the duration of their term in office. Independent Co-opted members shall hold office for three years ordinarily and shall be eligible for reappointment after three years up to a maximum term of nine years.

Attendance at meetings

The Senior Vice-President and Registrar & Secretary, the Chief Financial Officer, the Director of University Corporate Services (UCS), General Counsel, Assistant Director (Finance) and Assistant Director UCS (Compliance and Risk) and representatives of the external and internal auditors shall usually attend meetings where business relevant to them is to be discussed. However, at least once a year the Committee will meet with the external and internal auditors without any executive officers present. The academic leadership of the University is also represented by the Senior Vice-President and Provost.

Other members of the University management team may be asked to attend the Audit and Risk Committee to present audit action plans or to discuss risks relating to their management area.

The Vice-Chancellor in the capacity of Accountable Officer will be invited to attend at least one meeting of the Audit and Risk Committee each year.

Frequency of Meetings

Meetings shall normally be held at least four times each financial year. The external or internal auditors may request an extraordinary meeting if they consider it necessary.

Authority

The Committee is authorised by Council, as the University's supreme governing body, to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.

The Committee is authorised by Council to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Vice-Chancellor and/or Chair of Council.

The Committee will also confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and provide an opinion on this in its annual report to Council. Council will review the annual report and the efficacy of Audit and Risk Committee.

Duties

The Audit and Risk Committee shall have the following primary duties:

- a) To seek assurance that the University's activities deliver value for money to the institution, its students, staff and stakeholders and that there is a strong focus on economy, efficiency and effectiveness.
- b) To review and monitor the underlying culture of the University, especially with regard to matters of ethical practice and standards, legal compliance and the promotion of continuous improvement.
- c) To promote the work of internal and external audit across the University. To ensure that the work of the University's auditors adds value and supports the delivery of the institution's core strategic objectives.
- d) To protect the University's assets by assuring the adequacy of financial control, including:
 - To review the effectiveness of financial and associated control- systems

- To ensure that all significant losses have been properly investigated and that the internal and external auditors and the Office for Students have been informed, where appropriate.
 - To oversee the University's policy on fraud and irregularity, including being notified of any action being taken under that policy.
 - To monitor annually, or more frequently if necessary, the implementation of approved recommendations relating to both internal and external audit financial reports and management letters.
 - To review the audit aspects of the draft annual financial statements of the University. These aspects will include the external audit opinion, the statement of members' responsibilities, the statement of internal control and any relevant issue raised in the external auditors' management letter (and will include the Office for Students' Accounts Direction). The Committee will also, where appropriate, receive advice on the appropriateness of the accounting practices and policies.
- e) To gain assurance that there is a robust culture of risk assessment and management, including:
- Assessing the adequacy and effectiveness of the risk management arrangements in place across the University, including the role of the University Executive Board Board as the body responsible to Council for the effective management and monitoring of risk.
 - To consider, 3 times per year, the University Corporate Risk Register and risk report
 - Seek assurance that risks are being scored adequately and are being managed effectively
 - With invited risk owners, carry out in-depth reviews of risks which carry a higher risk score
 - To receive regular reports from the internal and external auditors on key sector risks, including emerging risks, and assess how the University is addressing or seeking to address them.
 - To provide assurance to Council that risks are being managed effectively and that risk management processes remain robust and aligned to the audit plan.
- f) To assure there is effective corporate governance and regulatory compliance underpinned by mechanisms of accountability, including:
- reviewing and evaluating compliance with policies, plans, procedures, laws and regulations, including the expectations of the Office for Students (as the higher education regulator) and the relevant professional, statutory and regulatory bodies.
 - ensuring that governance and regulatory compliance is a point of annual focus within the internal audit plan.
- g) To assure the quality and management of data provided to external regulatory and associated bodies, and also the adequacy of management information made available to the Audit and Risk Committee to fulfil its duties.
- h) To oversee and manage the work of the internal and external audit functions (as

set out in sections 7 and 8), including assuring that there is a clear understanding and visibility of the role of the audit functions across the University and effective engagement with the audit process within services and colleges that is owned and promoted by the senior management team.

- i) To monitor the Public Interest Disclosure Procedure ('whistle blowing') to ensure appropriate investigation of all matters reported under the policy, including those regarding accounting and auditing;
- j) Annually to assess its own effectiveness and every four years to commission an external review of effectiveness against best practice across the HE and other relevant sectors.

Oversight and Management of the External Audit Function

To advise Council on the appointment of the external auditors, the scope of their work, the audit fee, the provision of non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.

To monitor the performance and effectiveness of external audit services, including any matters affecting their objectivity, and make recommendations to Council regarding their reappointment.

To discuss with the external auditors, before the audit begins, the nature and scope of the audit.

To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter, informing management responses and any other matters the external auditors may wish to discuss (in the absence of management where necessary), and to advise Council accordingly.

To consider elements of the University's annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with the Office for Students' Accounts Direction.

To consider advice from the external auditors on the appropriateness of accounting policies, estimates and adjustments.

To monitor the level and activity of any non-audit work commissioned by the University to ensuring that external audit independence is not compromised. To promote co-ordination between the external and internal auditors.

Other

To receive and review reports, inspections and reviews relating to audit, prepared by the Office for Students, the National Audit Office, European Commission and other similar bodies.

To consider audit reports, inspections and reviews (which may be produced by auditors engaged by other bodies) in respect of Falmouth Exeter Plus and any other subsidiary or joint venture.

In the event of the merger or dissolution of the University, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.

To be called upon by Council in specific situations to request assurances as appropriate.

To agree what information about the work of the Committee should be published on the University's Governance webpages.

Reporting Procedures

The minutes of meetings of the Audit and Risk Committee will be circulated to all Members of Council (attached to agenda papers for Council meetings). Summary minutes and non-confidential papers from each meeting shall be published on the Audit and Risk Committee page of the University's website.

The Audit and Risk Committee will prepare an Annual Report covering the University's financial year and any significant issues up to the date of preparing the report. The report will be addressed to Council and the Vice-Chancellor, summarising the activity for the year. It will give the Committee's opinion on the adequacy and effectiveness of the University's arrangements for the following:

- Risk management control and governance (the risk management element includes the accuracy of the statement of internal control included in the annual statement of accounts). Economy, efficiency and effectiveness (value for money).
- Management and quality assurance of data submitted to HESA, Office for Students and other funding bodies.
- This opinion should be based upon the information presented to the Committee, taking into account the advice received from the internal and external auditors. The Audit and Risk Committee Annual Report should be submitted to Council before the Members' Responsibility Statement in the Financial Statements is signed.

Clerking Arrangements:

The Assistant Director (Governance) or their delegate will act as Clerk to the Committee.

Nominations Committee 2023/24

Terms of Reference

1. To make recommendations to Council for:
 - (a) The nomination of the Chancellor.
 - (b) The nomination of the Pro-Chancellors under Class I of Council membership.
 - (c) The nomination of the Chair of Council.
 - (d) Nominations for the places under Class II of Council membership.
 - (e) Nominations to Council sub-committees, ad hoc groups and joint committees with Senate.
 - (f) Nominations to Trusts associated with the University.

2. In making such recommendations, the Committee will ensure that the existing procedures in place in relation to Independent Council Member appointments (Class I and Class II) are sufficiently robust and that appropriate and thorough due diligence is undertaken before recommending appointment, ensuring that members recommended to Council for appointment are 'fit and proper persons';
3. To review criteria for appointments from time to time, having regard to Council policy.
4. To promote equality and diversity through both the University members appointed to Council and the selection of Independent Member nominations to Council.
5. Responsibility for maintaining a useful and up to date skills matrix for Council membership, to help ensure an appropriate mix of skills, knowledge and experience on Council;
6. Responsibility for reviewing the training and development needs of the governing body.
7. Responsibility for updating role descriptions for Council members and chairs of Council committees.
8. Responsibility for oversight of reporting and reviewing conflicts of interest of members of Council.

The quorum necessary for the transition of business shall be four members, of which at least two shall be independent members.

Membership

Chair of Council (Chair)
 Pro-Chancellor and Deputy Chair of Council
 Pro-Chancellor and Senior Independent Governor
 President and Vice-Chancellor
 Senior Vice-President and Provost

An Independent Member (not necessarily a member of Council), to be elected by all members of Council

In attendance:

Director of HR Services
 Senior Vice-President and Registrar & Secretary
 Assistant Director, Governance (Secretary to the Committee)

Remuneration Committee 2023/24

Terms of Reference

1. The Terms of Reference of the Remuneration Committee are - taking account of the requirements of the Office for Students and guidance issued by the Committee of University Chairs - to:
 - a) Develop an overall reward strategy and policy to cover the remuneration, benefits and conditions of employment of the senior officers of the University.

- b) Review and determine the remuneration, benefits and conditions of employment of the University Executive Board, namely:
- President and Vice-Chancellor
 - Senior Vice-President and Provost
 - Vice-Presidents and Deputy Vice-Chancellors
 - Faculty Pro-Vice-Chancellors
 - Senior Vice-President and Registrar and Secretary
 - Deputy Registrar and Executive Divisional Director of Education and Academic Services
 - Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services
 - Executive Divisional Director of External Engagement and Global
 - Executive Divisional Director of Human Resources
- taking account of affordability, securing value for money and comparative information on the remuneration, benefits and conditions of employment in the University sector and elsewhere, as appropriate.
- c) Review any severance terms agreed (under the Committee's schedule of delegation for senior executive remuneration and severance) for members of the University Executive Board on the termination of their employment, taking account of guidance issued by the Office for Students and the Committee of University Chairs.
- d) To promote equality, diversity and inclusion through all its decisions.
- e) Agree an annual framework of work
- f) Provide an annual report (for Council and for publication) which is transparent and meets the requirements of good governance in accordance with the CUC Remuneration Code.
- g) Agree what information about the work of the Committee and executive reward arrangements should be published on the University's Governance webpages (in addition to the annual framework of work and annual report).
- h) Ensure appropriate consideration of the interests of the institution along with due regard for the public interest and use of public funds.

Membership

- (a) The membership of the Remuneration Committee is:
- Chair of Council
 - Two Pro-Chancellors
 - Two other independent members of Council (one of whom will be the Dual Assurance independent lead for Equality, Diversity and Inclusivity and Human Resources) appointed by Nominations Committee
- (b) The Chair will be appointed by Council from among the independent members of the Committee.

Procedures

- (a) The Committee will invite the President and Vice-Chancellor and the Executive Divisional Director of Human Resources, the Provost and the Registrar and Secretary to attend part of the Committee's meetings, in an advisory capacity, as required, to consider the University's Reward Strategy and practices and to provide information

and answer any questions from the Committee. As appropriate, the Committee may also invite the Senior Vice-President and Provost and the Senior Vice-President and Registrar & Secretary to attend for specific items

- (b) The Assistant Director, Governance will act as Secretary to the Committee. They attend purely in a secretarial capacity and do not have authority to make Committee decisions and are not eligible to vote in meetings. With the exception of the Secretary to the Committee, no other member of staff will be present when the Committee makes decisions on the reward of members of the University Executive Board.
- (c) The Committee will determine its own timetable for meetings but will be expected to meet on a minimum of two occasions each year.

Council Financial Review Sub-Committee 2023/24

Council Financial Review Sub-Committee has been reconstituted in the Academic Year 2023-24 as a mechanism to review and endorse key financial items of business, strategic initiatives and any major capital projects within the Strategy 2030 Delivery Plan to ensure that there is detailed scrutiny and assurance provided prior to Council consideration.

Membership

Quentin Woodley (Chair)

Richard Atkins (Pro-Chancellor and Deputy Chair of Council)

Alison Reed (Independent Member of Council – Class II)

Glenn Woodcock (Independent Member of Council – Class II)*

Sarah Matthews-DeMers (Independent Member of Council – Class II)*

Lisa Roberts (President and Vice-Chancellor)

Dan Charman (Senior Vice-President and Provost)

In attendance:

Dave Stacey (Chief Financial Officer)

Mike Shore-Nye (Senior Vice-President and Registrar & Secretary)

Jeremy Diaper (Assistant Director, Governance)

Other members may also attend as appropriate.

The Senate

The Senate is the senior academic body of the University. It is chaired by the President and Vice-Chancellor, and acts as the representative academic forum for the institution, including all of its constituent Faculties and campuses.

The following University Committees report to Senate:

- The Education Board
- The Postgraduate Research Board of the (as part of the Doctoral College Management Board)

The Powers of Senate

As defined in Ordinance 21, the Senate shall have the following powers:

1. To act as the representative academic forum of the whole University, including all of its constituent Faculties and campuses.
2. To review the Education and Research Strategies of the University and make recommendations to Council for approval.
3. To scrutinise academic performance against targets and measures of success set out in the University Education and Research strategies.
4. To evaluate the implementation of policies and regulations for quality assurance of all University programmes.
5. To assure Council of the academic standards and quality of education leading to the University of Exeter degree awards and qualifications.
6. To scrutinise the strategic plans of the constituent Faculties of the University.
7. To oversee policies and procedures for student health, wellbeing and fitness to study, conduct and disciplinary matters, fitness to practice, academic and research misconduct, academic appeals and students' complaints, and delegate associated operational responsibilities to the Education Board and Postgraduate Research Board, Faculties, and Professional Services.
8. To raise issues of major and strategic academic importance to the University.
9. To suspend, permanently expel or withdraw any student following action taken under University Regulations, including Disciplinary Procedures, Health, Wellbeing, and Fitness to Study Procedures, Fitness to Practice Procedures, and Academic and Research Misconduct Procedures.
10. To delegate specific responsibilities to the Education Board and Postgraduate Research Board and other bodies or committees of the University, as appropriate.

11. To appoint three members of the Senate to be members of the Council.
12. To make representation to the Council on all Statutes or Ordinances or proposed changes of Statutes or Ordinances and on any academic matter.
13. To formulate, modify, or revise schemes for the organisation of the Education Board and Postgraduate Research Board, Faculties, Institutes, Delegacies, Boards or Departments of the University and to assign to them subjects and also to make recommendations to the Council on the establishment of other Faculties, Faculty, Institutes, Delegacies, Boards of Departments.

Delegation of Senate Authorities

| | |
|---------------|--|
| Authority: | <i>Approval of the Regulations</i> |
| Delegated to: | Senate (not delegated). |
| Process: | Documents prepared by various Professional Services staff. |

| | |
|---------------|--|
| Authority: | <i>Approval of Programme and Module Regulations, including Assessment Regulations</i> |
| Delegated to: | Education Board and Postgraduate Research Board / Management Group of the Doctoral College |
| Process: | Programme and module approval processes. |

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|---------------|--|
| Authority: | <i>Suspension of Regulations</i> |
| Delegated to: | DVC (Education and Student Experience) |
| Process: | Recommendation from Faculty or relevant Services to the Vice-Chancellor. |

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|---------------|---|
| Authority: | <i>Establishment of Assessment, Progression and Awarding Committees (APACs)</i> |
| Delegated to: | The Dean for Taught Students as the Chair of the Education Board (and equivalent for Research). |
| Process: | Formal recommendation from Faculties. |

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|---------------|--|
| Authority: | <i>Consideration of students' achievement, progression and awards.</i> |
| Delegated to: | Faculties via APACs |
| Process: | APAC procedures and processes as outlined in the TQA manual. |

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|---------------|--|
| Authority: | <i>Approval of the Assessment, Progression and Awarding Handbook - Taught Programmes</i> |
| Delegated to: | DVC (Education and Student Experience) |
| Process: | Consideration and approval of a document prepared by ESS. |
| Authority: | <i>Appointment of Chairs and Deputy Chairs of APACs</i> |
| Delegated to: | Faculty in accordance with the TQA manual (ADE chairs the Faculty APAC, DoE or HoD chairs the Department APAC). |
| Process: | Faculty in accordance with the TQA manual |
| Authority: | <i>Appointment of External Examiners to APACs</i> |
| Delegated to: | Dean for Taught Students (or Associate) as Chair of the Education Board on behalf of Senate (or equivalent for Research). |
| Process: | External Examiner appointment process. |
| Authority: | <i>Work to be considered by external examiners and participation in oral and other examinations by external examiners.</i> |
| Delegated to: | Faculty |
| Process: | Agreed through discussion with the external examiner and Faculty staff. |
| Authority: | <i>Approval of the guidance for External Examiners (in Quality Review Framework document)</i> |
| Delegated to: | Education Board on behalf of Senate |
| Process: | Consideration and approval of a document prepared by Quality Review |
| Authority: | <i>Termination of External Examiner contracts</i> |
| Delegated to: | President and Vice-Chancellor |
| Process: | (As outlined in Quality Review Framework document) |
| Authority: | <i>Student Illness (as outlined in the TQA manual)</i> |
| Delegated to: | Dean for Taught Students (or equivalent for Research), delegated to the Faculty |
| Process: | Approval and communication (through student handbooks and TQA manual) of a policy on this issue. |
| Authority: | <i>Approval of the general entrance requirements for admission</i> |
| Delegated to: | President and Vice-Chancellor/ Senate (not delegated). |
| Process: | Approval of recommendations for this purpose from the DVC Education and Student Experience. |
| Authority: | <i>Approval of admissions requirements for individual programmes</i> |
| Delegated to: | Dean or Associate Dean for Taught Students on behalf of the Education Board (or equivalent for Research) |
| Process: | As articulated in the Handbook for Approval and Revision of Taught Modules and Programmes within the Teaching Quality Assurance Manual |

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|---------------|---|
| Authority: | <i>Admission of applicants with advanced standing (APEL)</i> |
| Delegated to: | Dean for Taught Students on behalf of the Education Board (or equivalent for Research) |
| Process: | As articulated in the Learning and Teaching Support Handbook within the Teaching Quality Assurance Manual |

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|---------------|---|
| Authority: | <i>Termination of enrolment where a student is found to have falsified information in the admissions process</i> |
| Delegated to: | President and Vice Chancellor on behalf of Senate |
| Process: | Recommendation of the Faculty and Dean for Taught Students (or equivalent for Research). Consideration on a case-by-case basis. |

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|---------------|--|
| Authority: | <i>Approval of concurrent study elsewhere</i> |
| Delegated to: | Dean for Taught Students on behalf of the Education Board (or equivalent for Research) |
| Process: | Consideration on a case-by-case basis. |

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|---------------|--|
| Authority: | <i>Permission for an individual student's request to change modes of study</i> |
| Delegated to: | Dean for Taught Students on behalf of the Education Board (or equivalent for Research) |
| Process: | Consideration on a case-by-case basis. |

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|---------------|--|
| Authority: | <i>Permit part-time study on a programme where this is not normally available</i> |
| Delegated to: | Dean for Taught Students on behalf of the Education Board (or equivalent for Research) |
| Process: | Formal request from Faculty. |

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|---------------|---|
| Authority: | <i>Permission for an individual not enrolled with Exeter to use Exeter facilities</i> |
| Delegated to: | Registrar and Secretary |
| Process: | Consideration on a case-by-case basis, on the recommendation of the Faculty |

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|---------------|--|
| Authority: | <i>Replacement of a core or compulsory module with an alternative</i> |
| Delegated to: | Dean for Taught Students or Associate Dean on behalf of the Education Board (or equivalent for Research) |
| Process: | Formal request from Faculty. |

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|---------------|--|
| Authority: | <i>Permission for an individual student to interrupt their studies for a period of up to two years</i> |
| Delegated to: | Faculty led process –APVC Education delegated from the Dean f for Taught Students |
| Process: | Consideration on a case-by-case basis as per the TQA manual guidance. |

| | |
|---------------|---|
| Authority: | <i>Permission for an individual student to interrupt their studies for a period longer than two years</i> |
| Delegated to: | Dean for Taught Students on behalf of the Education Board (or equivalent for Research) |
| Process: | Consideration on a case-by-case basis in accordance with the TQA manual guidance. |

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|---------------|--|
| Authority: | <i>Approval of exceptions to the rule preventing a withdrawn/deregistered student from reapplying within 12 months</i> |
| Delegated to: | Dean of Taught Students (or equivalent for Research) |
| Process: | Consideration on a case-by-case basis. |

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|---------------|---|
| Authority: | <i>Approval of procedures for study abroad and exchange periods</i> |
| Delegated to: | Education Board on behalf of Senate. |
| Process: | Consideration of recommendations made for these purposes. |

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| Authority: | <i>Approval of procedures for scaling and weighting results from assessments taken during a study abroad or exchange period, in order to align them with Exeter standards</i> |
| Delegated to: | Education Board on behalf of Senate |
| Process: | Module and programme approval processes. |

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|---------------|---|
| Authority: | <i>Approval of programme and module regulations, including assessment regulations</i> |
| Delegated to: | Education Board on behalf of Senate (or equivalent for Research) |
| Process: | Programme and module approval processes. |

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|---------------|---|
| Authority: | <i>Approval of minimum prescribed standards for the production and security of examination papers</i> |
| Delegated to: | Education Board on behalf of Senate |
| Process: | Consideration of recommendations developed for this purpose. |

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|---------------|---|
| Authority: | <i>Approval of an extension to the maximum permitted duration of study</i> |
| Delegated to: | Dean for Taught Students on behalf of the Education Board (or equivalent for Research) |
| Process: | Consideration on a case by case basis. To be granted only in exceptional circumstances, normally in cases of severe and persistent extenuating circumstances. |

| | |
|---------------|--|
| Authority: | <i>Revocation of an award</i> |
| Delegated to: | President and Vice-Chancellor |
| Process: | Recommendation from the Dean of Taught Students and/or Dean of Postgraduate Research |

| | |
|---------------|--|
| Authority: | <i>Approval of field of study</i> |
| Delegated to: | Education Board or Postgraduate Research Board on behalf of Senate |
| Process: | Programme and module approval process. |

The Committees of Senate

Education Board

1. Established by:

- 1.1. The Education Board (EdB) is a Sub-committee of Senate and reports to the Education and Student Experience Executive Committee (EdSEEC).

2. Remit:

- 2.1. To contribute to the institutional-wide assurance of academic quality and standards as set out by the regulator for Higher Education in England, the **Office for Students, in relation to the B Conditions of Registration** (" B: Quality, reliable standards and positive outcomes for all students"):
 - 2.1.1. B1 (Academic experience)
 - 2.1.2. B2 (Resources, support and student engagement)
 - 2.1.3. B3 (Student outcomes)
 - 2.1.4. B4 (Assessment and awards)
 - 2.1.5. B5 (Sector-recognised standards)
 - 2.1.6. B6 (Teaching Excellence Framework (TEF))
 - 2.1.7. B7 (Quality - initial condition of registration)
 - 2.1.8. B8 (Standards - initial condition of registration)
- 2.2. To contribute to the priorities of the **Education Strategy (2019-25)** including (but not limited to):
 - 2.2.1. Enhance our Undergraduate Offer in the Quality of Learning, Teaching, Student Support and Student Outcomes and in International Attractiveness.
 - 2.2.2. Create an Internationally Recognised, Market-Led Postgraduate Taught Portfolio.
- 2.3. To contribute to the priorities of the **2030 Strategy**, including (but not limited to):
 - 2.3.1. Ensure students from all backgrounds will be able to access our education at any time; our students will learn and share experiences with others across the world and we will give our students the very best support throughout their time with us, and beyond.
- 2.4. To contribute to **the University's Education Strategic Performance Targets/Key Performance Indicators (KPIs)**:
 - 2.4.1. Excellent Academic Experience (National Student Survey (NSS)) - Top 5 in the Russell Group (RG).
 - 2.4.2. Graduate Outcomes (TEF progression metric) - Top 10 in the RG (2025/26), top 5 in the RG (2030/31).
- 2.5. To consider the OfS' **other Conditions of Registration**, overseen by other Boards/Committees, that contribute to the EdB's oversight of the B Conditions (See 2.1):
 - 2.5.1. Condition A: "Access and participation for students from all backgrounds", overseen by the Success for All Strategy Group.
 - 2.5.2. Condition C: "Protecting the interests of all students", overseen by the Compliance Committee.

- 2.6. To contribute to the University's **other measures of success related to experience, engagement and student outcomes**, such as the % of all Access and Participation Plan (APP) targets met, in accordance with the "Equality of Opportunity" KPI.
- 2.6.1. Equality of Opportunity (APP) 80% of all targets met (2025/26), achievement of all APP targets (2030/31).
- 2.7. To contribute to the mitigation of risks on the Corporate **Risk Register**, namely:
- 2.7.1. **Quality, reliable standards and positive outcomes for all students:**
- Failure to deliver high quality academic experience, resources and/or support as defined by the Office for Students and/or other regulatory bodies.
 - Failure to ensure students are assessed effectively, that assessments are valid and reliable and/or that regulations are designed to uphold the credibility of awards appropriately reflecting sector recognised standards.
 - Failure to deliver positive graduate outcomes for all students as defined by the Office for Students and/or other regulatory bodies.
 - Failure in data quality and provision to provide assurance of quality of teaching and/or assessment.
 - Failure to provide students with credible awards that reflect sector-recognised standards.
 - Failure to participate in the Teaching Excellence Framework and demonstrate outstanding student experience and outstanding student outcomes.
 - Failure to mitigate the impact of Staff/HR disputes on high quality academic experience and assessment.
 - Failure to respond to government policy changes in relation to education delivery and/or the student experience.
- 2.7.2. **Protecting the interests of all students:**
- Failure to meet the C Conditions of Registration to the Office for Students (including controls and actions to comply with consumer protection law and to comply with any Student Protection Direction).
- 2.7.3. **Good Governance:**
- Failure to uphold and/or deliver the public interest governance principles that are applicable to education and the student experience (academic freedom, freedom of speech, student engagement, academic governance) and additional areas of priority identified by the Office for Students (mental health, suicide prevention, and sexual harassment and misconduct).
 - Failure to operate in accordance with governing documents.
 - Failure to provide and fully deliver the higher education courses advertised.
- 2.7.4. **Information for students:**
- Failure to contribute appropriately to meeting the F Conditions of Registration to the Office for Students (F1, F2, F3 and/or F4).
- 2.8. To regulate, in accordance with **Ordinance 26.1** and subject to review by Senate (and Council where appropriate), teaching, learning and assessment in the areas of academic responsibility assigned to the Education Board (EdB) including the recommendation of amendments to the [TQA Manual](#), [Regulations Governing](#)

[Academic Programmes](#) (taught) and the education-related elements of the [Ordinances](#).

- 2.9. To maintain oversight of the **Quality and Standards of Education policy**.
- 2.10. To report to **Senate and/or the EdSEEC** as appropriate, regarding the University's:
 - 2.10.1. Professional, Statutory and Regulatory Body Accreditations.
 - 2.10.2. External Assurance of Academic Standards (including External Examiner nominations).
 - 2.10.3. Academic Partnerships.
 - 2.10.4. Degree Apprenticeships
 - 2.10.5. New taught programmes and amendments to existing programmes.
 - 2.10.6. Quality Review and Enhancement of taught Programmes
 - 2.10.7. Academic and professional outcomes for students

Reporting routes/accountability:

- 3.1. To approve persons for appointment as Examiners, on behalf of Senate. (Ordinance 26.2).
- 3.2. To recommend to Senate amendments to the Ordinances and regulations, disciplinary and other procedures for students. (Ordinance 26.3).
- 3.3. To approve amendments to Regulations governing taught academic programmes dealing with courses of study for Degrees and other distinctions and on any questions relating to the work of the Board. (Ordinance 26.3).
- 3.4. To recommend to Senate the award of academic taught programmes (other than Honorary Degrees). (Ordinance 26.4)
- 3.5. To recommend to the Vice President and DVC for Education and Student Experience / the EdSEEC amendments to the TQA Manual.
- 3.6. All approvals for Senate/Council/EdSEEC will usually take place via the appropriate scheduled meetings. Chair's Action approval made be required as appropriate, i.e., with approval via email from the Chair of the relevant Board, and inclusion in the papers of the next appropriate Board for information. For TQA amendments via EdSEEC, the Education Leadership Team (ELT) meetings may also be used to facilitate Chair's Action in place of email, where discussion may be required.
- 3.7. The EdB will also work closely with the Postgraduate Research Board on joint matters, such as education policy related to Professional Doctorates.
- 3.8. Other working parties/groups/ may be established by the EdB, on a temporary basis, where required to carry forward the Board's business, as outlined above.

Membership – Education Board (as per Ordinance 23.3)

- 1.1. There will be two Co-Chairs - the Dean for Taught Students and the Director of Teaching Excellence and Enhancement.
- 1.2. The quorum for the attendance of members at a meeting should be half the appointed members, rounded up.
- 1.3. Three Departmental representatives are nominated each academic year by the Associate Pro Vice-Chancellor of each Faculty, usually during the preceding summer term.
- 1.4. The membership includes three members of the Senate in order to provide a cross- institution perspective and to provide assurance to Senate of appropriate governance and conduct in relation to academic governance, quality and rigour, and that matters delegated by the Senate are dealt with accordingly. These are nominated annually, at the start of each academic year, via Senate.
- 1.5. Other members co-opted as appropriate to provide knowledge and expertise from their respective directorates.

Postgraduate Research Board

The remit and accountabilities of the Postgraduate Research Board (as detailed in its full Terms of Reference 2023/24) is detailed below:

Terms of Reference of the Postgraduate research Board for the 2023/2024 Academic Year

The proposed terms of reference are as follows:

To regulate, subject to review by Senate, teaching and learning in the areas of academic responsibility assigned to the Postgraduate Research Board including recommendation of amendments to the TQA Manual. (Ordinance 26.1).

1. To establish working parties/steering groups/task and finish groups as needed to carry forward the Board's business.
2. To approve persons for appointment as Examiners, on behalf of Senate. (Ordinance 26.2).
3. To recommend to Senate amendments to the Ordinances and regulations, disciplinary and other procedures for students. (Ordinance 26.3)
4. To approve amendments to Regulations governing academic programmes dealing with courses of study for Degrees and other distinctions and on any questions relating to the work of the Board. (Ordinance 26.3).
5. To make recommendations to Senate for the award of academic programmes (other than Honorary Degrees), (Ordinance 26.4)
6. To consider any matters relating to the Boards referred to or delegated to it by Senate and to express opinions in such references or such other matters as seem relevant to it. (Ordinance 26.5).
7. To maintain oversight of the University's Accreditation Procedures and to receive reports from the Dean of Postgraduate Research and Faculties on proposals for new programmes and amendments to existing programmes.

8. To ensure that the business of the Board is handled in such a way that it is consistent with the University's duty to promote equality and eliminate discrimination.
9. To collaborate with Faculties in the development, implementation, and review of the University's strategies for education and research.
10. To consider reports of the Quality Review and Enhancement of Programmes and report to Senate.
11. To maintain oversight of the University's academic partnership activities, receiving reports from Academic Partnerships.
12. To receive reports from the Students' Guild and the Falmouth and Exeter Students' Union summarising issues raised in consultation with student representatives.
13. To report to Senate.
14. To meet at least termly.
15. The quorum for the attendance of members at a meeting should be half the appointed members, rounded up.
16. Members of the Board: to represent your area (Faculty/Guild/ the Falmouth and Exeter Students' Union / Professional Service/Senate) of the University to the Faculty Board, and conversely, to represent the Faculty Board within your area.
17. To maintain oversight of PGR students and take a lead role in the University's response to the Postgraduate Research Experience Survey.
18. To analyse the performance of the Doctoral College in meeting its strategic objectives, inform any action planning, and to report back to the Research and Impact Executive Committee accordingly.

Membership – Management Group of the Doctoral College incorporating the Board of Faculty of Graduate Research (Ordinance 23.4)

19. Dean of Postgraduate Research
20. The Director of Postgraduate Research from each Faculty.
21. The Doctoral College/Innovation, Impact and Business/Research Services Faculty Partner from each Faculty.
22. A representative of the Students' Guild and a representative of the Falmouth and Exeter Students' Union to represent as far as possible the views of the student body of the University and to provide knowledge and expertise of Guild/ the Falmouth and Exeter Students' Union priorities and current student initiatives.
23. Three members of the Senate to provide a cross-institution perspective and to provide assurance to Senate of appropriate governance and conduct in relation to academic governance, quality and rigour, and that matters delegated by the Senate are dealt with accordingly.
24. Other members co-opted as appropriate to provide knowledge and expertise from their respective directorate.

Postgraduate Research Board

The Terms of Reference of the Education Board s and the Management Group of the Doctoral College incorporating the Postgraduate Research Board are shared and are above.

The University Executive Board

The University Executive Board (UEB) acts as the University's senior executive management body and comprises the President and Vice-Chancellor (Chair), the Senior Vice-President and Provost (Deputy Chair), the Vice-President and Deputy Vice-Chancellors, the Pro-Vice-Chancellors, the Senior Vice-President and Registrar & Secretary and of the Executive Divisional Directors of Professional Services.

UEB has responsibility for development and oversight of the institutional strategies, makes day-to-day business decisions and also ensures that key operational and business issues are directed to the relevant manager or team for detailed scrutiny. It also takes senior management responsibility for the delivery, monitoring and review of the University's strategic delivery programme.

Terms of Reference 2023/24

Purpose

1. The University Executive Board (UEB) is the senior executive management body of the University. Chaired by the President and Vice-Chancellor, its purpose is to support and advise the Vice-Chancellor in the performance of her duties as the University's Chief Executive Officer, within the delegation framework of the University.
2. It is responsible for developing and delivering the strategic plans of the University and for the effective management of the University, including agreeing core University policies.

Developing and Delivering Strategy

3. To develop and deliver the University's Strategy, and its sub-strategies (Education and Student Experience, Research and Impact, Global Engagement, Business Engagement and Innovation, and Digital) and other enabling strategies (Finance, People) for recommendation to Council;
4. To scrutinize and approve from the Strategic Investment Committee (SIC) recommendations for investment, five-year plans of Faculties and Professional Services alongside the annual delivery plan of investment projects and programmes, ensuring plans and budgets are consistent with the University's Planning Framework, and strategic priorities and targets. To recommend the University budget and five-year plans to Council.
5. On the recommendation of the SIC, to agree the University's Capital Strategy and Programme for recommendation to Council and to scrutinise all major capital expenditure proposals, and recommend to Council those which pass the thresholds of delegated financial authority.

6. To understand and interpret the strategic environment in which the University operates, including disseminating information and consulting with the University about the strategic choices facing the University, and by identifying and responding to new external opportunities.
7. To receive strategic reports from the Senior Vice-President and Provost, Vice-Presidents and Deputy Vice-Chancellors, the Senior Vice-President and Registrar & Secretary on issues relating to their portfolios and receive timing reports from the senior committees which they Chair (i.e. following each meeting). To receive regular reports from Pro- Vice-Chancellors on issues that arise at their Faculty Executive Groups as required.

Ensuring effective performance monitoring and management

8. To monitor operating and financial performance and delivery against key performance indicators and implementation plans. This includes monitoring of admissions data; research awards, income and performance; business, commercial and philanthropic income and strategic partnerships; staff data; cyber security and IT; strategic projects.
9. Consider an assessment of the institutional Risk Register and appropriate mitigation measures and receive internal audit reports at the request of Audit and Risk Committee.
10. To monitor expenditure against strategic funds.
11. To ensure financial sustainability of the University.
12. Developing and ensuring effective implementation of University sub-strategies, policies and codes of practice, namely:
 - a) Finance
 - b) HR/Workforce planning
 - c) Environment and climate emergency
 - d) Digital
 - e) Communications
 - f) Equality and diversity
 - g) Fundraising
13. Via the Compliance Committee of UEB, ensuring that the University complies with the expectations of all relevant legislation and regulation.

Membership

President and Vice-Chancellor [Chair]

Senior Vice-President and Provost [Deputy Chair]

Senior Vice-President and Registrar & Secretary (Deputy Chair in the absence of the Provost)
Vice-President and Deputy Vice-Chancellor (Education and Student Experience)
Vice-President and Deputy Vice-Chancellor (Global Engagement)
Vice-President and Deputy Vice-Chancellor (Research and Impact)
Vice-President and Deputy Vice-Chancellor (Business Engagement and Innovation)
Vice-President and Deputy Vice-Chancellor (Cornwall)
Vice-President and Deputy Vice-Chancellor (People and Culture)
Pro-Vice-Chancellor and Executive Dean, Faculty of Environment, Science and Economy
Pro-Vice-Chancellor and Executive Dean, Faculty of Humanities, Arts and Social Sciences
Pro-Vice-Chancellor and Executive Dean, Faculty of Health and Life Sciences
Chief Financial Officer and Executive Divisional Director Finance, Infrastructure and Commercial Services
Deputy Registrar and Executive Divisional Director Education and Academic Services
Executive Divisional Director of Human Resources
Executive Divisional Director of External Engagement and Global Divisional Director of University Corporate Services (in attendance)

The University Executive Board is supported by the Vice-Chancellor's Office and will meet on a fortnightly basis (alternate Thursday mornings) during academic term-time and at other times as required. It also meets for a number of strategic away days each year as required.

The Committees of the University Executive Board

The following management groups act as committees of UEB and report to UEB via verbal reporting or written reports as deemed necessary by the relevant committee Chair:

Strategic Investment Committee

Overall purpose

The Strategic Investment Committee (SIC) is responsible for the alignment of the University institutional strategy and the associated programmes of work with the deployment and management of its resources.

This includes:

1. Investment and budgetary decisions, including approval of spend under £5M (all proposals over £5M to be approved by Council) *
 2. Performance monitoring
 3. Development of the five-year plan for submission to Council
 4. To receive prioritised institutional strategic and complex infrastructural projects from other UEB Committees. This might include physical or digital infrastructure projects or complex projects involving multiple departments and directorates.
- * - SIC via the Capital Management Group approve capital projects <£5m, provided these are in the Council approved Capital Plan

- SIC recommend capital projects <£5m to UEB for approval if they are not in the Council approved capital plan.

The SIC has the following sub-groups to scrutinise operational matters and manage delegated budgets where appropriate:

- I. Capital Management Group (to be chaired by the Senior-Vice-President and Registrar & Secretary)
- II. Digital Strategy Group (to be chaired by the and Senior Vice-President and Registrar & Secretary)
- III. IT Strategy Group (to be chaired by the Registrar and Secretary);
- IV. Enabling Strategy 2030 (to be co-chaired by Senior Vice-President and Provost and Senior Vice-President and Registrar and Secretary);

Delegated Authority

ITSG has delegated financial authority for approving Investment and budgetary decisions, including approval of spend under £1M (all proposals over £5M to be approved by Council) for the Essential IT portfolio.

SIC has delegated financial authority for approving Investment and budgetary decisions, including approval of spend under £5M. All proposals over £5M are subject to endorsement by SIC and UEB, prior to approval by Council.

SIC, via formal recommendation the Capital Management Group, has delegated financial authority to approve capital projects up to £5m, provided these are in the Council approved Capital Plan.

SIC recommend capital projects less than £5m to UEB for approval if they are not in the Council approved capital plan.

For strategic initiatives of up to £1m capital and/or revenue costs* profiled over one/multiple years, which have been incorporated in the Council approved Capital Plan / 2030 Strategy Delivery Plan, Strategic Investment Committee (SIC) has authority to:

- a) validate placemarkers based on approval of the Strategic Outline Case (SOC);
- b) delegate to a relevant UEB Management Committee, or Capital Management Group (CMG) in the case of capital projects, the approval of further stages of business cases, with agreed updates to SIC on decisions and performance

For strategic initiatives requesting funding for £1m and up to £5m of capital and/or revenue costs*:

- a) if no specific placemarkers exists then UEB approve placemarkers and delegate to SIC to endorse the resulting business case stage gates.
- b) once approved placemarkers in plan, SIC have delegated authority to approve all business case stage gates following assurance by relevant Management Committee or Faculty Executive Board, and recommendation by Capital Management Group in the case of capital projects.

For strategic initiatives above £5m capital &/or revenue costs*, Council approval is required following endorsement by UEB and SIC for all business case stage gates including approving placemarkers.

**the associated capital and or revenue cost should include the total costs for a single project or overall aggregate cost of a series of linked projects*

Strategic Initiative Change Control Requests and Cost Variances

SIC has responsibility for reviewing change control requests for any in-year variation that exceeds the delegated funding thresholds for strategic initiatives (as outlined above) in order to confirm additional estimated funding and the requirement and timeframe for UEB and Council approval as necessary.

SIC will review all in-year cost variances to strategic initiatives above £250k and has delegated authority to reprioritise funding for the Capital Management Group (CMG), IT Strategy Group (ITSG) and UEB Management Committees that are within existing and approved budgets.

Unplanned Additional Costs and Strategic Opportunities

Unplanned additional costs and/or strategic opportunities that are less than £250k will be managed within Faculty and PS budget envelopes unless there is potential for a material and detrimental impact to delivery of service.

In instances where there is a potential for a material and detrimental impact to service delivery, or the additional costs are in excess of £250k, these will be escalated to the relevant Pro-Vice-Chancellor and/or Senior Vice-President and Registrar and Secretary in the first instance to determine if these can be accommodated within overall approved budgets.

In instances where additional costs cannot be managed within existing budgets and there is a material and detrimental impact to service, these will progress to SIC.

Membership and nominated representatives

Chair: President and Vice Chancellor

UEB Committees can agree their own membership. Frequency of meetings
UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

Business Engagement and Innovation Committee

Overall purpose

The Business Engagement and Innovation Committee (BEIC) supports and advises the Deputy Vice Chancellor for Business Engagement and Innovation on matters relating to the management and strategic direction of the University in relation to business engagement, innovation, commercialisation activity, regional engagement (including the wider civic agenda) and skills.

This includes:

1. Developing and delivering the relevant Business Engagement and Innovation strategies and the relevant elements of the University's 2030 Strategy.
2. Overseeing, developing and managing proactively business engagement, regional engagement and innovation strategies and policies; and to advise, influence and assimilate associated strategies that have a bearing on business engagement, regional engagement and innovation activity.
3. Developing and monitoring implementation plans and providing leadership with all associated activities.
4. To oversee, receive and discuss reports and recommendations regarding Faculty level business engagement, collaborative research and commercial activity, innovation and regional engagement strategies and policies.
5. To provide leadership in influencing regional, national and international business, innovation and sectoral policy development, and national and regional policy on economic development and skills.
6. To review and prioritise the portfolio of institutional strategic and complex infrastructural projects relating to business engagement and innovation.
7. Shaping strategy and policy to support researcher communities and entrepreneurship.
8. Shaping strategy and policy to ensure effective and ambitious business engagement, innovation and regional engagement operations.

Membership and nominated representatives

Chair: Vice-President and Deputy Vice Chancellor (Business Engagement and Innovation)
UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

Climate and Environmental Crisis (CEC) Board

Purpose

The Climate and Environmental Crisis (CEC) Board is responsible for providing strategic oversight to the University's sustainability commitments embodied in its Environment and Climate Emergency Policy Statement, and for coordinating the University's contribution to the UN Sustainable Development Goals (SDGs).

This includes:

1. Providing strategic and cross-university advice on programmes to deliver against the University's sustainability commitments, including net-zero target and net-gain biodiversity.
2. Approving or endorse strategies and policies relating to sustainability.
3. Overseeing the development and successful delivery of supporting policies and plans including, but not limited to, Travel Plan, Sustainable Procurement Policy, Biodiversity Action Plan, Waste Strategy, Communications and Engagement Plan.
4. Mapping the University's contribution to the UN SDGs and facilitate university-wide activity to support the achievement of these.
5. Engendering a university culture that supports delivery of sustainability commitments.
6. Ensuring that sustainability is embedded into university governance, planning, risk management, decision making and operations.
7. Establishing Task and Finish Groups as appropriate to deliver on specific initiatives.
8. Providing advice and challenge on required budgets to meet commitments.
9. Receiving reports from the Advocate Climate Taskforce on the production and implementation of Faculty and Divisional Sustainability Plans.
10. Monitoring progress against the implementation of the policy statement and produce an annual sustainability report that will be made publicly available.
11. Reviewing sustainability management systems (e.g. ISO14001 and ISO20400) audit outcomes and ensure continuing suitability, adequacy and effectiveness.
12. Demonstrating leadership for sustainability matters at the University.

Membership

- Senior Vice-President and Provost (Joint Chair)
- Senior Vice-President Registrar and Secretary (Joint Chair)

UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

The Chair may invite non-members to attend a meeting to report on or discuss specific matters.

Cornwall Campuses Strategy Group (CCSG)

Purpose

The Cornwall Campuses Strategy Group (CCSG) is responsible for overseeing the development of a joined-up programme of activity to implement the University's strategic ambitions in line with Strategy 2030, the Cornwall 2030 Delivery Plan and KPIs.

Terms of Reference

- a) To oversee the development of a joined-up programme of activity to implement the University's strategic ambitions for Cornwall, in line with Strategy 2030, ensuring the growth of our research, education and partnerships in Cornwall
- b) To ensure that activity on our Cornwall Campuses delivers and enables strategic road maps of Faculties
- c) To ensure that activity on our Cornwall Delivery Plan is aligned with regional priorities
- d) To monitor Cornwall Campuses Net Zero targets including Masterplan and Infrastructure requirements for teaching and research
- e) To monitor the Cornwall 2030 Delivery Plan and KPIs
- f) To monitor the Civic University Agreement (CUA) projects tracker

Membership

Chair: Vice-President and Deputy Vice-Chancellor (Cornwall)

UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

Research and Impact Executive Committee

Overall Purpose

The Research and Impact Committee (RIEC) supports and advises the Deputy Vice Chancellor for Research and Impact on matters relating to the management and strategic direction of the University in relation to research, impact and innovation, including postgraduate research.

This includes:

1. Developing and delivering research and impact strategy and policy
2. Providing oversight and leadership of the University's research culture strategy and policies to support researcher communities (this captures ethics and integrity etc.,)
3. Shaping strategy and policy to support research activity and income generation.
4. Shaping strategy and policy to ensure effective and ambitious research, and impact operations.
5. Ensuring effective research governance and performance monitoring and management

6. Prioritise and oversee research-focused institutional strategic and complex infrastructural projects.
7. Developing a sustainable research model

Membership and nominated representatives

Chair: Vice-President and Deputy Vice Chancellor (Research and Impact)

UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

Education and Student Experience Executive Committee

Purpose

The Education and Student Experience Executive Committee is responsible for executive management and decision-making relating to the delivery of the Education Strategy (and the vision for education and student experience within the University's new 2030 Strategy), and education provision. Responsibility for academic governance, including overseeing the quality and standards of education provision, and approving formal education policy lies with the Board of the Faculty of Taught Programmes (on behalf of and reporting to Senate).

This includes:

1. Accountable to UEB for the ongoing management of all matters relating to the delivery of education and student academic experience.
2. Accountable for and the management of an institutional approach to the continuous improvement of teaching, learning and the student academic experience.
3. Responsibility for effective engagement with students and ensure that the student voice is appropriately integrated into decision making and policy development.
4. Promoting the advancement of Success for All Our Students, inclusion and sustainability through education, pedagogy and curriculum; and ensuring a continued focus on supporting students to enhance their employability.
5. Providing a forum the sharing of best practice in relation to Education across Faculties and Professional services.
6. Responsibility for education project prioritisation and delivery.
7. To review and prioritise the portfolio of institutional strategic and complex infrastructural projects relating to education and impact matters. This might include physical or digital infrastructure projects or complex projects involving multiple departments and directorates.

Membership and nominated representatives

Chair: Deputy Vice Chancellor (Education)

UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term

Reporting

UEB Committees will report to UEB at least once a term.

Global Engagement Committee

Purpose

The Global Engagement Committee (GEC) will oversee the University's global activities and delivery of the Global Strategy.

This includes:

1. To oversee progress in delivering the Global Strategy and to address associated opportunities, challenges and risks, ensuring alignment of regional and country activities to deliver the aims of the Global Strategy.
2. To ensure a coordinated approach to global activities across Faculties and Professional Services, including delivery of Faculty Global Plans
3. To oversee global partnership development.
4. To oversee international initiatives contributing to development and implementation of the University's Global Advancement agenda, including contributions and support from overseas alumni.
5. To oversee work aimed at maintaining and enhancing the University's global reputation and rankings positions.
6. To review and agree the University's strategy for student mobility.
7. To review and prioritise the portfolio of institutional strategic and complex infrastructural projects relating to global engagement. This might include physical or digital infrastructure projects or complex projects involving multiple departments and directorates.

Membership and nominated representatives

Chair: Vice-President and Deputy Vice Chancellor (Global Engagement) UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

Recruitment and Admissions Committee

Purpose

The Recruitment and Admissions Group is responsible for development and implementation of the University's student recruitment strategy and oversight of taught student recruitment (home and international), marketing and admissions activity, reporting to the University Executive Board (UEB). The Group will review business cases related to student recruitment and oversee the progress of these investments, reporting on the latter to the Strategic Investment Committee (SIC).

This includes:

- Overseeing (and via the Chair to be accountable) for the development and delivery of the University's taught student recruitment strategy (including longer-term strategy).
- Accountability for recruitment activity, ensuring delivery against targets and performance indicators and reporting on these to UEB and Council, including as Chair of Dual Assurance Global Engagement Strategy.
- Reviewing and monitoring the in-year admissions position for taught students (UG and PGT, home and international, including turnaround times, no-shows/decliners, etc.) and make tactical decisions as required to coordinate and support all of aspects of the work of EEG and faculties in delivering in-year and five-year targets.
- maintaining oversight of other areas of recruitment activity including degree apprenticeships, TNE and online provision, through periodic reporting at meetings.
- Agreeing major changes to admissions tactics and admissions (including English-language) requirements where these relate to institutional numbers management and plans.
- Coordinating development of annual and five-year taught student recruitment targets (including campus based, online, micro-credential degree apprenticeship and TNE programmes for the University and its constituent faculties), to review and scrutinise the plans in detail and provide feedback to faculties and UEB on achievability of delivering target numbers within available resources.
- Reviewing and providing feedback on early drafts of business and investment cases related to student recruitment activity (including faculty and EEG projects), and to scrutinise final business and investment; to monitor progress, ensure return on investment, and provide feedback and reporting to SIC and UEB where required.
- Coordinating reporting to UEB, Council and Senate regarding the admissions position.
- Monitoring UK government and OfS policy with regard to home and international admissions and adapt student number planning and tariff targets as appropriate.
- Receiving and making recommendations on market reports relating to home and international student trends, and on policies adopted by other providers.
- Reviewing and scrutinising entry criteria/typical offers, pricing of unregulated programmes, and scholarships with feedback to faculties as appropriate.
- Recommending and overseeing the institutional approach to confirmation and clearing, which will then be overseen by the Confirmation and Clearing Monitoring Group who will provide an annual review (and recommendations) relating to Confirmation and Clearing to RAG.
- Reviewing and enhancing activity to optimise state school and Widening Participation recruitment, including engagement with schools, colleges and academies and targeted digital marketing campaigns. To report, where necessary, to UEB and Council and interface with the Success for All Strategy Group.

- Proactively identifying, managing and mitigating risks associated with taught-course recruitment and admissions.
- Co-ordinating the interface with the Taught Portfolio Review Board and with Education teams, receiving reports where required and providing guidance on meeting new course recruitment targets.

Membership

Membership and nominated representatives

Vice-President and Deputy Vice-Chancellor Global Engagement (Chair)

UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

Wellbeing, Inclusion and Culture Committee

Overall Purpose

The Wellbeing, Inclusion and Culture Committee (WIC) focuses on culture and culture change and, in doing so, seeks to embed inclusion and wellbeing throughout the University.

This includes:

1. Setting the University's culture, inclusion and wellbeing priorities.
2. Empower, through the principle of strong delegation, its EDI, Wellbeing and Future Working groups to progress its culture and culture change work.
3. To receive regular reports from the Provost Commission for Wellbeing, Inclusion and Culture.
4. To review and prioritise the portfolio of institutional strategic and complex infrastructural projects relating to wellbeing, inclusion and culture matters. This might include physical or digital infrastructure projects or complex projects involving multiple departments and directorates.

Membership and nominated representatives

Chair: Senior Vice-President and Provost

UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

Compliance Committee

Overall Purpose

The Compliance Committee has oversight responsibility for the University's key compliance functions, and for the oversight and development of the University Compliance Framework. It has responsibility for the development and approval of compliance and related policies and procedures, and for compliance project prioritisation and delivery.

Key compliance functions include:

1. Legal and Regulation (including the Office for Students regulatory framework).
2. Risk Management
3. Health and Safety.
4. Information Governance and Security.
5. Internal Audit.
6. Business Continuity and Emergency Planning.
7. Insurance.
8. Relevant financial compliance (e.g. procurement, fraud, bribery).
9. The University Ethics Framework.
10. Research governance and compliance (joint with Research and Impact Executive Committee).
11. Institutional governance (Estates and technical compliance matters, Risk management, and statutory returns).
12. To review and prioritise the portfolio of institutional strategic and complex infrastructural projects relating to compliance matters. This might include physical or digital infrastructure projects or complex projects involving multiple departments and directorates.

The following committees which provide annual updates to Council will formally report to the Compliance Committee:

- i. The Health and Safety Committee
- ii. The Information Steering Committee

Membership and nominated representatives

Chair: Senior Vice-President and Registrar and Secretary

UEB Committees can agree their own membership.

Frequency of meetings

UEB Committees will meet at least once a term.

Reporting

UEB Committees will report to UEB at least once a term.

Responsible Bodies and Individuals

The President and Vice-Chancellor

The President and Vice-Chancellor receives their authority from and is directly accountable to the Chair of the Council.

As 'Accountable Officer' under the terms of the Office for Students (OfS) Regulatory Framework, the Vice-Chancellor is appointed by the Council for the management of all aspects of University business within:

- (a) The framework set out by the Charter, Statutes and Ordinances,
- (b) The OfS Regulatory Framework
- (c) The wider statutory environment within which Exeter is required to comply, along with the University's internal control environment, which includes risk management and adherence to the University's financial regulations.

The Vice-Chancellor delegates responsibility for specific aspects of the University's management to the Provost, the Deputy Vice-Chancellors, Registrar and Secretary. The Provost delegates authority for management of the University's Faculties to Pro-Vice-Chancellors and Executive Deans. The Vice-Chancellor delegates the management and strategy for the University's Cornwall campuses to the Deputy Vice Chancellor Cornwall. The Registrar and Secretary delegates authority for the management of the University's Professional Services to Directors of Service. (See **Appendix 1**)

Senior Vice-President and Provost

Senior Vice-Provost and President has delegated power from the Vice-Chancellor to act as the senior officer responsible for the University's academic affairs and is deputy to the Vice Chancellor.

The Provost is responsible for leading the delivery of the University Strategy, providing leadership, direction and strategic evaluation of academic matters.

The Provost:

- Provide strategic leadership and management of University's three Faculties, through the three Pro Vice-Chancellors and Executive Deans.
- Has oversight of the University's Climate Emergency activity alongside the Registrar and Secretary.
- With the Deputy Vice-Chancellors, is responsible for the regional education and skills strategy development.

The Provost is accountable directly to the Vice Chancellor.

Vice-President and Deputy Vice-Chancellors

The Deputy Vice-Chancellors have delegated powers from the Vice-Chancellor for oversight and delivery of the elements of the institutional strategy as follows:

- Research and Impact

- Education and Student Experience
- Global Engagement
- Cornwall
- Business Engagement and Innovation
- People and Culture

The Deputy Vice-Chancellors are accountable directly to the Vice-Chancellor.

Senior Vice-President and Registrar & Secretary

The Senior Vice-President and Registrar & Secretary has responsibility delegated by the Vice-Chancellor for the effective and efficient operation of the University's Professional Services teams (including overall budgetary authority) and governance arrangements, including acting as Secretary to the University Council and the Senate.

The Registrar and Secretary is accountable directly to the Vice-Chancellor.

Faculty Pro-Vice-Chancellors (PVCs)

The PVCs have responsibility delegated from the Provost for the leadership and management of the academic and business activities and staff of their particular Faculty (see the Appendix 2 for detail on the individual Faculty Governance arrangements), within the parameters of the budgetary review and planning process, the capital implementation process and the powers of the Senate with regard to the award of degrees and other qualifications. The PVCs are responsible for supporting the delivery of the institutional strategy led by the Provost and DVCs through Faculty strategies.

The Pro-Vice-Chancellors are accountable directly to the Provost.

Directors of Professional Services

The Registrar and Secretary delegates responsibility for oversight of the key professional service areas to a team of Executive/Divisional Directors. The Executive/Divisional Directors are professionally accountable to the Registrar and Secretary. In addition, the following Executive/Divisional Directors also have strategic accountabilities to the Provost and DVCs as follows:

Strategic Reports

- Deputy Registrar and Executive Divisional Director of Education and Academic Services to the Provost
- The Director of Education and Student Support to the Deputy Vice-Chancellor (Education and Student Experience)
- The Divisional Director of Innovation, Impact and Business to the Deputy Vice-Chancellor (Business Engagement and Innovation)
- The Divisional Director of University Corporate Services to the Deputy Vice-Chancellor Strategy and Resources

- The Divisional Director of Research Services to the Deputy Vice-Chancellor (Research and Impact)
- The Executive Divisional Director of External Engagement and Global (on the issue of Student Recruitment only) to DVC Global Engagement

Dean for Taught Students and the Dean of the Education Board

The Dean has responsibility for leading and representing the business of the Education Board and is responsible for all taught student matters, including student satisfaction, progression and discipline. The Dean also has a major role to play in oversight and operational management of the University's academic standards, quality assurance and enhancement arrangements for its taught programmes, on behalf of the Deputy Vice-Chancellor (Education and Student Experience). The Dean has delegated authority from the Deputy Vice-Chancellor (Education and Student Experience) to approve taught programmes and modules.

The Dean for Taught Students is accountable to the Deputy Vice-Chancellor (Education and Student Experience) and to Senate.

Dean for Postgraduate Research and the Doctoral College

The Dean has responsibility for leading and representing the business of the Postgraduate Research Board and is responsible for all postgraduate research matters, including student satisfaction, progression and discipline. The Dean also has a major role to play in the oversight and operational management of the University's academic standards, quality assurance and enhancement arrangements for its postgraduate research programmes, on behalf of the Deputy Vice-Chancellor (Research and Impact).

The Dean is accountable to the Deputy Vice-Chancellor (Research and Impact) and to Senate.

Associate Pro-Vice-Chancellors for Education, Research and Impact, Global Engagement and Business Engagement and Innovation

Are accountable to the Pro-Vice-Chancellors for oversight of their specific areas of responsibility within each Faculty. They also have a strategic management line into the relevant Deputy Vice-Chancellor.

Other Delegations

For financial decisions, Council is responsible for approval of the schedule of delegations of authority to enter into contracts below.

For matters related to academic standards, awards and students, a series of delegations are made by the Senate as set out in the Delegation of Senate Authorities.

Except as otherwise provided, individuals and bodies in whom authority is vested by the delegation framework may sub-delegate to others provided that such sub-delegation is

consistent with the financial and other regulations. While authority and responsibility can be delegated where appropriate, accountability remains with the individual or body making the delegation.

Where sub-delegation occurs and there is further delegation, it should take place on the basis of a cascade i.e. the person with authority delegates it to the next person who may then delegate to another and so on. Sub-delegation should not bypass management tiers in the interests of clarity of responsibility and ensuring that individuals remain accountable even when others further along the chain are performing the task. Wherever feasible, sub-delegations should be recorded.

Strategy

| Activity | Responsible Body or Individual |
|--|---|
| Approval of the Institutional Strategy and enabling strategies | Council via UEB (Following scrutiny by Senate) |
| Approval of Faculty strategies | Strategic Investment Committee (SIC)/UEB (Following scrutiny by Senate) |
| Approval of the Business Engagement Strategy | Council via UEB |
| Approval of the Capital Strategy including <ul style="list-style-type: none"> - Estates Strategy - IT and Digital Strategy | Council via UEB |
| Approval of the Access and Participation Strategy | Council via UEB (Following scrutiny by Senate) |
| Approval of the Environmental Sustainability Strategy | Council via UEB |
| Reporting to Council on the approval of strategies and progress towards achieving them. | President and Vice-Chancellor |

Accountability to the Office for Students

| Activity | Responsible Body or Individual |
|---|--------------------------------------|
| The proper use of public funds received through the Office for Students | Council |
| Designated accountable officer for the Office for Students | The President and Vice-Chancellor |
| Compliance with charity law and other legal requirements | Council |
| Compliance with the integrated public sector equality duty | Council |
| Ensuring that there is an adequate system for the management of risk | Council via Audit and Risk Committee |
| Compliance with the Office for Students Regulatory Framework Conditions of Registration | Council via UEB |
| The quality of data returned in HESA and HESES returns | The President and Vice-Chancellor |

| | |
|---|--|
| Ensuring effective arrangements for the management and quality assurance of data returns | Council via Audit and Risk Committee |
| Ensuring an effective framework to manage the quality of learning and teaching and to maintain academic standards | Council via Senate and The Vice-Chancellor |
| Approval and monitoring of the Access and Participation Plan | Council via UEB |

Budgets and the allocation of resources

| Activity | Responsible Body or Individual |
|---|--|
| Financial Regulations | Audit & Risk Committee reviews, Council approves |
| Scheme of Delegation of Financial Authority | Audit & Risk Committee reviews, Council approves |
| Approval of the annual budget | UEB recommends, Council approves |
| Ensuring the adequacy of Exeter's insurance arrangements as risk mitigation | Council via Audit & Risk Committee |
| Ensuring the quality of insurance arrangements | Council via Audit & Risk Committee |

Forward Commitments

| Activity | Responsible Body or Individual |
|---|--------------------------------|
| Agreements that lock Exeter into significant contractual commitments of over 5 years and/or over a value of £5M, other than contracts of employment | Council |

Governance and Organisation

| Activity | Responsible Body or Individual |
|--|--|
| Amendments to the Charter and Statutes | The Privy Council on the recommendation of Council |
| Approval of Ordinances and amendments | Council recommended by Senate |

| | |
|--|---|
| Approval of significant Exeter policies and HR codes of practice (i.e. those that have a material impact on the working conditions of staff or materially affect reputation) | UEB |
| Approval of other non-academic policies designed for operational purposes which do not determine the terms and conditions of staff or materially affect reputation. However, they may be developed in support of terms and conditions and to protect and enhance reputation. | UEB |
| Appointment of Officers of Council and the Secretary to Council | Council |
| Appointment of independent members of Council | Council on the recommendation of Nominations Committee |
| Appointment of Auditors | Council on the recommendation of Audit and Risk Committee |
| Conferment and revocation of Honorary Degrees and Fellowships | Council on the recommendation of Senate |
| Appointment of the Vice-Chancellor | Council following the recommendation of a Report from a Joint Committee of Council and Senate |
| Establishment/disestablishment of academic schools and institutes | Council following recommendation by Senate |
| Appointment of the Provost, Deputy Vice-Chancellors and Pro-Vice-Chancellors | Council on the recommendation of Senate (via representation on appointment panels) and |
| Appointment of Faculty Associate Pro-Vice-chancellor's | Faculty Pro-Vice-Chancellors on the recommendation of appointment panels |
| Major capital projects | |
| Under £5M | UEB if not in the capital plan; SIC if in the capital plan. |
| Over £5M | Council on the recommendation of UEB |
| Review and update of rolling 5 year capital programme | Council on recommendation of UEB (following recommendation of SIC) |

Academic Governance and Management

| Activity | Responsible Body or Individual |
|--|--|
| Academic Regulations and regulations for the conduct of students | Senate |
| Policies and procedures for the approval of programmes and Modules | Senate/ Education Board and/or Postgraduate Research Board for |
| Approval of taught programmes and modules | Dean for Taught Students as Chair of the Education Board under authority from Senate |
| Approval of research programmes and modules | Dean of Postgraduate Research as Chair of the Postgraduate Research Board under authority from Senate |
| Operational documents for the approval of programmes and modules (description of process, forms etc) | Education Board and/or Postgraduate Research Board |
| Conferment of academic awards for Taught programmes | Dean for Taught Students as Chair of the Education Board under authority from Senate |
| Conferment of research degrees | Dean of Postgraduate Research as Chair of the Postgraduate Research Board under authority from Senate |
| Approval of institutional collaborative partners | Strategic: - Global Engagement Committee (International) - Education and Student Support Executive Committee (UK / Education) - Research and Impact Executive Committee (UK / |
| Approval of collaborative provision | Education Board and/or Postgraduate Research Board |

Staff

| Activity | Responsible Body or Individual |
|--|---|
| Setting the framework for determining the pay and conditions of service of staff | Council delegated to UEB other than those staff covered by Council's delegation to Remuneration Committee. |
| Main features of terms and conditions of employment | Council |
| Process for the approval to recruit to a vacancy | Provost (for posts outside SIC process). All other Faculty posts, Pro- Vice-Chancellors. Approval for Professional Services posts rests finally with the Registrar and Secretary. |
| Decision to initiate recruitment to posts | Provost (for posts outside SIC process). All other Faculty posts, Pro- Vice-Chancellors. Approval for Professional Services posts rests finally with the Registrar and Secretary. |
| Appointment of staff to vacancies | Appointing panel constituted in accordance with the relevant HR regulations |
| Appointment of non-contracted staff | Pro-Vice-Chancellor for Academic Appointments / Diversional Director of Human Resources for non-academic appointments |
| Promotion of academic staff | UEB |

Students

| Activity | Responsible Body or Individual |
|---------------------|--|
| Admissions Policy | Senate |
| Admissions Criteria | Admissions Policy Group on authority from the Senate (reporting to the Education Board and Postgraduate Research Board, Monthly Admissions and Student Recruitment Group, and Education Executive Committee) |

| | |
|--|---|
| Selection of students | Pro-Vice-Chancellors under the direction of the Deputy Vice-Chancellors (Education & Global Engagement) |
| Award of prizes | Faculties |
| Approval of new prizes, changes to conditions and nominations for award | Education Board and/or Postgraduate Research Board |
| Award of research degree scholarships and studentships | The Dean of Postgraduate Research and of the Doctoral Faculty |
| Policy for the allocation of student accommodation | University Executive Board |
| Interface with the Guild of Students and Falmouth and Exeter Students' Union ('the 'SU') | Deputy Vice-Chancellor (Education and Student Experience) |
| Student recruitment | Deputy Vice-Chancellors (Education & Global Engagement) |

President and Vice-Chancellor's Delegations

| Activity | Responsible Body or Individual |
|--|--|
| Delegated to | Delegated to |
| Leadership of alumni relations and fundraising | Senior Vice-President and Provost |
| The executive management of Faculties | Senior Vice-President and Provost |
| Leadership of the Cornwall Strategy | Vice-President and Deputy Vice-Chancellor (Cornwall) |
| Leadership of student experience, teaching and learning and teaching matters, academic standards and quality assurance and delivery of the Education Strategy | Vice-President and Deputy Vice-Chancellor (Education and Student Experience) |
| Leadership of research, research degree, innovation and business engagement matters, including academic standards and quality assurance for Research degrees, the Doctoral College, the development and delivery of the Research and Impact Strategy | Vice-President and Deputy Vice-Chancellor (Business Engagement and Innovation) |
| Leadership of global activities, including our global partnerships and delivery of our Global Strategy | Vice-President and Deputy Vice-Chancellor (Global Engagement) |
| Leadership of Professional Services | Senior Vice-President and The Registrar and Secretary |
| Strategic oversight of the estate, including the development and delivery of the Estates Strategy | Senior Vice-President and The Registrar and Secretary |

| | |
|--|--|
| Strategic oversight of information technology services, including the development and delivery of the IT strategy. | Senior Vice-President and The Registrar and Secretary |
| Strategic oversight of human resources, including the development and delivery of the HR strategy. | Senior Vice-President and The Registrar and Secretary |
| Strategic oversight of health, safety and wellbeing issues. | Senior Vice-President and The Registrar and Secretary |
| Strategic oversight of risk management. | Senior Vice-President and The Registrar and Secretary |
| Strategic oversight of promotion of Equality, Diversity and Inclusion | Senior Vice-President and The Provost |
| Strategic oversight and delivery of the digital strategy | Senior Vice-President and The Registrar and Secretary |
| Regional Strategy development | Senior Vice-President and Provost, and Deputy Vice-Chancellors (Education and Research & Impact) |
| Responsibility for the delivery of the Institutional Strategic Plan and University's Annual Planning Process | Senior Vice-President and The Provost |

Senior Vice-President and Provost's Delegations

| Activity | Responsible Body or Individual |
|---|--|
| Area of responsibility | Delegated to |
| The executive management of Faculties | Faculty Pro-Vice-Chancellors and Executive Deans |
| Wellbeing, Inclusion and Culture | Executive Divisional Director of Human Resources |
| Responsibility for the delivery of the university fundraising campaigns | Director, Global Advancement |
| Appointment to other roles in a Faculty | Pro-Vice-Chancellors and Executive Deans |

Senior Vice-President and Registrar and Secretary's Delegations

| Activity | Responsible Body or Individual |
|---|---|
| Area of responsibility | Delegated to |
| Oversight and responsibility for Faculty Operations (including all Directors of Faculty Operations and Director of Cornwall Operations), Education and Student Support, and the Strategic | Deputy Registrar and Executive Divisional Director of Education and Academic Services |

| | |
|--|---|
| Delivery Unit | |
| Responsibility for IT services | Divisional Director of Information Technology |
| Responsibility for Human Resources including Organisational Development | Executive Divisional Director of Human Resources |
| Responsibility for University Corporate Services | Divisional Director of University Corporate Services |
| Responsibility for Finance Services including Procurement and Policy, Planning and Business Intelligence | Chief Financial Officer and Executive Divisional Director of Finance, |
| Responsibility for Global Advancement including philanthropic activities | Executive Divisional Director of External Engagement and Global |
| Responsibility for Marketing, Recruitment, Communications and Global | Executive Divisional Director of External Engagement and Global |
| Responsibility for Research Services and Doctoral Faculty | Divisional Director of Research Services |
| Responsibility for Innovation, Impact and Business | Interim Divisional Director of Innovation, Impact and Business |
| Leadership of Vice-Chancellor's office | Head of the Vice-Chancellor's Office |

Schedule of Delegations of Authority to Enter into Contracts

1. General Principles

The President and Vice-Chancellor, Senior Vice-President and Provost and the Senior Vice-President and Registrar and Secretary can sign any document, subject to approval of the relevant project (with relevant specialist advice where appropriate), partnership or other arrangement being given by the relevant empowered body which is responsible for scrutinizing proposals in full (Council, UEB, SIC or the Capital Management Group).

In the absence of the President and Vice-Chancellor and Senior Vice-President and Provost for any reason (and subject to approvals as defined above), any of the Vice-President and Deputy Vice-Chancellors (DVCs) can sign any document.

In the absence of the Senior Vice-President and Registrar & Secretary for any reason, the Chief Financial Officer can (subject to the approvals defined above) sign any document.

Any contract (not specified under a theme below) with a value greater than £1m must be signed by any of: President and Vice-Chancellor, Senior Vice-President and Provost, Vice-President and DVCs, Senior Vice-President and Registrar and Secretary or Chief Financial Officer.

Ordinary contracts for the purchase of goods and services such as catering, stationery and other consumables in budget centres must be made in accordance with Section E of the University's Financial Regulations.

In the case of any conflict between this schedule and the Financial Regulations, the Financial Regulations will take precedence.

Contract values specified in this schedule relate to the value of the contract over its specified term, exclusive of VAT (where applicable).

For the purposes of this delegation framework, Memorandums of Understanding also count as contracts.

2. Documents by theme

This is not an exhaustive list but covers the most common documents which might be signed over the course of a year.

- Research Contracts <£5m – Divisional Director of Research Services or Divisional Director of Innovation, Impact and Business or his/her nominees.¹
- Research Council contracts and associated grants (including any funding bodies that are returned to HESA under the same heading as the Research Council); EU Government grants, National Institute for Health Research, Wellcome Trust, Wolfson Foundation and Leverhulme Trust grants >£5m – Any of President and Vice-Chancellor, Senior Vice-President and Provost, Vice-President and DVCs, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Divisional Director of Research or the Divisional Director of Innovation, Impact and Business.
- All other Research Contracts >£5m – Any of President and VC, Senior Vice-President and Provost, Vice-President and DVCs, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Divisional Director of Research Services or the Divisional Director of Innovation, Impact and Business and the approval of Council.
- Consultancy Contracts <£500k Divisional Director of Innovation, Impact and Business or his/her nominees
- Consultancy Contracts >£500k DVC BE&I on the recommendation of the Divisional Director of Innovation, Impact and Business
- IP contracts <£1m – Divisional Director of Innovation, Impact & Business or his/her nominees.
- IP Contracts >£1m – Any of President and VC, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Divisional Director of Innovation, Impact & Business and the approval of Council.

¹ Nominees are defined within the authority lists for Research and Impact, Impact and Business. The authority list also provides details for the University's commercial projects relating to licenses, assignments, shareholder agreements, declarations of inventorship and spinout formation.

- Material Transfer Agreements – Divisional Director of Innovation, Impact & Business or his/her nominees or the Head of Legal Services.
- Non-disclosure/Confidentiality Agreements – Director of Research Services or Director of Innovation, Impact & Business or Head of Legal Services or his/her nominees.²

Property

- Deeds–Seal procedure (Section G5 of the Financial Regulations)
- All other contracts relating to property including sales, purchases, tenancies, leases <£1m – Director of Estates Services
- All other contracts relating to property including sales, purchases, tenancies, leases >£1m– any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Director of Campus Services.
- Construction contracts <£1m – Director of Estates Services or his/her nominees.
- Construction contracts >£1m and <£5M–any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Director of Estate Services. Over £5M requires the approval of Council.

Employment

- Employment contracts –Executive Divisional Director of HR Services or his/her nominees.
- Compromise agreements –Executive Divisional Director of HR Services.
- Awards made as a result of an Employment Tribunal ruling – Senior Vice-President and Registrar & Secretary.

Education

- Teaching contracts <£1m – Pro-Vice-Chancellor or his/her nominees.
- Teaching contracts >£1m and <£5m – any of President and VC, Senior Vice-

² Nominees are defined within the authority lists for Research and Innovation, Impact and Business. The authority list also provides details for the University’s commercial projects relating to licenses, assignments, shareholder agreements, declarations of inventorship and spinout formation.

President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the PVC (NB: The Vice-Chancellor and Chief Executive is the accountable officer with regard to the Office for Students). Contracts >£5M need the approval of Council.

- Validation arrangements with other UK education institutions – Vice-President and Deputy Vice-Chancellor (Education and Student Experience) or any Vice-President and Deputy Vice-Chancellor.

International

- Agreements with international agencies and institutions, including Memoranda of Agreement and Memoranda of Understanding <£1m – Director of Global Exeter or their nominees.
- Agreements with international agencies and institutions, including Memoranda of Agreement and Memoranda of Understanding >£5m – any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer.

Tenders

- <£1m –PVC, Director of Service, or their nominees.
- >£1m <£5M – any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer; >£5M requires the approval of Council

Software licenses

- <£1m–Chief Digital Officer or Divisional Director of IT or his/her nominees (non-Professional Services contracts)
- <£5m– Registrar his/her nominees (Professional Services contracts)
- >£5m –any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar and Secretary, Chief Financial Officer on the recommendation of the Chief Digital Officer or Divisional Director of IT and on the approval of Council.

Donations

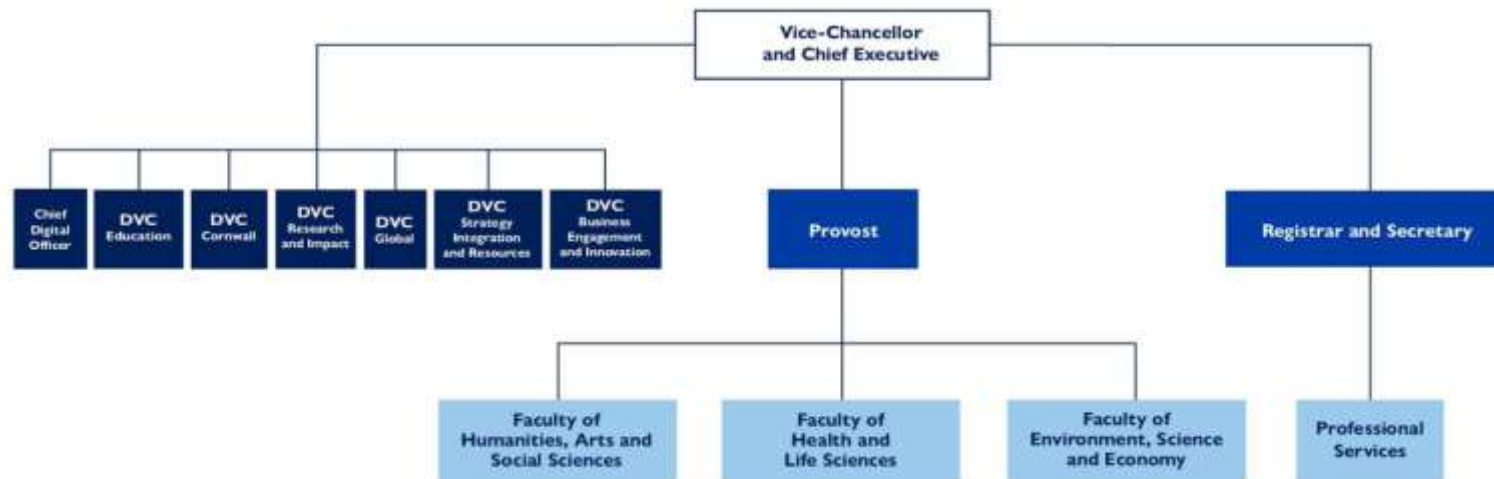
- Deeds of Gift <£1m – Director of Global Advancement or his/her nominee.
- Deeds of Gift >£1m – Any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar and Secretary, Chief Financial Officer on the recommendation of the Director of Global Advancement.

- Gifts of art <£1m – Director of Global Advancement or his/her nominees.

- Gifts of art >£1m – any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Director of Global Advancement

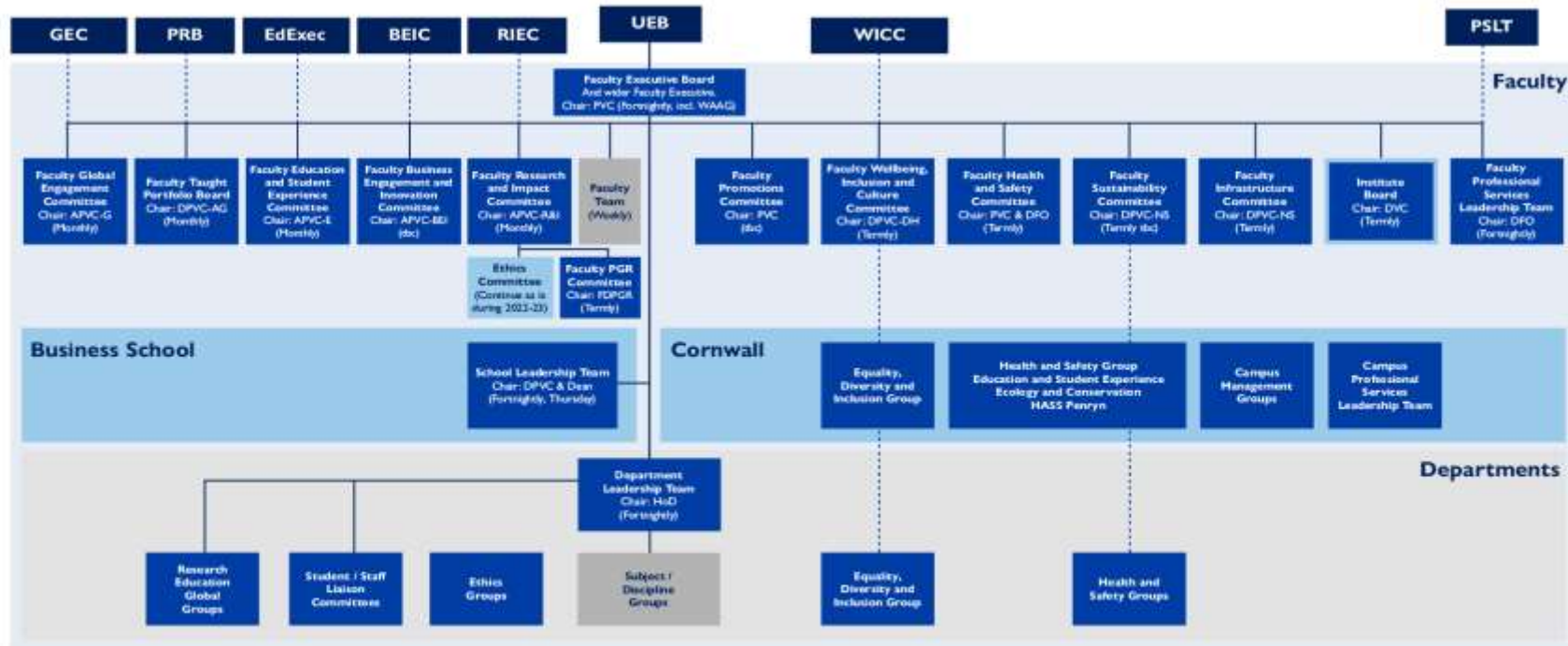
Appendix 1 – New Academic Structure (to be updated with recent appointments)

New academic structure
September 2022

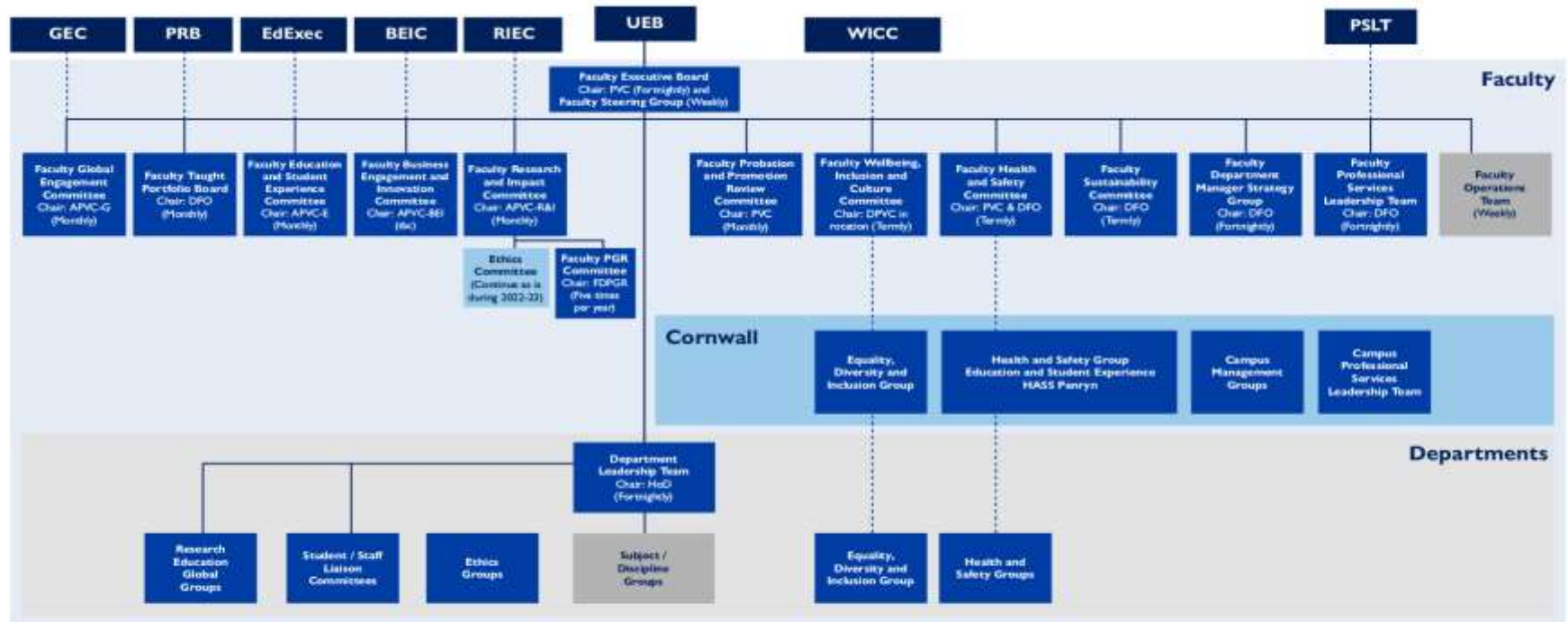


Appendix 2 – Faculty Governance Structures (to be updated with recent appointments)

Faculty of Environment, Science and Economy: Governance



Faculty of Humanities, Arts and Social Sciences: Governance



Faculty of Health and Life Sciences: Governance

