

# Vice-Chancellor's Executive Group

## Sub-Groups

### Terms of Reference and Membership

---

#### Education Executive Group

##### 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 (CLEES) (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.

---

# Research and Impact Executive Group

## 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

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

## Ensuring effective performance monitoring and management

10. 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.
11. To manage the full cycle process of the institutional return to REF 2020 including the annual research monitoring exercise.

## Membership

12. 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.
13. Attendance by all members is expected on a regular basis, and nominated deputies should attend in circumstances where it is not possible.

14. 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**

15. 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)**

Deputy Director, Research Strategy, Policy and Planning  
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.

# Global Partnerships Board

## Membership

- DVC External Engagement (Chair)
- 6 Associate Deans for International and Development
- Deputy Registrar & Director of People Services and Global Partnerships
- Dean of Graduate Research and Director of the Doctoral College
- Director of Education and Student Support
- Director of Communications and Corporate Affairs
- Director of Global Advancement
- Director of Research Services
- Director of IIB
- Director of PPBI
- Head of Global Partnerships

Secretariat: Vice-Chancellor's Office

## Terms of Reference

- To oversee partnership development at all tiers; to shape and recommend proposals for tier 1 partnerships, to monitor tier 2 and 3 partnership activity and support;
- To oversee progress against the Global Strategy and to address opportunities and challenges in its operation;
- To approve the annual Global Engagement plan and review progress against implementation;
- To support and advise the Deputy Vice Chancellor External Engagement in their remit related to the Global Strategy;
- To consider various items of business regarding global partnership development in advance of Dual Assurance meetings;
- To interface with relevant management groups to oversee partnership development including; Education Executive, Research and Impact Executive Group and Business Engagement Dual Assurance;
- To interface with relevant management groups to oversee progress against the Global Strategy including Student Recruitment Strategy Group, Global Advancement and Communications and Reputation Dual Assurance;
- To receive updates from the Associate Deans for International Development on the progress made in implementing their College Global Plans;
- To receive updates from the Global Working Group regarding the coordination of Professional Services activity to support the implementation of the Global Strategy;
- To help to align regional activities in priority areas to deliver the aims of the Global Strategy including through the Regional Groups;
- To meet once per term.

# Internal Fundraising and Campaign Board

## Terms of Reference and Membership 2017/18

1. To provide advice and support to the Provost and Registrar and Secretary on the University's development agenda.
2. To support the development and implementation of the University 'Making the Exceptional Happen' fundraising campaign.
3. To facilitate cross-College partnership initiatives in furtherance of the development and implementation of the University's Global Advancement agenda.
4. To share and update on progress from across the Campaign with updates from the Director, Global Advancement, and Pro Vice-Chancellor's (from all six Colleges) in respect of the University's development agenda.
5. To facilitate consultation between Colleges and the Professional Services in respect of developments affecting the delivery of the development agenda.
6. To be a forum to identify, discuss and agree on priority projects for fundraising across the Campaign themes, as well as identifying pathways to donors and advancement 'champions' within Colleges.
7. To monitor progress towards the 'Making the Exceptional Happen' fundraising campaign, and consider risks and target setting through Planning Review Group (PRG).
8. The Board shall normally meet termly, with meetings timed (as far as possible) to coincide with reporting to External Campaign Board. The Chair may call an Extraordinary Meeting at her discretion.
9. Terms of Reference, Membership and activities shall be reviewed on an annual basis.

## Core Membership

Chair: Provost (Prof Janice Kay) and Registrar and Secretary (Mike Shore-Nye)

Secretary: Business Manager to the Provost

Pro Vice-Chancellor, Business School (Prof David Allen)

Pro Vice-Chancellor, College of Engineering, Mathematics and Physical Sciences (Prof Ken Evans)

Pro Vice-Chancellor, College of Humanities (Prof Andrew Thorpe)

Pro Vice-Chancellor, College of Life and Environmental Sciences (Prof Dan Charman)

Pro Vice-Chancellor, University of Exeter Medical School (Prof Clive Ballard)

Pro Vice-Chancellor, College of Social Sciences & International Studies (Prof Debra Myhill)

ADID representation, Professor Jo Gill and Professor Stu Bearhop (alternating)

Director, Global Advancement (Dr Shaun Curtis)

Associate Director, Philanthropy and Campaigns, Global Advancement (Kate Foley)

Head of Supporter Engagement, Global Advancement (Dave Watson)

Head of Operations, Global Advancement (Lisa Williams)

**The Board will meet termly (27<sup>th</sup> November, 12<sup>th</sup> March and 25<sup>th</sup> June).**

# Capital Investment Group

## Terms of Reference and Membership

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.

## 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 VCEG<sup>2</sup>.
- 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.
- 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.

---

<sup>2</sup> VCEG can approve projects up to £1m on the recommendation of CIG. Projects over £1m require Council approval.

- q) To ensure the revenue consequences of capital approvals are reflected in baseline revenue budgets.
- r) The Group will report to VCEG.

#### 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)

# Professional Services Leadership Team

## Terms of reference 2017/18

### 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

1. To support the personal development of PSLT members
2. 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
3. To act as a forum for discussion, escalation of key issues, information sharing and best practice development between Professional Service senior leaders
4. To meet weekly reflecting VCEG meetings and as needed during the summer months
5. To discuss, review and plan inputs and outputs from the VCEG agenda
6. To develop ideas, initiatives and policy proposals for the benefit of the institution to be shared and discussed with VCEG
7. To coordinate PS responses to sector consultations in support of VCEG's institutional response
8. To discuss, review and approve PS communications in relation to projects and initiative that impact directly on College teams

### PSLT member commitments

1. To operate in a way that takes account of the University's commitment to Corporate Social Responsibility, Equality and Diversity and Values
2. To support the conduct of the meeting as an exemplar of collegiate team working
3. To cascade as appropriate information/action points from PSLT to their teams and relevant stakeholders
4. 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)

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

# Regional Strategy Group

## Terms of Reference

### 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

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

# Provost's Advisory Group

## Terms of Reference and Membership 2017/18

The Provost's Advisory Group is a regular meeting of the Provost, DVCs, PVCs and PS Directors. The group will provide a forum for sharing challenges and opportunities in strategy delivery, for exploring synergies and best practice across Colleges and considering collective progress against institutional objectives. One to one meetings between the Provost and PVCs will also be held, as appropriate, including to discuss mentoring and support. Principal duties of the Provost Advisory Group 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 the University Strategy: Making the Exceptional Happen, Global Advancement along with Policy, Planning and Business Intelligence responsibilities.

### Core Membership

- Provost [Chair]
- Deputy Vice-Chancellor for External Engagement
- Deputy Vice-Chancellor for Research and Impact
- Deputy Vice-Chancellor for Education
- 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
- Deputy Registrar and Director of People Services and Global Partnerships
- Chief College Operations Officer
- Director of Policy, Planning and Business Intelligence

### Extended Membership (as required)

All Professional Services Directors are to be invited to join meetings as appropriate

**Meetings: The Provost Advisory Group will be supported by the Vice-Chancellor's Office and will meet on a monthly basis (Mondays 1200-1300) during academic term-time**