

UNIVERSITY OF EXETER

DELEGATION FRAMEWORK

October 2017

Contents:

1. Delegation Framework
2. Annex 1: Responsible Bodies and Individuals
3. Annex 2: Primary Responsibilities of Council
4. Annex 3: Authority to Bind
5. Annex 4: Delegation of Senate Authorities
6. Appendix: Terms of Reference of Senior Committees

Delegation Framework

Introduction

1. This delegation framework sets out the location of authority within the University of Exeter for particular types of decision made in the University's name and on its behalf. The delegation framework supports the governance arrangements for Council, Senate and the Vice-Chancellors Executive Group (VCEG) (and its sub-groups).
2. Within the Framework, lines of delegation are either through the line management hierarchy or operate through functional relationships where there is a senior lead for a key strategic theme, and through associated roles at different levels within Exeter.
3. A full list of the delegations to responsible bodies and individuals is set out in **Annex 1**.

The Senior Committees and Groups

The Council

4. The Council is the University's supreme governing authority and is responsible for approving the University's Corporate and Sovereign Strategies¹ ("the Strategies"), associated resourcing plans and assuring itself that the University is compliant with relevant legislation and regulation. It also monitors performance.
5. The Council delegates executive management authority to the Vice-Chancellor, who is also responsible for implementing the Strategies and reporting to the Council on progress with its delivery. The Vice-Chancellor is responsible for ensuring that relevant associated strategies and budgets are developed and approved in support of the Corporate and Sovereign Strategies.
6. The University Statutes (section 10 (20)) set out the areas that cannot be delegated by Council. The Memorandum of Assurance and Accountability between HEFCE and institutions also sets out particular areas of responsibility for governing bodies. Council has adopted a Statement of Primary Responsibilities, which is set out in **Annex 2** of this framework document.
7. The following University Committees report to Council:
 - Audit Committee
 - Nominations Committee
 - Remunerations Committee

The Powers of Council are contained in the Appendix to the Delegation Framework.

The Senate

8. The Senate is the chief academic body of the University. It is chaired by the Vice-Chancellor, and acts as the representative academic forum for the institution, including all of its constituent Colleges and campuses. It scrutinises and reviews the Education and Research and Impact Strategies of the University and makes recommendations to Council for their approval. The Senate is also responsible for assuring Council of the academic standards, quality and enhancement of education leading to the University of

¹The sovereign strategies of the University are defined as: Education, Research and Impact, International, and Regional (comprising the Skills Strategy and Cornwall Strategy).

Exeter degree awards and qualifications, and for student disciplinary matters.

9. The following University Committees report to Senate:

- The Board of the Taught Faculty
- The Board of the Postgraduate Research Faculty (as part of the Doctoral College Management Board)
-
- Ethics Committee

The Powers of Senate are contained in the Appendix to the Delegation Framework.

10. The Vice-Chancellor's Executive Group and its Sub-Groups

The Vice-Chancellor's Executive Group (VCEG) acts as the University's senior executive management body and comprises the Vice-Chancellor (Chair), the Provost (Deputy Chair), the Deputy Vice-Chancellors, the Pro-Vice-Chancellors, the Registrar and Secretary and a number of senior Directors of Service. VCEG has responsibility for development and oversight of the 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.

The following management groups act as sub-groups of VCEG and report to VCEG via verbal reporting or written reports as deemed necessary by the (Group) Chair:

- Planning Review Group (via the Provost)
- Provost's Advisory Group (via the Provost)
- Global Advancement (via the Provost)
- Research and Impact Executive Group (via the DVC Research and Impact)
- Education Executive (via the DVC Education)
- Regional Strategy Board (via the DVC External Engagement)
- Professional Services Leadership Team (via the Registrar and Secretary)
- Global Partnerships Board (via the Provost)
- Capital Investment Group (via the Registrar and Secretary)

11. The Planning Review Group

The Planning Review Group (PRG), which is chaired by the Provost, is responsible for overseeing the University's annual planning and budgetary review process, working with Colleges and Professional Services to ensure the delivery of the University and Colleges' five-year academic strategies and business plans set against the requirements of the internal and external operating environments. PRG also ensures the incorporation of the University strategic delivery programme outputs into the planning process. It reports through the Provost to VCEG.

The terms of reference of PRG are contained in the Appendix to the Delegation Framework.

12. The Provost's Advisory Group

The Provost's Advisory Group is a regular meeting of the Provost and Pro-Vice-Chancellors, bringing together the senior management responsible for the delivery of the institutional strategy through Colleges. It reports, through the Provost, to VCEG.

The terms of reference of the Group are contained in the Appendix to the Delegation Framework.

13. The Global Advancement Board (*Name TBC*)

This is a newly constituted group to support the delivery of the strategically significant 'Making the Exceptional' fundraising campaign and alumni development. The terms of reference are in development and will be discussed at the first meeting of the group and approved by VCEG.

14. Research and Impact Executive Group

The Research and Impact Executive Group, chaired by the Deputy Vice Chancellor for Research and Impact, supports and advises on the management and strategic direction of the University in relation to research, impact and innovation. It is responsible for developing and delivering one of the sovereign strategies, the Research and Impact Strategy.

The Group is governed through and reports into Dual Assurance for Research, Impact and Business.

The terms of reference of the group are contained in the Appendix to the Delegation Framework.

15. Education Executive

The Education Executive Group, chaired by the DVC (Education), is responsible for oversight, monitoring and delivery of the University's Education Strategy and advises the DVC (Education) on all education, pedagogic and student experience related matters.

The terms of reference of the group are contained in the Appendix to the Delegation Framework.

16. Regional Strategy Board

The Regional Strategy Board, chaired by the DVC (External Engagement) is responsible for strengthening the University's role in support of economic growth of the region and maximising access to regional resources to support the delivery of the University's ambitions to deliver world-class place-based initiatives

The terms of reference of the Board are contained in the Appendix to the Delegation Framework.

17. Professional Services Leadership Team

The Professional Services Leadership Team, which comprises the University's Professional Services (PS) senior managers, advises the Registrar and Secretary on key strategic and operational matters and provides a forum for development and discussion and a means for senior PS managers to input into the VCEG agenda. It also acts as the body through which the professional services requirements needed to deliver college strategic priorities are articulated, agreed and reviewed. PSLT also plays a key role in determining and managing professional services and college risks.

The terms of reference of PSLT are contained in the Appendix to the Delegation Framework.

18. Global Partnerships Board

This is a newly constituted group to oversee partnership development and the annual Global Engagement plan and to oversee progress against the Global Strategy and to address opportunities and challenges in its operation. The terms of reference are in development and will be discussed at the first meeting of the group and approved by VCEG.

19. Capital Investment Group

The Capital Investment Group, chaired by the Registrar and Secretary, implement the Council approved capital budget. They scrutinise project proposals by challenging the appropriateness, design, specification, value for money, impact on business continuity and risk mitigation. They recommend projects for approval to VCEG.

The terms of reference of the Board are contained in the Appendix to the Delegation Framework.

The Senior Officers

The Vice-Chancellor

20. As the Chief Executive and 'Accountable Officer' under the terms of the Higher Education Funding Council for England's Memorandum of Assurance and Accountability, the Vice-Chancellor is appointed by, and is responsible to, 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 Memorandum of Assurance and Accountability between HEFCE and institutions,
 - (c) The wider statutory environment with 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.
21. The Vice-Chancellor delegates responsibility for specific aspects of the University's management to the Provost, the Deputy Vice-Chancellors and the Registrar and Secretary. The Provost delegates authority for management of the University's Colleges to Pro-Vice-Chancellors. The Registrar and Secretary delegates authority for the management of the University's Professional Services to Directors of Service.

The Vice-Chancellor is accountable to the Chair of the University Council.

The Provost and Senior Deputy Vice-Chancellor

22. The Provost and Senior Deputy Vice-Chancellor has delegated power from the Vice-Chancellor to act as the academic leader of the University in all matters. The Provost is specifically accountable for the University's Corporate Strategy (which embodies all the Sovereign Strategies); the University's 'Making the Exceptional Happen' Campaign Plan; the strategic budgeting and planning process, and managerial responsibility for the University's academic Colleges. The Provost has strategic oversight of key staff involved in the development and delivery of their strategies (Director of Policy, Planning and Business Intelligence and the Director of Global Advancement).

The Provost is accountable directly to the Vice-Chancellor.

Deputy Vice-Chancellors

23. The Deputy Vice-Chancellors have delegated powers from the Vice-Chancellor for oversight and delivery of the Sovereign Strategies as follows:
- Research and Impact
 - Education
 - External Engagement (Business Engagement, Global and Cornwall Strategies)
-

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

The Pro-Vice-Chancellors and Executive Deans

24. The PVCs have responsibility delegated from the Provost for the leadership and management of the academic and business activities and staff of their particular College, 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 Sovereign Strategies led by the Provost and DVCs through College strategies.

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

The Registrar and Secretary

25. The Registrar and 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.

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

The Directors of Professional Services

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

Strategic Reports

The Chief College Operations Officer	to the Provost
The Director of Education and the Student Support	to the Deputy Vice-Chancellor (Education)
The Director of Global Advancement	to the Provost
The Director of Innovation, Impact and Business	to the Deputy Vice-Chancellor (External Engagement)
The Director of Policy, Planning and Business Intelligence	to the Provost
The Director of Research Services	to the Deputy Vice-Chancellor (Research and Impact)
The Director of Communications and Corporate Affairs	To the Deputy Vice-Chancellor Education (on the issue of Student Recruitment only)

The Academic Dean of Students and the Dean of the Taught Faculty

27. The Dean has responsibility for leading and representing the business of the Taught Faculty 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 and quality assurance and enhancement arrangements for its taught programmes, on behalf of the Deputy Vice-Chancellor (Education).

The Academic Dean for Students is accountable to the Deputy Vice-Chancellor (Education).

The Dean of Postgraduate Research and the Doctoral College

28. The Dean has responsibility for leading and representing the business of the Postgraduate Research Faculty 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 and 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).

The Dean of Strategic Development in Cornwall

29. The Dean of Strategic Development in Cornwall has oversight of the delivery of the University's strategy for its Cornwall campuses.

The Dean of Strategic Development in Cornwall is accountable to the Deputy Vice-Chancellor (External Engagement)

The Associate Deans for Education, Research and International and Development

30. The Associate Deans for Education, Research and International and Development are responsible to the Pro-Vice-Chancellors for oversight of their specific areas of responsibility within each College. They also have a strategic management line into the relevant Deputy Vice-Chancellor (for Education and Research) and Deputy Vice-Chancellor External Engagement (for International and Development).

Other Delegations

31. For financial decisions, Council is responsible for approval of the schedule of delegations of authority to enter into contracts, which forms Annex D of the Universities broader financial regulations and is set out in **Annex 2** to this paper.
32. For matters related to academic standards, awards and students, a series of delegations are made by the Senate as set out in the Senate Authorities Delegation Framework (see **Annex 4**).
33. 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.
34. 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.

Mike Shore Nye
Registrar and Secretary

Annex 1

Responsible Bodies and Individuals

Strategy

Activity	Responsible Body or Individual
Approval of the Corporate and Sovereign Strategies	Council
Approval of College strategies	Planning Review Group/VCEG (Following scrutiny by Senate)
Approval of enabling strategies (e.g. Finance, Estates, HR, IT)	VCEG
Approval of the Education Strategy	Council via VCEG (Following scrutiny by Senate)
Approval of the Research Strategy	Council via VCEG (Following scrutiny by Senate)
Approval of the Global Strategy	Council via VCEG
Approval of the Business Engagement Strategy	Council via VCEG
Reporting to Council on the approval of strategies and progress towards achieving them.	The Vice-Chancellor

Accountability to HEFCE (from April 2018 - Office for Students)

Activity	Responsible Body or Individual
The proper use of public funds received through HEFCE	Council
Designated accountable person for HEFCE	The Vice-Chancellor
Compliance with charity law	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 Committee and Risk Dual Assurance
Reviewing the effectiveness of the systems for obtaining VfM	Council via Audit Committee
Compliance with HEFCE Audit Code of Practice	Council via Audit Committee
The quality of data returned in HESA and HESES returns	The Vice-Chancellor
Ensuring effective arrangements for the management and quality assurance of data returns	Council via Audit 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

Budgets and the allocation of resources

Activity	Responsible Body or Individual
Financial Regulations	Finance Dual Assurance recommends, Audit & Risk Committee reviews, Council approves
Scheme of Delegation of Financial Authority	Finance Dual Assurance recommends Audit Committee reviews, Council approves
Approval of the annual budget	VCEG recommends, Council approves
Ensuring the adequacy of Exeter's insurance arrangements as risk mitigation	Council via Audit Committee
Ensuring the quality of insurance arrangements	Council via Audit 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 £1M, 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 by Special Resolution
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)	VCEG
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.	VCEG
Appointment of Officers of Council and the Secretary to Council	Council
Appointment of independent members of Council	Council on the recommendation of the Nominations Committee

Appointment of Auditors	Council on the recommendation of Audit Committee
Conferment of Honorary Degrees and Fellowships	Senate and Council approve
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 consideration by Senate
Appointment of the Provost, Deputy Vice-Chancellors and Pro-Vice-Chancellors	Council on the recommendation of Senate and appointment panels
Appointment of College Associate Deans	College Pro-Vice-Chancellors
Major capital projects	
Under £1M	VCEG on the recommendation of Capital Investment Group
Over £1M	Council on the recommendation of VCEG
Review and update of rolling 5 year capital programme	Council on recommendation of VCEG (following recommendation of CIG and PRG)

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/ Faculty Boards for general programme regulations
Approval of taught programmes and modules	Deputy Vice-Chancellor (Education) on recommendation of Pro-Vice-Chancellors
Approval of research programmes and modules	Deputy Vice-Chancellor (Education) on recommendation of Pro-Vice-Chancellors
Operational documents for the approval of programmes and modules (description of process, forms etc)	Faculty Boards
Conferment of academic awards for taught programmes	Academic Dean for Students as Chair of the Taught Faculty Board under authority from Senate

Conferment of research degrees	College APACs under authority from Senate
Approval of collaborative partners	Strategic: <ul style="list-style-type: none"> - Global Partnerships Board (International) - Education Executive (UK / Education) - Research RIEG (UK / Research) Quality Assurance: Faculty Boards
Approval of collaborative provision	Faculty Boards

Staff

Activity	Responsible Body or Individual
Setting the framework for determining the pay and conditions of service of staff	Council
Main features of terms and conditions of employment	Council
Process for the approval to recruit to a vacancy	Provost (for posts outside PRG process). All other College 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 PRG process). All other College 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 / Director of People Services for non-academic appointments
Promotion of academic staff	VCEG

Students

Activity	Responsible Body or Individual
Admissions Policy	Senate

Admissions Criteria	Admissions Policy Group on authority from the Senate (reporting to the Faculty Boards and Education Executive)
Selection of students	Pro-Vice-Chancellors under the direction of the Deputy Vice-Chancellor (Education)
Award of prizes	Colleges
Approval of new prizes, changes to conditions and nominations for award	Faculty Boards
Award of research degree scholarships and studentships	The Dean of Postgraduate Research and of the Doctoral College
Policy for the allocation of student accommodation	Council
Interface with the Guild of Students and FXU	Deputy Vice-Chancellor (Education)
Student recruitment	Deputy Vice-Chancellor (Education)

The Vice-Chancellor's Delegations

Activity	Responsible Body or Individual
Delegated to	Delegated to
Leadership of alumni relations and fundraising	The Provost
Leadership of the planning and budgeting process	The Provost
Leadership of the Corporate Strategy	The Provost
The executive management of Colleges	The Provost
Leadership of student experience, teaching and learning and teaching matters, academic standards and quality assurance and delivery of the Education Strategy	Deputy Vice-Chancellor (Education)
Leadership of research and research degree matters, including academic standards and quality assurance for Research degrees, the Doctoral College, the development and delivery of the Research and Impact Strategy.	Deputy Vice-Chancellor (Research and Impact)
Leadership of Innovation and External Engagement, including our corporate/industrial/global partnerships and regional strategies.	The Deputy Vice-Chancellor (External Engagement)
Leadership of Professional Services	The Registrar and Secretary
Strategic oversight of the estate, including the development and delivery of the Estates Strategy	The Registrar and Secretary

Strategic oversight of information technology services, Including the development and delivery of the IT strategy.	The Registrar and Secretary
Strategic oversight of human resources, including the development and delivery of the HR strategy.	The Registrar and Secretary
Strategic oversight of health, safety and wellbeing issues.	The Registrar and Secretary
Strategic oversight of risk management.	The Registrar and Secretary
Strategic oversight of promotion of Equality and Diversity.	Chief College Operations Officer

The Provost's Delegations

Activity	Responsible Body or Individual
Area of responsibility	Delegated to
The executive management of Colleges.	Pro-Vice Chancellors
Responsibility for research and postgraduate research in Colleges	Associate Deans for Research
Leadership of College student experience, teaching and learning matters, particularly the delivery of taught programmes and the College Teaching and Learning Strategy	Associate Deans for Education
Appointment to other roles in a College	Pro-Vice Chancellors
Leadership of College matters related to global activities	Associate Deans for International Development

Annex 2

Statement of Primary Responsibilities of the Council²

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 this statement of primary responsibilities:

1. To approve the mission and strategic vision of the University, long-term academic and business plans, key performance indicators (KPIs), and annual budget and financial statements.
2. To appoint the Vice-Chancellor as the University's Chief Executive, and to put in place suitable arrangements for monitoring his/her performance.
3. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.
4. To ensure that there are arrangements in place for effective academic governance and the quality and standards of educational programmes.¹
5. To monitor and evaluate the performance and effectiveness of the University against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable universities.
6. To ensure compliance with the charter, statutes, ordinances and other provisions regulating the University and its governance framework
7. To be the University's legal authority and, as such, to ensure that systems are in place for meeting all the University's legal and statutory obligations.
8. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.

Effectiveness and Performance Review

9. To monitor and evaluate the performance and effectiveness of the governing body itself – including conducting a full review of Council's effectiveness not less than every five years and a parallel review of Senate's effectiveness.

¹ Addition of this line is subject to the approval of Council at the 19th October 2017 meeting

Schedule of Delegations of Authority to Enter into Contracts

1. General Principles

The Vice-Chancellor and Chief Executive, Provost and the Registrar and Secretary can sign any document.

In the absence of the Vice-Chancellor and Chief Executive and Provost for any reason, any of the Deputy Vice-Chancellors can sign any document.

In the absence of the Registrar and Secretary for any reason, the Chief Financial Officer and the Deputy Registrar, Director of People Services and Global Partnerships can sign any document.

Any contract (not specified under a theme below) with a value greater than £1m must be signed by any of: Vice-Chancellor, Provost, DVC, 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 gross value of the contract over its specified term, inclusive 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 <£1m – Director of Research Services or Director of Innovation, Impact and Business or his/her nominees.²
- EU Horizon 2020 research contracts and other associated EU contracts > £1m - Head of EU, International and Business Development and Head of Research Accounting
- Research Contracts >£1m – Any of VC, Provost, DVCs, Registrar and Secretary, Chief Financial Officer on the recommendation of the Director of Research Services and the approval of Council.
- IP contracts <£1m – Director of Innovation, Impact & Business or his/her nominees.³
- IP Contracts >£1m – Any of VC, DVC, Registrar and Secretary, Chief Financial Officer on the

³ 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 and declarations of inventorship.

recommendation of the Director of Innovation, Impact & Business and the approval of Council.

- Material Transfer Agreements – 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.

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 Development or Director of Campus Services.
- All other contracts relating to property including sales, purchases, tenancies, leases >£1m—any of VC, Provost, DVC, Registrar and Secretary, Chief Financial Officer on the recommendation of the Director of Campus Services.
- Construction contracts <£1m – Director of Estates Development or in absence, Director of Campus Services.
- Construction contracts >£1m—any of VC, Provost, DVC, Registrar and Secretary, Chief Financial Officer on the recommendation of the Director of Estate Services and on the approval of Council.

Employment

- Employment contracts – Deputy Registrar/Director of People Services and Global Partnerships or his/her nominees.
- Compromise agreements – Deputy Registrar/Director of People Services and Global Partnerships.
- Awards made as a result of an Employment Tribunal ruling – Registrar and Secretary.

Education

- Teaching contracts <£1m – Pro-Vice-Chancellor or his/her nominees.
- Teaching contracts >£1m – any of VC, Provost, DVC, Registrar and Secretary, Chief Financial Officer on the recommendation of the PVC (NB: The Vice-Chancellor and Chief Executive is the designated officer with regard to HEFCE) and on the approval of Council.
- Validation arrangements with other UK education institutions – Deputy Vice-Chancellor (Education) or any DVC.

International

Agreements with international agencies and institutions, including Memoranda of Agreement and Memoranda of Understanding <£1m – Deputy Registrar and Director of People Services and Global Partnerships or their nominees.

Agreements with international agencies and institutions, including Memoranda of Agreement and Memoranda of Understanding >£1m – any of VC, Provost, DVC, Registrar and Secretary, Chief Financial Officer.

The process for the approval of international partnerships will be reviewed in 2017/18

Tenders

- <£1m – PVC, Director of Service, or their nominees.
- >£1m – any of VC, Provost, DVC, Registrar and Secretary, Chief Financial Officer and on the approval of Council

Software licenses

- <£1m – Chief Information and Digital Officer or his/her nominees.
- >£1m – any of VC, Provost, DVC, Registrar and Secretary, Chief Financial Officer on the recommendation of the Chief Information and Digital Officer 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 VC, Provost, DVC, 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 VC, Provost, DVC, Registrar and Secretary, Chief Financial Officer on the recommendation of the Director of Global Advancement.

Annex 4

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:	Taught Programmes Faculty Board/ Management Group of the Doctoral College incorporating the Board of the Faculty of Graduate Research.
Process:	Programme and module approval processes.

Authority:	<i>Suspension of Regulations</i>
Delegated to:	DVC Education.
Process:	Recommendation from College or relevant Services to the Vice-Chancellor.

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

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

Authority:	<i>Approval of the Assessment, Progression and Awarding Handbook - Taught Programmes</i>
Delegated to:	DVC Education
Process:	Consideration and approval of a document prepared by APS.

Authority:	<i>Appointment of Chairs and Deputy Chairs of APACs</i>
Delegated to:	College in accordance with the TQA manual (ADE chairs the College APAC, DoE or HoD chairs the Discipline APAC).
Process:	College in accordance with the TQA manual

Authority:	<i>Appointment of External Examiners to APACs</i>
Delegated to:	Academic Dean for Students (or Associate) as Chair of the Taught Faculty 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:	Colleges
Process:	Agreed through discussion with the external examiner and College staff.

Authority:	<i>Approval of the guidance for External Examiners (in Quality Review Framework document)</i>
Delegated to:	Taught Faculty 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:	Vice-Chancellor
Process:	(As outlined in Quality Review Framework document)

Authority:	<i>Student Illness (as outlined in the TQA manual)</i>
Delegated to:	Academic Dean for Students (or equivalent for Research), delegated to the College
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:	VC/ Senate (not delegated).
Process:	Approval of recommendations for this purpose from the DVC Education.

Authority:	<i>Approval of admissions requirements for individual programmes</i>
Delegated to:	Academic Dean or Associate Academic Dean for Students on behalf of the Taught Faculty 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

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

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

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

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

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

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 College

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

Authority:	<i>Permission for an individual student to interrupt their studies for a period of up to two years</i>
Delegated to:	College led process – ADE delegated from the Academic Dean for 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:	Academic Dean for Students on behalf of the Taught Faculty Board (or equivalent for Research)
Process:	Consideration on a case-by-case basis in accordance with the TQA manual guidance.

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

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

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:	Taught Programmes Faculty Board on behalf of Senate
Process:	Module and programme approval processes.

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

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

Authority:	<i>Approval of an extension to the maximum permitted duration of study</i>
Delegated to:	Academic Dean for Students on behalf of the Taught Faculty 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:	Vice-Chancellor
Process:	Recommendation from the Deans of Faculty (Taught and Research).

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

Appendix A: Terms of Reference of Senior Committees

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 powers and functions: -

1. To appoint the Chancellor, Pro-Chancellors, Vice-Chancellor, Deputy Vice-Chancellors, Deans of the Faculties, 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 have the sole custody and use of the Seal.
19. To delegate all or any of its functions, powers and duties to any person or body subject to Statute Section 10 (20).
20. 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 Powers of Senate

Subject to the Statutes and Ordinances the Senate shall have the following powers:

1. To act as the representative academic forum of the whole University, including all of its constituent Colleges 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 Colleges of the University.
7. To oversee policies and procedures for student health, wellbeing and fitness to study, conduct and disciplinary matters, fitness to practise, academic and research misconduct, academic appeals and students' complaints, and delegate associated operational responsibilities to Faculties, Colleges 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 Practise Procedures, and Academic and Research Misconduct Procedures.
10. To delegate specific responsibilities to the Faculty Boards 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 Faculties, Colleges, 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, Colleges, Institutes, Delegacies, Boards of Departments.

VCEG Terms of Reference 2017/18

Purpose

1. The Vice-Chancellor's Executive Group (VCEG) is the principal management group of the University. Its purpose is to support and advise the Vice-Chancellor in the performance of his 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 Corporate Strategy and core academic and enabling strategies for recommendation to Council.
4. To receive and approve from the Planning Review Group (PRG) five-year plans of Colleges and Professional Services, 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 Capital Implementation Group (CIG), 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 regular strategic reports from the Provost, Deputy Vice-Chancellors, and the Registrar and Secretary on issues relating to their portfolios and arising from their individual management groups which they Chair. To receive reports from Pro-Vice-Chancellors on issues that arise at their College Executive Groups as required.

Ensuring effective performance monitoring and management

8. To monitor operating and financial performance and delivery against key 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 Delivery Unit projects.
9. Monitor the implementation of the delivery of the Capital Strategy and Programme on the advice of the Capital Implementation Group.
10. Considering an assessment of risk and appropriate mitigation measures and receive internal audit reports at the request of Audit Committee.

Other procedural and regulatory roles

11. To decide upon cases of Academic Promotion and probation/confirmation of appointment on behalf of Senate and Council, and agree the promotion criteria for recommendation to Senate and Council.
12. To ensure Value for Money across the University.

13. To receive information regarding expenditure against the Provost's and Registrar's Strategic Funds.
14. Developing and ensuring effective implementation of University policies and HR codes of practice (not hitherto mentioned), namely:
 - a) Ethics
 - b) Workforce planning
 - c) Environmental and sustainability
 - d) Health and safety
 - e) Communications
 - f) Corporate social responsibility
 - g) Equality and diversity
 - h) Fundraising

Membership

Vice-Chancellor and Chief Executive [Chair]

Provost [Deputy Chair]

Deputy Vice-Chancellor (Education)

Deputy Vice-Chancellor (External Engagement)

Deputy Vice-Chancellor (Research and Impact)

Pro-Vice-Chancellor and Executive Dean, College of Engineering, Mathematics and Physical Sciences

Pro-Vice-Chancellor and Executive Dean, College of Humanities

Pro-Vice-Chancellor and Executive Dean, College of Life and Environmental Sciences

Pro-Vice-Chancellor and Executive Dean, College of Social Sciences and International Studies

Pro-Vice-Chancellor and Executive Dean, University of Exeter Business School

Pro-Vice-Chancellor and Executive Dean, University of Exeter Medical School

Registrar and Secretary (Deputy Chair in the absence of the Provost)

Chief Financial Officer

Deputy Registrar and Director of People Services and Global Partnerships

Director of Communication and Corporate Affairs

Chief College Operations Officer

Director of Policy, Planning and Business Intelligence (in attendance)

The Vice-Chancellor's Executive Group will be supported by the Vice-Chancellor's Office and will meet on a weekly basis (Monday mornings) during academic term-time. It will also meet for a two-day away day in September a half-day away day in January, and other strategic away days as required.

Planning Review Group

PRG will undertake activities relating to monitoring and planning. PRG will consider individual Colleges and the Professional Services plans against the background of the University's strategic priorities and targets. The key objectives of PRG are to:

1. Enshrine accountability for delivering business plans and review the performance of colleges and professional services in achieving institutional priorities and targets;
2. Enable us to allocate resources to areas of highest need;
3. Allow us to produce budgets and targets which drive our capital, savings, income, and research plans;
4. Review in-year performance against student number and research targets to inform staffing plans;
5. Ensure that the results of institutional change programmes are reflected in business plans and that students' interests are at the heart of our planning process;
6. Agree college targets for student intake, total student numbers, research awards and philanthropic income on behalf of VCEG, ensuring they are on course to deliver the University's overall ambitions for the planning period;
7. Consider high level strategies for each college and a consolidated strategy for all professional services;
8. Agree College earnings targets, ensuring they are on course to deliver the University's overall finance strategy;
9. Provide VCEG with update reports advising them of the degree to which agreed targets will deliver the University's ambitions for the end of the planning period;
10. Scrutinise each College plan and a consolidated Professional Service plan to ensure that:
 - a. all plans are challenged and where necessary revised before submission to VCEG
 - b. they are contributing appropriately to the University's academic and corporate strategies, priorities and targets
 - c. targets are ambitious but realistic
 - d. expenditure in all budget centres is justified by the planned activity and is affordable
 - e. the cost base of all budget centres is rigorously scrutinised for efficiencies
 - f. investment budgets held by Colleges and the Professional Services are proportionate, and are being used appropriately
 - g. in-year savings are being redeployed to good effect
11. Advise VCEG on the prioritisation of capital and infrastructure spend, ensuring it is linked to academic and support service plans;
12. Recommend an appropriate budgetary ceiling for the Professional Services.

Provost's Advisory Group

Terms of Reference and Membership 2015/16

The Provost's Advisory Group is a regular meeting of the Provost and PVCs, bringing together the senior management responsible for the delivery of the institutional strategies through Colleges. The group will provide a forum for sharing challenges and opportunities in strategy delivery, for exploring synergies and best practice across Colleges, and monitoring collective progress against institutional corporate objectives whilst managing College specific needs. One to one meetings between Provost and PVCs will also be held, as appropriate, including to discuss mentoring and support. Principal duties include:

- a) To discuss, decide, resolve and recommend where appropriate material matters that prevent, threaten or provide opportunities for Colleges, jointly or severally, to deliver their business plans, academic strategies or engagement with professional services.
- b) To report significant issues and opportunities to the Vice Chancellor's Executive Group.
- c) With alternative membership as appropriate, to advise the Provost in delivery of Global 100, International partnership and DARO strategies, along with Policy, Planning and Business Intelligence responsibilities.

Core Membership

Provost [Chair]

Pro-Vice-Chancellor and Executive Dean, College of Engineering, Mathematics and Physical Sciences

Pro-Vice-Chancellor and Executive Dean, College of Humanities

Pro-Vice-Chancellor and Executive Dean, College of Life and Environmental Sciences

Pro-Vice-Chancellor and Executive Dean, College of Social Sciences and International Studies

Pro-Vice-Chancellor and Executive Dean, University of Exeter Business School

Pro-Vice-Chancellor and Executive Dean, University of Exeter Medical School

Jacqui Marshall, Deputy Registrar and Director of People Services and Global Partnerships

Extended Membership (as required)

The Director of Impact, Innovation and Business Engagement

The Director of Global Advancement

Meetings: The Provost Advisory Group will be supported by the Vice-Chancellor's Office and will meet on a monthly basis (Mondays 1130-1300) during academic term-time

Research and Impact Executive Group

Terms of Reference 2017/2018

Purpose

1. The Research and Impact Executive Group (RIEG) 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.
2. The Group is responsible for developing and delivering the [Research and Impact Strategy](#), one of the sovereign strategies in support of delivering our [institutional strategy](#), and maintaining an oversight of other associated strategies where appropriate
3. The Group is governed through and reports into Dual Assurance for Research and Impact.

Developing and Delivering Strategy

1. To oversee, develop and proactively manage, on behalf of the institution, research, impact and innovation strategies and policies, in conjunction with all academic and relevant professional services communities.
2. To develop and monitor implementation plans in support of our Research and Impact Strategy themes and provide leadership with all associated activities.
3. To receive and discuss reports and recommendations from Funder Strategy Groups, College research committees and other groups as appropriate.
4. To receive and approve the recommendations of nominated task and finish groups, sub groups and propose them to VCEG where appropriate.
5. Ensuring relevant external and internal intelligence is disseminated and acted upon, including to develop the institutional response for all relevant national consultations.
6. To advise and take note of associated strategies that have an impact on research, impact and innovation activity.

Ensuring effective performance monitoring and management

7. To monitor the performance, delivery and budgets in relation to implementation plans for research, impact and innovation related activity, to include, but not restricted to those outlined in the research and impact strategy, ensuring timely and appropriate deliver and value for money.
8. To manage the full cycle process of the institutional return to REF 2020 including the annual research monitoring exercise.

Membership

9. The membership of the Group will be constituted of the Deputy Vice Chancellor for Research and Impact; the Deputy Vice-Chancellor (Innovation and External Engagement); Director of Research; Director of Innovation, Impact & Business; Head of Library and Culture Services, Director of the Doctoral Colleges, the Associate Deans for Research (or equivalents) from each University College. Any appropriate colleagues from Research Services will be co-opted to be in attendance.

10. Attendance by all members is expected on a regular basis, and nominated deputies should attend in circumstances where it is not possible.
11. At the beginning of each academic year, the Associate Deans for Research will provide a nominated individual to act on their behalf in the event that they are unable to make a specific meeting.

Meeting Focus

12. The focus of meetings and agenda items alternate between Strategic and Operational on a monthly basis. The Deputy Vice Chancellor for Research and Impact Chairs Strategic meetings, with the Director of Research chairing Operational meetings.

2017-2018 Members

Professor Nick Talbot (Chair - Strategic)	Deputy Vice Chancellor
Professor Mark Goodwin	Deputy Vice Chancellor
Drs Astrid Wissenburg (Chair – Operational)	Director of Research Services
Sean Fielding	Director of Innovation, Impact & Business
Linda Peka	Chief College Operations Officer
Professor Aleksandar Pavic	Associate Dean (CEMPS)
Professor Anne Barlow	Associate Dean (SSIS)
Professor James Clark	Associate Dean (HUMS)
Professor Angela Shore	Associate Dean (UEMS)
Professor Andy Jones	Associate Dean (CLES)
Professor Tim Coles	Associate Dean (UEBS)
Dr Clare Powne	Head of Library & Culture Services
Professor Andrew McRae	Dean of Postgraduate Research and of the Doctoral College

Co-opted members (in attendance)

Julie McLaren	Deputy Director, Research Strategy, Policy and Planning
Clare Wydell	Assistant Director, Research Development & Management

Other members of professional services (Research Services, IIB, Doctoral College) will attend if there are items of relevance to them.

Education Executive Group - Terms of Reference

The Group has been established to:

1. Be an advisory group to the DVC (Education) on all education, pedagogic and student experience related matters, with a particular focus on the implementation of the University's Education Strategy
2. Be accountable to the Vice-Chancellor and the Executive Group for all delegated education and student experience matters
3. Provide a cross-College forum to manage progress towards the University's Education Strategy
4. Provide a focus for sharing best practice across Colleges and Professional Services
5. Provide strategic steer and insight to education and student experience related projects across the institution
6. Consider the student voice when undertaking education decisions
7. Consider University responses to education and student experience related national consultations and input into UUK and Russell Group responses on behalf of the University

Membership 2017/18:

- Deputy Vice Chancellor (Education) – Chair (Tim Quine)
- Academic Dean for Students (Wendy Robinson)
- Associate Academic Dean for Students (Sue Prince)
- Director of Education and Student Support (Ian Blenkharn)
- Head of Teaching Quality Assurance & Enhancement (Roni Roberts)
- Associate Dean Education (CEMPS) (Pete Vukusic)
- Associate Dean Education (SSIS) (Rob Freathy)
- Associate Dean Education (HUMS) (Marion Gibson)
- Associate Dean Education (CLES) (Dave Hodgson)
- Associate Dean Education (UEBS) (David Boughey)
- Associate Dean Education (UEMS) (Jean McEwan)
- Head of Employability & Academic Success (Paul Blackmore)
- Representative from Academic Development (Lisa Alberici)
- Guild Vice-President Education (Bryony Loveless)
- FXU Exeter President (Dean Pomeroy)
- Secretary: Business Manager to the DVC Education (Roscoe Hastings)

Meeting Frequency:

The Group meets on a monthly basis from October – July.

Regional Strategy Group

Aims

To strengthen the University's role in support of economic growth of the region and maximise access to regional resources to support the delivery of the University's ambitions to deliver world-class place-based initiatives.

Purpose

- To oversee the development of a regional strategy for the University driven by the development of a set of world class strategic research institutes anchored in regional aspirations and structures and supported by a portfolio of sources including regional funds.
- To develop a set of deliverables and targets.
- To ensure that regional strategy is informed by the College planning process and the RKT and Education strategies.
- To ensure that the University's relevant knowledge assets are deployed to support regional impact in line with regional aspirations.
- To ensure that the university maximises influence and income from regional growth bodies in order to deliver its Research and Education strategies.
- Agree a programme of work to ensure the delivery of the strategy.

Membership

It is proposed that the membership of this group comprises.

Chair: DVC External Engagement, Professor Mark Goodwin
College Pro Vice Chancellors & Executive Deans (ADRs as alternates)
Representative of Student Employability & Academic Success
Head of Strategic Economic Development Cornwall
Director, Innovation, Impact & Business
Director Communication and Marketing Services
Exeter Innovation Centre Director
Director, Student Education and Support

Key Smart Specialisation Advisers:

- Professor Kevin Gaston (Environment)
- Professor Lora Fleming (e-Health/ Healthy ageing)
- Professor Lars Johanning (Marine Renewables)
- Professor Robbie McDonald (Agri Tech)
- Professor Richard Everson (Big Data)
- Professor Rob Hicken (Photonics)
- Professor Chris Smith (Aerospace)
- Professor Tim Lenton (Global Environmental Futures)
- Professor Janice Kay (Provost) and Professor Nick Talbot (DVC RKT) - ex officio to receive papers and attend where possible.

Secretariat

The Group will be serviced by the Regional Impact Team, which has been formed within IIB. Chris Evans, Head of Regional Impact will be the lead officer with Nina Sidney-Wicks providing administrative support.

Schedule of meetings

it is proposed that the group meets bi-monthly with an initial extended session to agree the parameters and work programme

Professional Services Leadership Team: Terms of Reference

Strategic

1. To advise the Registrar on emerging issues of strategic importance to the Professional Services of the University
2. To horizon scan across the sector in order to bring matters and recommendations to the attention of SMG and VCEG as appropriate
3. To provide Professional Services with coherent and strong leadership including effective decision making as appropriate
4. To enable culture change in support of PS Transformation

Tactical

5. To support the personal development of PSLT members
6. To support the creation of an effective PSLT team whose work is aligned with the Institution's strategy and who proactively work together to find effective solutions to operational problems
7. To act as a forum for discussion, escalation of key issues, information sharing and best practice development between Professional Service senior leaders
8. To meet weekly reflecting VCEG meetings and as needed during the summer months
9. To discuss, review and plan inputs and outputs from the VCEG agenda
10. To develop ideas, initiatives and policy proposals for the benefit of the institution to be shared and discussed with VCEG
11. To coordinate PS responses to sector consultations in support of VCEG's institutional response
12. To discuss , review and approve PS communications in relation to projects and initiative that impact directly on College teams

PSLT member commitments

13. To operate in a way that takes account of the University's commitment to Corporate Social Responsibility, Equality and Diversity and Values
14. To support the conduct of the meeting as an exemplar of collegiate team working
15. To cascade as appropriate information/action points from PSLT to their teams and relevant stakeholders
16. To prioritise attendance, proactively contribute to the agenda and to the debate within the meeting

Membership

- Mike Shore-Nye (Chair) Registrar and Secretary
- Jacqui Marshall Deputy Registrar and Director of People Services and Global Partnerships (Deputy Chair in Mike's absence)
- Dr Vic Alcock Head of the Office of the Vice-Chancellor & Senior Executive

- Jane Chafer Director of Communication and Corporate Affairs
- Andrew Connolly Chief Financial Officer
- TBC, Director of Campus Infrastructure and Operational Support Services
- Phil Attwell Director, Campus Services
- Karen Ball Director of College Operations, SSIS
- Ian Blenkarn Director of Education and Student Support
- Tracy Costello Chief Executive, Students Guild
- Shaun Curtis Director of Global Engagement Advancement
- Matt Davey Director of College Operations, Business School
- Cathy Durston Director of College Operations, EMPS
- Rachel Burn Director of College Operations, UEMS
- Sean Fielding Director of Innovation, Impact and Business
- Alan Hill Chief Information and Digital Officer
- James Hutchinson Director of Strategic Delivery Unit
- Chris Lindsay Director of Compliance, Governance and Risk
- Linda Peka Chief College Operations Officer
- TBC Director of College Operations, CLES
- Hannah Rundle Director of College Operations, HUMS
- Astrid Wissenburg Director of Research Services
- Michael Wykes Director Policy, Performance and Business Intelligence
- Sophie Hawkes, Business Manager to the Registrar & Secretary
- Secretary: Rachael Cameron Executive PA to the Registrar and Secretary

CAPITAL INVESTMENT GROUP

Terms of Reference and Membership

(Approved by VCEG April 2016)

The remit of the group is to:

- (a) consider proposals to invest in new projects that give rise to assets that may be deemed to be financed from capital or revenue budgets. The remit therefore includes major IT and long-term maintenance projects that have a substantial asset or asset-related component whether these are capitalised or not.*
- (b) consider proposals that cover all entities within the University Group unless an approval process has been specially delegated to an entity, which would typically only be done for projects below a de-minimis level.*

1. Terms of Reference

- a) To advise the Vice Chancellors Executive Group (VCEG) and the Dual Assurance partnerships in developing, assessing, reviewing and implementing the delivery of the Capital Strategy and Programme.
- b) To deliver capital, IT, estate and infrastructure requirements identified in the approved capital budget, ensuring these are aligned to the Capital Strategy.
- c) To contribute towards the development of the Capital Strategy and the rolling 5-year Capital Programme.
- d) To ensure all investment projects represent best value and develop benchmarks where possible to evidence best value.
- e) To oversee the development of master plans for all campuses.
- f) To consider project proposals at their formative stage, to input into options, solutions, policy considerations and affordability constraints, before formal investment proposals are subsequently presented for consideration.
- g) To review and scrutinize investment proposals and where appropriate make recommendations for approval to VCEG⁴.
- h) To establish Project Management Groups to take forward detailed planning of individual projects, and to receive reports from them.
- i) To commission post completion reviews on all projects whose costs exceed £5m and on any other project the Group consider would benefit from such a review.
- j) To undertake consultation with relevant internal and external stakeholders and to support negotiation with the local authorities.
- k) To ensure the 5-year capital programme is contained within the limits of Capital Fund balances, adhering to any agreed policy on minimum levels of balances set by Council.
- l) To monitor capital expenditure against the annual capital budget and ensure projects are contained within budget. To alert VCEG of over-spends (that exceed the lower of 10% or £1m of approved project budget) and propose remedial action.

⁴ VCEG can approve projects up to £1m on the recommendation of CIG. Projects over £1m require Council approval.

- m) To promote and encourage cultural change to improve the efficiency and utilisation of the estate and best use of IT.
- n) To review and prioritise the long term maintenance programme prior to the start of the financial year and to assure VCEG on adequacy of the resources provided for long-term maintenance.
- o) To scan the horizon with respect to competitors capital strategies, plans and developments.
- p) To approve and keep under continual review capital procedures, including those relating to project proposals, business cases, approvals, monitoring, dealing with budget variances and change requests.
- q) To ensure the revenue consequences of capital approvals are reflected in baseline revenue budgets.
- r) The Group will report to VCEG.

2. Responsibilities of Membership

- a) Members must act in a corporate capacity. Whilst they will bring particular insights given their specific job and location, members are not there to represent interests.
- b) Members are required to declare an interest in particular proposals. They may be invited by the Chair to offer factual points of clarification but are not permitted to be part of the detailed discussion.

Chair: Registrar and Secretary

Membership: Provost (Professor Janice Kay) (Deputy Chair)
 Director of Human Resources (Jacqui Marshall)
 Chief Financial Officer (Andrew Connolly)
 DVC (Professor Mark Goodwin)
 DVC (Professor Tim Quine)
 DVC (Professor Nick Talbot)
 Director of Campus Services (Phil Attwell)
 Chief Information and Digital Officer (Alan Hill)
 Director of Planning, Policy and BI (Michael Wykes)
 Director of College Services (Linda Peka)

In attendance: Director of Estate Services (Hugh McCann)
 Acting Director of Estates for Falmouth Exeter Plus (Dominic O'Neill)
 Head of Finance (Campus Services) (Suzanne Baxter)

Invited attendees: Dual Assurance Lead for Infrastructure (Sarah Buck)
 Dual Assurance Lead for Finance (Alison Reed)
 Dual Assurance Lead for IT (Richard Sargeant)
 Business Manager to the Registrar (Sophie Hawkes)

Secretary: Campus Services nominee (Tamsin Love)