# University Executive Board

# Terms of Reference 2026-27

## Purpose

1. The University Executive Board (UEB) is the University's senior executive management body, responsible for overseeing strategy, operations and management within the authority delegated by Council.

2. Chaired by the President and Vice-Chancellor, UEB supports and advises them in their role as the University's Chief Executive Officer and Office for Students Accountable Officer, operating within the University's delegation framework.

3. UEB is responsible for developing and delivering the University Strategy and plans, and ensuring financial sustainability, effective performance monitoring, risk management and assurance.

## Developing and Delivering Strategy and Plans

4. To develop and deliver the University's Strategy, and other strategies as required, including: Education and Student Experience, Research and Impact, Global Engagement, Transnational education, Wellbeing, Culture and Inclusion, Business Engagement and Innovation, and Cornwall; and other key enabling strategies (Professional Services, Finance, People, Workforce, Digital and IT) for recommendation to Council.

5. To recommend the University budget and five-year plans to Council.

6. On the recommendation of the Strategic Investment Committee (SIC), to agree the University's Capital Strategy and Programme for recommendation to Council and to scrutinise and approve all major investment proposals and recommend to Council those which pass the thresholds of delegated financial authority, ensuring plans and budgets are consistent with the University's Planning Framework, and strategic priorities and targets.

7. 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.

8. To receive strategic reports from members of UEB on issues relating to their delegated responsibilities and receive timely reports from the UEB sub-committees which they Chair (see list in the University Delegation Framework). To receive regular reports from Pro-Vice-Chancellors on issues relating to Faculty Strategies and relevant matters that arise at their Faculty Executive Boards as required.

**Ensuring financial sustainability, effective performance monitoring, risk management and assurance**

9. To ensure financial sustainability of the University.

10. To monitor operating and financial performance and delivery against budget and strategic funds, key performance indicators and implementation plans. This includes, but is not limited to, monitoring of management accounts; admissions data; research awards, income and performance; business, commercial and philanthropic income and strategic partnerships; HR data; cyber security and IT; strategic projects.

11. Consider and approve an assessment of the institutional Risk Report (including risks escalated from UEB sub-committees) and appropriate mitigation measures. To consider red-rated risks identified through the due diligence process associated with the University's Partnership Principles and discuss final decision with Chair of Council.

12. Receive internal audit reports for information. All internal audit reports rated 'High' or 'Critical' to receive full scrutiny.

13. To agree promotion criteria for recommendation to Senate and Council, as set out in the University's Ordinances.

14. Develop, approve and ensure effective implementation of University policies and codes of practice, as required. Via the Compliance Committee, ensure that the University complies with the expectations of all relevant legislation and regulation relating to these policies.

**Delegations of the Board**

15. UEB has delegated the following matters to a sub-set of UEB members. These sub-sets will report to the UEB annually (or more frequency as required):
    a) Academic Promotions (in accordance with Ordinance 18.3)
    b) Professorial Salaries
    c) Redundancy (in accordance with Ordinance 34).

16. UEB has a number of sub-committees reporting to it (listed below) and will receive reports via the Chair of those committees as required, together with the minutes of those committees.

**Board quoracy and effectiveness**

17. The effectiveness of UEB will be reviewed annually against its Terms of Reference and any changes will be submitted to UEB for approval and included in the University's Delegation Framework approved by Council.

18. A quorum is necessary for matters requiring approval and/or endorsement. This will be one third of the membership and must include the Chair or one of the Deputy

Chairs. If quoracy has not been achieved a majority of those present may propose an approval or endorsement to the Vice-Chancellor & President to make the decision as Chair of UEB.

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

In attendance:
Divisional Director of Education and Academic Services
Chief of Staff (Secretary)

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

**Committees of UEB**
1. Business Engagement and Innovation Committee
2. Climate and Environmental Crisis Board
3. Compliance Committee
4. Cornwall Campus Strategy Group
5. Digital Transformation, Data and AI Strategy Board
6. Diversified Education Strategic Oversight Group
7. Education and Student Experience Executive Committee
8. Global Engagement Committee
9. Transnational Education Oversight Group
10. Recruitment and Admissions Group
11. Research and Impact Executive Committee
12. Strategic Investment Committee
13. Wellbeing, Inclusion and Culture Committee