Cardiff University Governance Framework

September 2023

Cardiff University Governance Framework – Table of Contents

Introduction

1. The Governance Framework is produced to help communicate the high-level governance of Cardiff University.

2. The framework lists known responsibilities and accountabilities, firstly at an institutional level and then at a College/School level. The key elements of the approach that has been adopted are:

    *   To outline briefly the key responsibilities of the main University committees;
    *   To set out the high-level approach to academic governance;
    *   To list the known responsibilities and accountabilities of designated officers*;*
    *   To note from where the specific authority derives (Statutes, Ordinances, role descriptions and other regulations);
    *   To make reasonable assumptions about lower level accountabilities based on known information.

3. In designing and reviewing the University's governance, it is important to recognise its various roles and registrations:

    *   As a leading teaching and research University, with a global profile;
    *   That particular aspects of the University's work and activities will be regulated by other bodies (including but not limited to, Higher Education Funding Council for Wales (HEFCW) and its successor body the Commission for Tertiary Education and Research (CTER), Charity Commission, Health and Safety Executive etc.);
    *   As an institution with a unique public profile in the context of Wales;
    *   As a Charity directly registered with the Charity Commission; and
    *   As an enterprise with commercial activities and interests which are integral to the achievement of its objectives.

4. The framework is subject to review on an ongoing basis and will be reviewed annually.

Cardiff University Constitution & Council

Constitutional Framework

5. The University's governance arrangements are set out in the [Charter, Statutes, Ordinances](#) and other regulations of the University. This Governance Framework provides an outline of the key instruments and principles of governance as they apply to the Governing Body and the executive management of the University.

6. The Charter was first granted by Queen Victoria in 1884 to found the University College of South Wales and Monmouthshire. The current charter (known as a Supplemental Charter) was approved in 2022 and sets out the purpose and powers of Cardiff University. Embodied within it are fundamental principles such as the University's power to teach, examine, carry out research and award degrees. Any changes to the Charter require approval from the Privy Council on behalf of His Majesty the King.

7. The Statutes amplify the Charter and set out the fundamental structure of the University and, amongst other things, sets out the roles of the Officers of the University (Chancellor; Chair of Council; and President and Vice Chancellor) and key bodies (including Council and Senate). Changes to the Statutes require approval from the Privy Council on behalf of His Majesty the King.

8. The Ordinances are set by Council and give practical details concerning the way the University is governed within the framework established by the Charter and Statutes.

9. The Scheme of Delegation sets out where authority has been delegated from Council or Senate to other bodies, Officers or senior staff of the University either by Ordinance or by Resolution of the relevant Committee/authority holder.

10. University Regulations and University Policies provide the next layer of granular direction on how business must be conducted and set out the expectations on individuals and groups. In amalgam, these provide detail on the framework that supports the University to operate in line with the requirements of its constitution; its Strategy and Plan; and the various legal or regulatory requirements that apply.

Council: The Governing Body

11. [Council](#) is the supreme authority of the University, which means that it is ultimately accountable for the conduct and activity of the University and its representatives. This role is articulated through the Charter and Statutes:

    - "The Council shall be the supreme authority as the governing body of the institution and shall have general control over the conduct of the affairs of the institution and

shall perform such functions as may be prescribed by the Statutes" (Charter Article IX).

12. Council has delegated a number of academic matters to Senate, which is the senior forum to shape academic strategy and ensure that University achieves its academic objectives (see Education Governance Section).

13. The Council can delegate its powers and duties to Committees and Boards set up by Council; joint Committees established with Senate; the President and Vice-Chancellor; or other Officers of Cardiff University. Where these delegations are made, the Council retains accountability and must exercise due diligence to ensure the competence of the individual or body to whom the delegation is made and maintain appropriate oversight of how the individual or body is exercising its authority.

14. Council has established four Major Committees: Audit and Risk, Governance, Finance and Resources and Remuneration. Each Committee has the authority to create further Sub-Committees as is appropriate for it to discharge its business. A diagram showing all the Major and Sub-Committees of Council and Senate is included below (Fig. 1). For further information on the role of Senate see the section on Education Governance below.
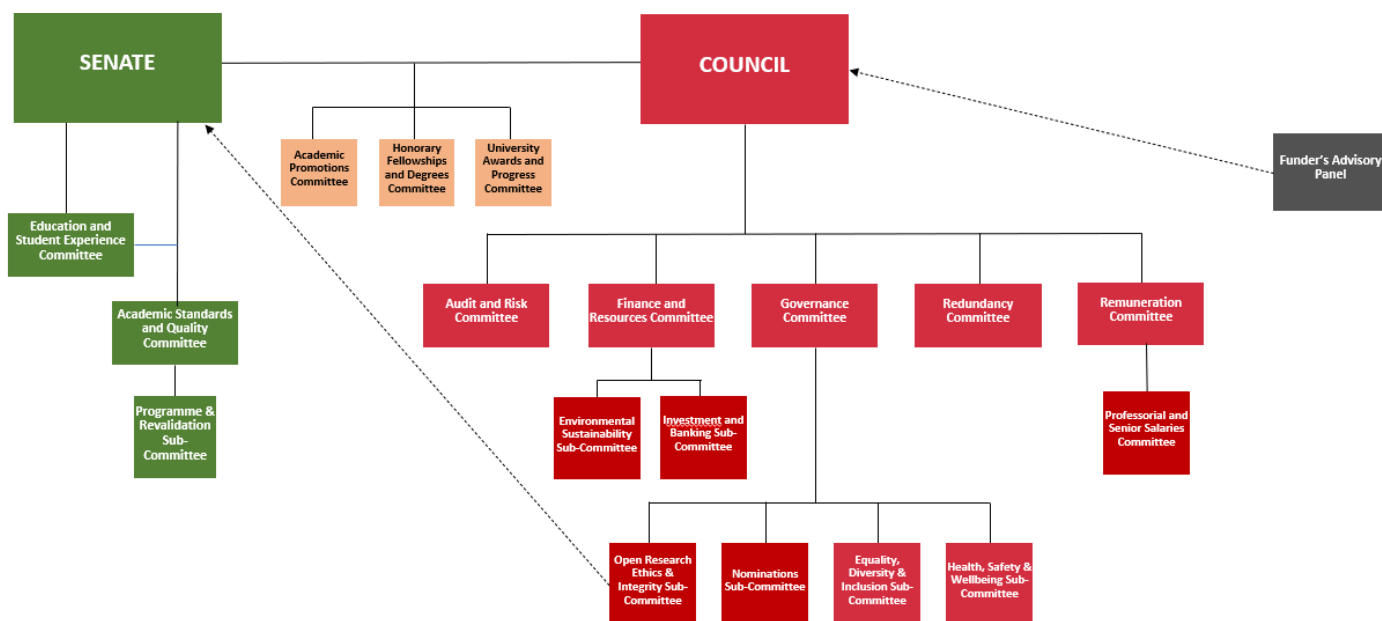
Fig. 1 Cardiff University Committee Structure

15. The full terms of reference for all the Major Committees and Sub-Committees of Council and Senate are set out in the Committee Constitutions of Major Committees.

16. Student representation is an important aspect of the University's governance and the Students' Union has seats on Council, Senate, Governance Committee, Finance & Resources Committee, Investment & Banking Sub-Committee, Environmental Sustainability Sub-Committee, Equality, Diversity & Inclusion Sub-Committee, Health, Safety and Wellbeing

Sub-Committee, Honorary Fellowships and Degrees Committee, Nominations Sub-Committee, and all Senate's sub committees (see Fig. 1).

Education Governance

Overview

17. As referenced above (point 11), the Council is the supreme authority in respect of all aspects of the University, although it places reliance on Senate to govern the academic matters of the University. In turn, Senate has established standing panels and Sub-Committees to support it in discharging its responsibilities, such as the Education and Student Experience Sub-Committee and Academic Standards and Quality Committee.

Academic Freedom

18. The principle of Academic Freedom is critical to considering the relationship between Council and Senate in matters of academic governance. The Council should not position itself, or Senate, to impinge on the right of the academic staff to pursue legitimate lines of intellectual inquiry or develop appropriate mechanisms for the delivery of education to the University's students. However, Council does need to discharge its responsibility for these aspects of the University. Therefore, the Senate and its Committees report to Council on a regular basis to ensure that oversight can be maintained but are afforded a high degree of autonomy in respect of academic matters.

Senate

19. As noted above, Senate is established by the University's Charter, which gives it responsibility for:

    a. "The ordering of the academic affairs of the University, both in teaching and in research";
    b. "The regulation and superintendence (oversight) of the education of the students of Cardiff University" (Charter Article X).

20. The Charter recognises that these responsibilities are subject to the powers of the Council and that the activities that allow these responsibilities to be discharged are prescribed through the Statutes and Ordinances (specifically Statute VIII and Ordinance 5).

21. The Chair of the Senate is President and Vice-Chancellor of the University, who is also the Chief Academic Officer of the University, and its Chief Executive Officer.

22. Senate has established two Major Committees and three Major Committees of Council and Senate to support it in the discharge of its responsibilities. The two Major Committees of Senate are the Education and Student Experience Sub-Committee and the Academic Standards and Quality Committee. The full terms of reference are set out on the Committee Constitutions of Major Committees web page.

23. The details of other Committees and Standing Panels, (including the Honorary Fellowships and Degrees Committee, Academic Promotions Committee and University Awards and Progress Committee which are Major Committees of Senate and Council), are available on the Sub-Committees and Standing Panels web page.

24. The Education and Student Experience Committee was established for the 2021/22 academic year, with an aim to bring together discussions on matters relating to academic quality and standards, teaching and assessment, and the student experience, and scrutinising the impact and effectiveness of the implementation of the Education and Students sub strategy.

University Executive Management

President and Vice-Chancellor

25. The President and Vice-Chancellor of the University is "… the Chief Academic and Executive Officer and Chair of the Senate" who, "… shall have general responsibility to the Council for the management of Cardiff University, for ensuring that its objects are fulfilled, and for maintaining and promoting its efficiency and good order" (Charter Article V and Statute V).

26. The formal and wide-ranging responsibilities that rest within the remit of the President and Vice-Chancellor include:

    • Overall leadership and management of the University;
    • Overall financial and academic vitality of the University;
    • Promoting and advocating the University globally, nationally, and locally;
    • Upholding excellent standards of accountability across the University, and excellent standards of corporate governance;
    • As the Accountable Officer, being personally accountable to the governing body and to government for the University's affairs.

University Executive Board

27. The broad remit of the UEB is "to advise the Vice-Chancellor in the performance of their duties as the University's Chief Executive Officer including developing and implementing strategy, operational plans, policies, procedures and budgets". UEB is the University's senior executive team for the purposes of the Financial Reporting Standard 102 (FRS 102) and the Memorandum of Assurance and Accountability between HEFCW and the University, which defines the senior executive team as: "those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity".

28. The terms of reference for UEB are set by the Vice-Chancellor, under whose authority the Committee meets.

29. The membership of UEB is:

    • Vice-Chancellor (Chair);
    • Deputy Vice-Chancellor;
    • Chief Operating Officer;
    • Pro Vice-Chancellor, Education and Student Experience;
    • Pro Vice-Chancellor, International and Student Recruitment and Head of College of Physical Sciences and Engineering;
    • Pro Vice-Chancellor, Research, Innovation and Enterprise;
    • Pro Vice-Chancellor, Head of College of Arts, Humanities and Social Sciences;
    • Pro Vice-Chancellor, Head of College of Biomedical and Life Sciences;

- Chief Financial Officer;
- General Counsel and University Secretary;
- Director of Human Resources;
- Director of Development and Alumni Relations.

(For accountability of the University Executive Board to the Vice-Chancellor see Fig. 2)
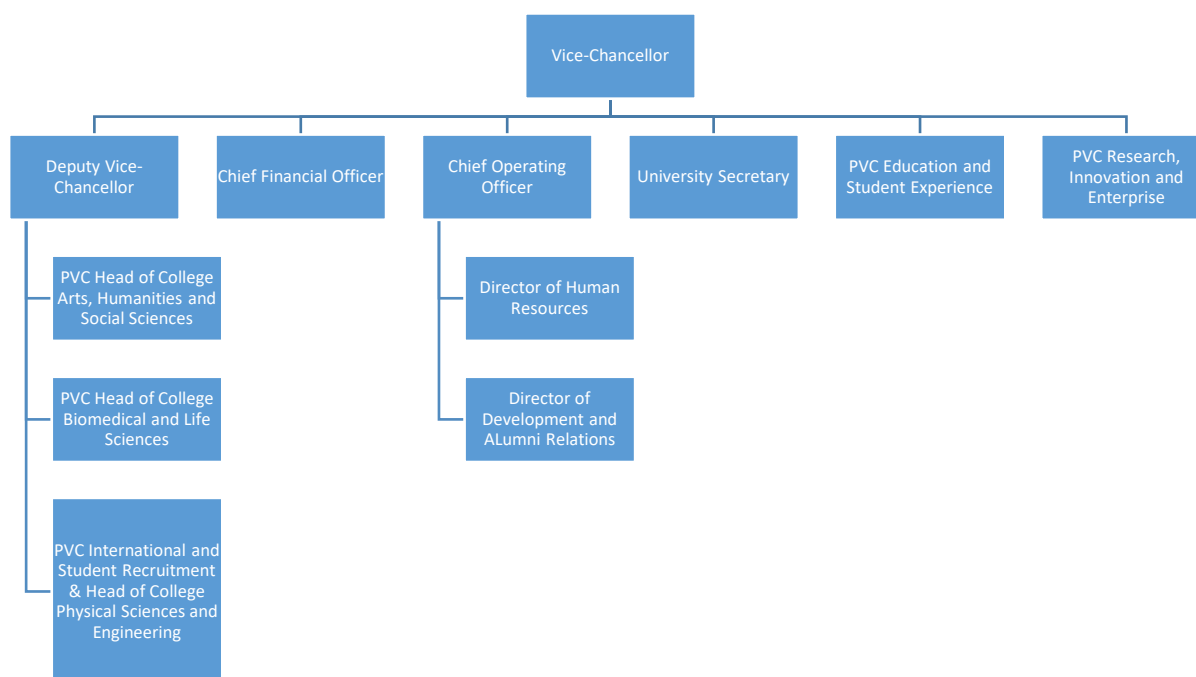
Fig. 2 Accountability to the Vice-Chancellor (from September 2023)

30. UEB's advice to the Vice-Chancellor encompasses, but is not limited to the following:

- Developing and implementing strategy, operational plans, policies, procedures and budgets;
- Monitoring operating and financial performance;
- Management of risk in the institution;
- Prioritisation and allocation of resources;
- Monitoring the external environment, including market drivers, across the University's academic areas; and
- Ensuring accountability for public funds.

31. There is in place a strong accountability model with clarity around the principle that all members of UEB have specific accountability to the Vice-Chancellor. In relation to the College Pro Vice-Chancellors this is via the Deputy Vice-Chancellor and in relation to Director of HR and the Director of Development and Alumni Relations this is via the Chief Operating Officer.

The Deputy Vice-Chancellor

32. The Council appoints a Deputy Vice-Chancellor on the nomination of the Vice-Chancellor, after consultation with the Senate. The Vice-Chancellor may decide to undertake a process involving external advertisement and recruitment.

33. The appointment of a Deputy Vice-Chancellor is for a three-year period and may be renewed. The appointment shall be subject to automatic review on the appointment of a new Vice-Chancellor (Ordinance 8).

The Chief Operating Officer

34. The Chief Operating Officer is responsible and accountable to the Vice-Chancellor for the operational good order, efficiency and effectiveness of the University's Professional services and the implementation of the University's strategy which includes: the leadership, integration and cost effectiveness of services which support and implement the University's academic and student strategies and enable the University to fulfil its ambition as set out in its Strategic Plan.

The Chief Financial Officer

35. The Chief Financial Officer is responsible and accountable to the Vice-Chancellor for the overall financial management of Cardiff University including:

    - maintaining financial reporting, budgeting and forecasting systems and processes that provide effective financial operation, control and management information;
    - developing and implementing consistent financial policies, guidelines and procurement processes which comply with statutory requirements and secure value for money;
    - ensuring compliance with the financial requirements and reporting of statutory bodies such as HEFCW, Research councils and other funders;
    - managing investments and banking arrangements;
    - manage the University's pension interests together with the Director of HR.

36. In addition the Chief Financial Officer works with UEB colleagues to:

    - provide financial and commercial oversight of the University's Estates capital and maintenance programme, including investment appraisal, financial monitoring and commercial oversight of pre and post contract award;
    - provide financial oversight for the portfolio of research grants and contracts together;
    - oversee the University's subsidiaries, associates and joint ventures.

The University Secretary

37. The University Secretary is accountable to the Vice-Chancellor and responsible to the Chair of Council. The University Secretary is responsible for advising the governing body and its sub-committees on the proper exercise of their powers and on the application of the education acts and other legislation affecting its work.

The Pro Vice-Chancellors

38. The Council may appoint no more than six Pro Vice-Chancellors.

39. Senate shall be advised (by correspondence if no meeting scheduled) of an academic leadership vacancy for the role of Pro Vice-Chancellor and their portfolio.

40. The Vice-Chancellor will consider any written representations made by Members of Senate which may help to inform the appointment process.

41. The Vice-Chancellor may undertake a process involving external advertisement and recruitment.

42. After a transparent recruitment process, the Vice-Chancellor will recommend the appointment to Council for approval.

43. The appointment of a Pro Vice-Chancellor shall be for three years or for such period and on such other terms as the Council may from time to time determine. The appointment may be renewed by the Vice-Chancellor normally for one further term of up to three years.

44. Appointments shall be subject to automatic review on the appointment of a new Vice-Chancellor (Ordinance 8).

Thematic Pro Vice-Chancellors

45. There are currently three roles:

    • Pro Vice-Chancellor Education and Student Experience will be responsible and accountable to the Vice-Chancellor for:
        o oversight of the development and delivery of education strategy;
        o quality assurance processes;
        o enhancement of the student experience;
        o widening access and participation activities;
    • Pro Vice-Chancellor Research, Innovation and Enterprise will be responsible and accountable to the Vice-Chancellor for:
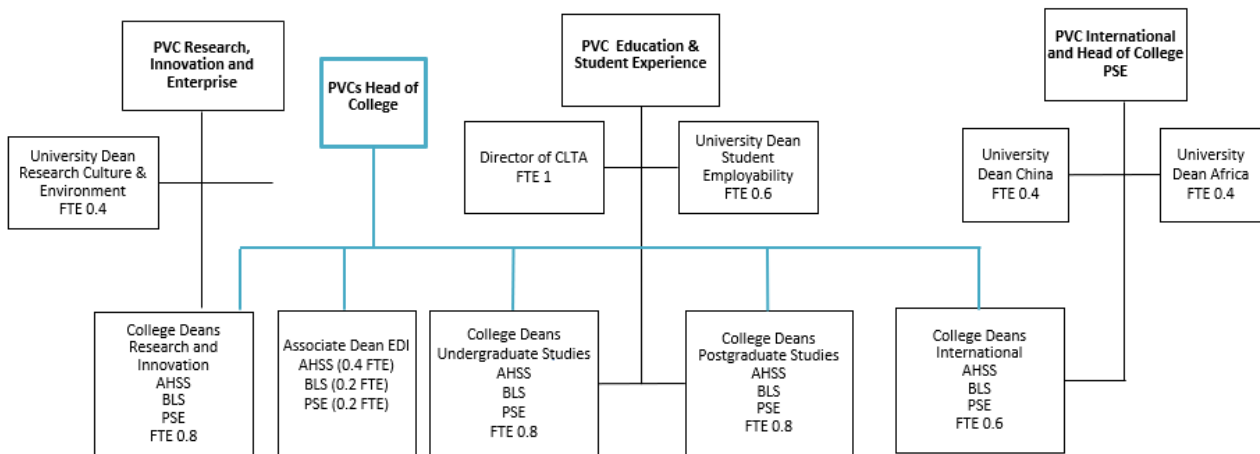   o delivering the research and innovation sub-strategies;

- increasing the translation, commercialisation and broader economic impact of Cardiff's research;
- the international research agenda, including delivery of international postgraduate schemes and global challenges research collaborations;

- Pro Vice-Chancellor International will be responsible and accountable to the Vice-Chancellor for the University's international activities, and partnerships. [This role is currently held in conjunction with the Pro Vice-Chancellor Head of College of Physical Sciences and Engineering].
- There is also responsibility for student recruitment and admissions which is assigned to a Pro Vice-Chancellor or the Deputy Vice-Chancellor, by the Vice-Chancellor. This role is currently held by the Pro Vice-Chancellor International and Head of College of Physical Sciences and Engineering.

University Deans

46.   There are nine thematic Dean roles for the academic year 2023/24:

- The University Dean of Engagement is responsible to the Vice-Chancellor (currently vacant);
- The University Dean of Public Affairs is responsible to the Vice-Chancellor (currently vacant);
- The University Dean (China) is responsible to the Pro Vice-Chancellor International and Student Recruitment;
- The University Dean (Africa) is responsible to the Pro Vice-Chancellor International and Student Recruitment;
- The University Dean for Research, Culture and Environment is responsible to the Pro Vice-Chancellor Research, Innovation and Enterprise.
- The University Dean of Equality, Diversity and Inclusion, responsible to the Deputy Vice-Chancellor. From 2021, this role was left vacant pending the outcome of the review of progress on issues of race equality at the University and the subsequent recruitment of a Head of Equality, Diversity and Inclusion;
- The University Dean of Environmental Sustainability, responsible to the Deputy Vice-Chancellor (currently vacant);
- The University Dean of Student Employability, responsible to Pro Vice-Chancellor for Education and Student Experience;
- The University Dean of Welsh Language, responsible to the Deputy Vice-Chancellor.

The Thematic Pro Vice-Chancellor/Dean structure is set out in Fig. 3.

PVC Research, Innovation and Enterprise

PVCs Head of College

PVC Education & Student Experience

PVC International and Head of College PSE

University Dean Research Culture & Environment
FTE 0.4

Director of CLTA
FTE 1

University Dean Student Employability
FTE 0.6

University Dean China
FTE 0.4

University Dean Africa
FTE 0.4

College Deans Research and Innovation
AHSS
BLS
PSE
FTE 0.8

Associate Dean EDI
AHSS (0.4 FTE)
BLS (0.2 FTE)
PSE (0.2 FTE)

College Deans Undergraduate Studies
AHSS
BLS
PSE
FTE 0.8

College Deans Postgraduate Studies
AHSS
BLS
PSE
FTE 0.8

College Deans International
AHSS
BLS
PSE
FTE 0.6

There may, in addition, be College specific Deans

Vice-Chancellor

Deputy Vice-Chancellor

University Dean Engagement
FTE 0.4
(currently vacant)

University Dean Public Affairs
FTE 0.4
(currently vacant)

University Dean Welsh Language
FTE 0.4

University Dean Equality, Diversity and Inclusion
FTE 0.8
(currently vacant)

University Dean Environmental Sustainability
FTE 0.4
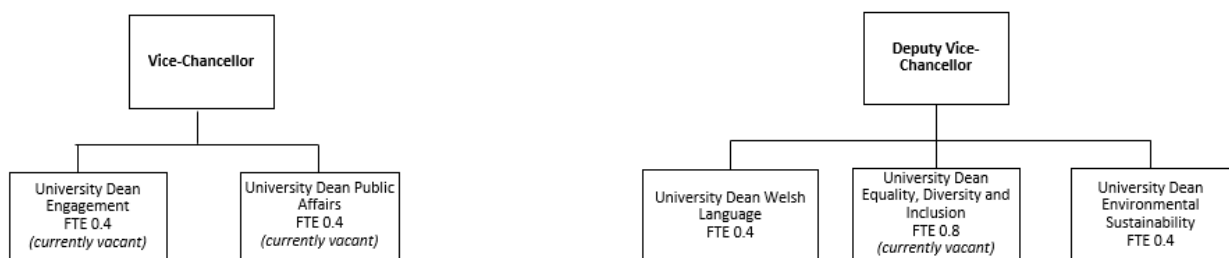
Fig. 3 College and University Dean Structure

47. Thematic Deans are appointed by the Vice-Chancellor after consultation with the relevant thematic Pro Vice-Chancellor. The Vice-Chancellor may decide in certain circumstances to undertake a process involving external advertisement and recruitment.

48. Thematic Deans are normally appointed for three years and may be re-appointed by the Vice-Chancellor normally for one further term of up to three years.

Finance, Property and Change

Budgetary Responsibility

49.   The Council, with recommendation from the Finance and Resources Committee, sets the annual budget, in accordance with approved strategy and taking into account the financial condition of the University.

50.   Within the framework of the overall budget set by Council, budgetary delegation has been agreed as per the Scheme of Delegation and Delegation of Financial Authority Framework.

51.   The Vice-Chancellor has approved a Financial Framework, consistent with the Financial Regulations approved by Council, which recognises four University revenue budget holders:

   • Three Pro Vice-Chancellor Heads of College, each responsible for a College budget;
   • The Chief Operating Officer responsible for the Professional Services budget, University-wide operational budgets and budgets for commercial activities;
   • In addition, the Vice Chancellor retains a small budget for University-wide Initiatives and contingency.

52.   Each University budget holder can delegate financial responsibility and accountability within the budget, but the overall responsibility and accountability of the College or Professional Services budget remains with the University budget holder.

53.   The extent of the financial delegation will be a matter for each University budget holder to determine within the authorisation limits specified within the Financial Regulations and the Delegation of Financial Authority Framework.

54.   Where thematic Pro Vice-Chancellors put forward specific projects / initiatives that might involve College or Professional Services resources, the impact on the College or the Professional Services budget will be assessed by the College, the Chief Operating Officer and the University Executive Board before being given final approval.

Scheme of Delegation

55.   The Scheme of Delegation provides detail of the correct authorities and instances of agreed delegated approval from Council to its Major Committees and key members of the executive.

56.   From 2022, a Delegation of Financial Authority Framework has also been agreed. This provides the detail of the agreed delegation of authority of financial limits in relation to:
   • Budget variations;
   • Business cases not in the approved Annual Budget (both capital and revenue);
   • Student fees;

- Contracts for University services;
- Spin-out companies, joint ventures and other collaborative ventures;
- Intellectual property;
- Research Grants and Contracts;
- Property acquisition and leases;
- Non-property leases;
- Staff-related expenditure;
- Procurement;
- Non-pay expenditure;
- Disposal of equipment and assets;
- Banking, investments and borrowings.

57. The University's Common Seal must be applied to all documents to be executed as deeds [Statute XI and Ordinance 14]. Requests for the application of the Seal to execute the purchase, sale or lease of land or property must be made via the Director of Estates; endorsed by the Chief Financial Officer [that sufficient finances are in place for the purchase or lease] and the Chief Operating Officer [that the actions are in the best interest of the charity]. Details of the approval by the relevant Committee or Officer are recorded, together with any documentation required to comply with Charity Commission requirements. Every use of the Common Seal is reported to Council).

Management of Portfolio of Programmes

58. The University adopts a portfolio management approach, supported by a University Project Management Office (PMO).

59. The University Executive Board has oversight on the University Change portfolio and is accountable to the University Council for delivery of that Change. To fulfil this responsibility, University Executive Board receive regular reports on project and programme delivery, including key areas of risk, financial health and benefits.

60. For each Portfolio, Executive Sponsor and Subject Matter Expert (SME) Groups are established focussing on ensuring that the delivery of change, portfolio financial, risk and benefit management is scrutinised and supported; that change activities are prioritised and co-ordinated across the University; that business cases are scrutinised before consideration by UEB; and that desired outcomes are clear and can be tracked.

61. Typical membership of a Portfolio Group consists of:

- Chairs and Co-Chairs: Deputy Vice-Chancellor, Chief Operating Officer, Chief Financial Officer, PVC Education and Student Experience;
- Pro Vice-Chancellors: PVC Education and Student Experience, PVC International and Student Recruitment and PSE College, College PVC AHSS, College PVC BLS, dependent on portfolio;
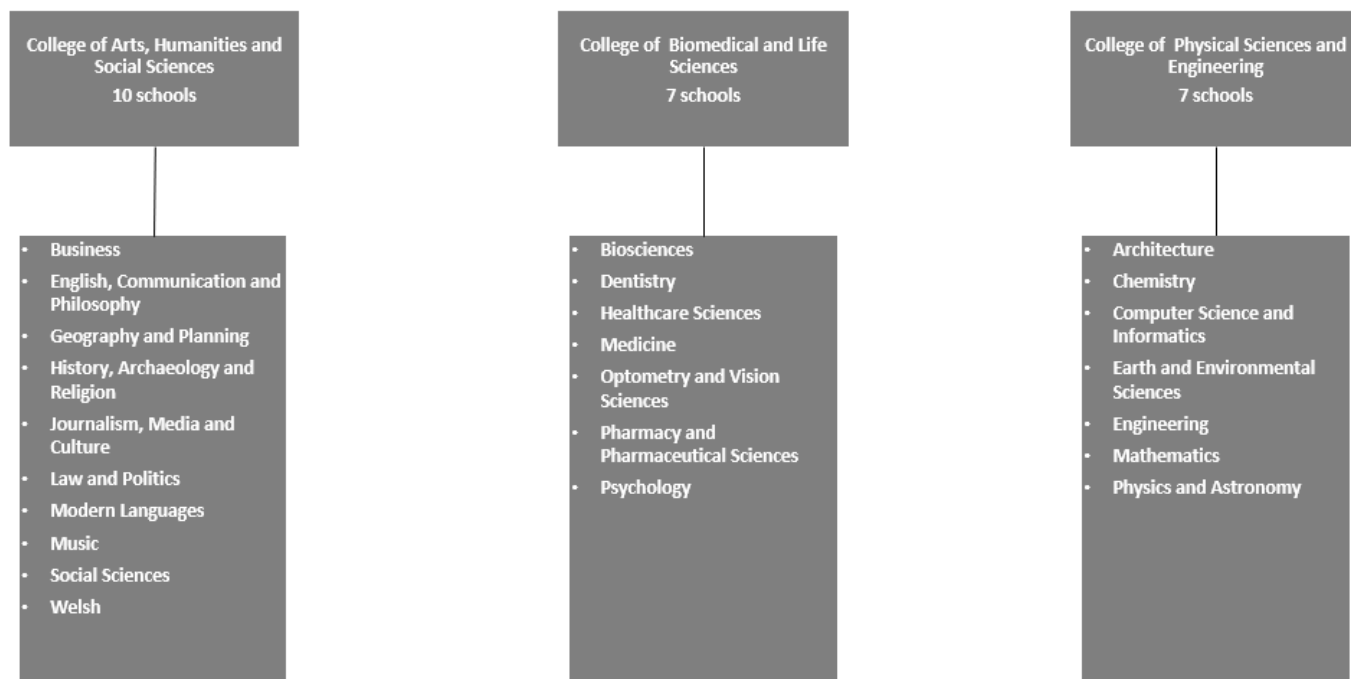
- Professional Services: Chief Information Officer, Director Portfolio Services, Director of Strategic Planning, Director of Estates, Registrar Academic & Student Support Services;
- Supporting Officers: Director of Portfolio Services, Head of Capital Projects, Director Learning and Teaching Academy, Assistant Director Estates, Assistant Director Portfolio Services, Head of PMO, PMO Support Officer.

Major Incidents and Business Continuity

62. The University has a Major Incident Plan which sets out Gold and Silver Team command structures for decision-making during a major incident. Responsibility for convening the Major Incident Team is delegated from the Vice-Chancellor to the Chief Operating Officer. The Vice-Chancellor may also set up Task & Finish Groups to respond to specific situations and/or address business continuity matters.

Colleges & Schools

63. Statute IX provides that Council, after consultation with Senate, may determine the "Principal Academic Bodies" of the University. The list of these is set out in Ordinance 9 and it covers: Colleges, Schools and University-wide bodies. Each College currently comprises a group of Schools and may also contain other academic units or centres (see Fig. 4).

College of Arts, Humanities and Social Sciences 10 schools	College of Biomedical and Life Sciences 7 schools	College of Physical Sciences and Engineering 7 schools
• Business • English, Communication and Philosophy • Geography and Planning • History, Archaeology and Religion • Journalism, Media and Culture • Law and Politics • Modern Languages • Music • Social Sciences • Welsh	• Biosciences • Dentistry • Healthcare Sciences • Medicine • Optometry and Vision Sciences • Pharmacy and Pharmaceutical Sciences • Psychology	• Architecture • Chemistry • Computer Science and Informatics • Earth and Environmental Sciences • Engineering • Mathematics • Physics and Astronomy

Fig. 4 Schools within Colleges

The Role of Colleges

64. There are three Colleges, comprising groups of Schools. The role of Colleges is:

   • To increase accountability;
   • To enable more effective provision of services to academic schools;
   • To support the University's strategy.

College Leadership and Management Roles

65. The College key post-holders are:

   • Pro Vice-Chancellor and Head of College;
   • College Registrar;
   • Dean for Undergraduate Studies;
   • Dean for Postgraduate Studies;
   • Dean of International;
   • Dean of Research and Innovation.

College Board

66. Each College will have a College Board that will act as an advisory body to the Head of College and will comprise the Heads of the constituent Schools, together with such College Deans and other officers, as may be appointed from time to time. Heads of other academic units or other individuals may also be appointed to the College Board at the discretion of the Head of College. Student representatives will also attend meetings where general student matters are under discussion.

It is for the Pro Vice-Chancellor Head of College to determine what committees/groups will operate within the remit of the College Board but there is a requirement for there to be a College Education and Student Experience Committee.

Pro Vice Chancellor and Head of College

67. The responsibilities of Pro Vice-Chancellor and Heads of College are set out in Ordinance 9 and are taken from the original job description. The Pro Vice-Chancellor Head of College is responsible and accountable to the Vice-Chancellor for the management and leadership of the College including, within the framework of the University's overall policies and procedures, the control, allocation and accounting for the financial, human, physical and other resources of the College, preparation of all forward plans and budgets of the College and participation in the overall strategic development of the University.

(Ordinance 9 and Council (9 July 2012) paper 11/991).

College Registrar

68. The College Registrar will be the College's senior non-academic officer and will be responsible for ensuring the delivery of effective support for the College's activities, working with professional services colleagues in the College, in the University's professional services departments and within Schools, and for the management responsibilities which enable that. The College Registrar will be a member of the College Board.

College Registrars report to the Chief Operating Officer with dotted line reporting to the Pro Vice-Chancellor Head of College. They are full members of the Professional Services Board.

College Deans

69. The line-managing Pro Vice-Chancellor, following appropriate consultation and a transparent internal selection process, will appoint Deans to the following roles:

- The (College) Dean - Undergraduate Studies will be responsible and accountable to the Pro Vice-Chancellor Education and Student Experience and to the relevant Pro Vice-Chancellor Head of College;

- The (College) Dean – Research and Innovation will be responsible and accountable to the Pro Vice-Chancellor Research, Innovation and Enterprise and to the relevant Pro Vice-Chancellor Head of College;
- The (College) Dean - International will be responsible and accountable to the Pro Vice-Chancellor International and Student Recruitment and to the relevant Pro Vice-Chancellor Head of College;
- The (College) Dean - Postgraduate Studies will be responsible and accountable to the Pro Vice-Chancellor Education and Student Experience, and to the relevant Pro Vice-Chancellor Head of College.

College Deans are appointed for a period of up to three years. They may be reappointed for one further term of up to three years by the line-managing Pro Vice-Chancellor(s). All appointments should be reported to Senate and Council.

All Deans are invited to attend Senate as officers and so are not voting members.

Schools and other academic units within Colleges

70. Schools and other academic units may be established, dissolved or otherwise re-organised by the Vice-Chancellor on the recommendation of the relevant College Head and following consultation with Senate. Each School will be headed by a Head of School who shall be a member of the relevant College Board.

   (Ordinance 9)

Head of School

71. The Head of School will be accountable to the Head of College for the management and leadership of the School. The Head of School will line manage any heads of department or section within the School. In addition to fulfilling these managerial responsibilities the Head of School is expected to make a substantial contribution to the setting of strategy and direction within the relevant College.

72. A Head of School may be appointed by the Vice-Chancellor, on the recommendation of the Head of College, either from among the senior Academic Staff and following consultation within the relevant School or through open advertisement and recruitment.

73. Head of School appointments are for an initial term of up to five years and may be extended by one further term of up to three years.

   (Ordinance 9)

School Committees

74. The Academic Regulations require each School to have:

- A School Board– a senior committee that is advisory to the Head of School and is concerned with major issues relating to the School;
- School Education and Student Experience Committee – to provide oversight of the arrangements for the management of taught programmes and report to the School Board and College Education and Student Experience Committee;
- Boards of Studies (each programme assigned to a board) – ensure the co-ordination of all academic and administrative matters associated with taught programmes within the School and report to the School Education and Student Experience Committee;
- Examining Boards (established as appropriate) – confirm marks and make recommendations on progression and awards to the Awards and Progress Committee and monitor the quality and standards of awards;
- Student/Staff Panels (at least one panel for taught panels and one for postgraduate research and recommended once per semester for undergraduate and postgraduate study respectively) – to provide students with an opportunity to raise issues and positive experiences relating to their educational experience and to provide schools with an opportunity to consult with students on proposals relating to their student experience.

School Leadership and Management Roles

75. In the discharge of her/his responsibilities a Head of School will appoint academic staff to carry out delegated responsibility for specific areas of activity. There is a requirement that appropriately qualified staff will be appointed to the following roles, although others may also be appointed:

- Director of Learning and Teaching;
- Director of Research;
- Director of Postgraduate Research Studies;
- Director of Recruitment and Admissions.

76. It is expected that appointments to these roles will be made, though in practice this will depend on the needs of the School and roles may be combined in some cases. These decisions will be determined by the Head of School.

University Academic Bodies

77. The following are University-wide bodies:

- University Innovation Institutes (UIIs);
- University Research Institutes (URIs);
- University Research Network (URNs).

Professional Services

78.   The term "professional services" has been defined as "… the administrative services of the University, irrespective of the location of those services" (Ordinance 1).

79.   The Chief Operating Officer is accountable to the Vice-Chancellor for all the professional services save for Finance, which is accountable to the Chief Financial Officer, and the University Secretary's Office which is accountable to the University Secretary. The Chief Operating Officer remains responsible for budgetary and operational matters for all professional services.

80.   The professional services comprise several Departments as well as professional services colleagues working in Colleges and Schools. Each Department is led by a Director and larger Departments may be divided into sub-divisions.   The structure of the professional services is set out in Fig. 5.
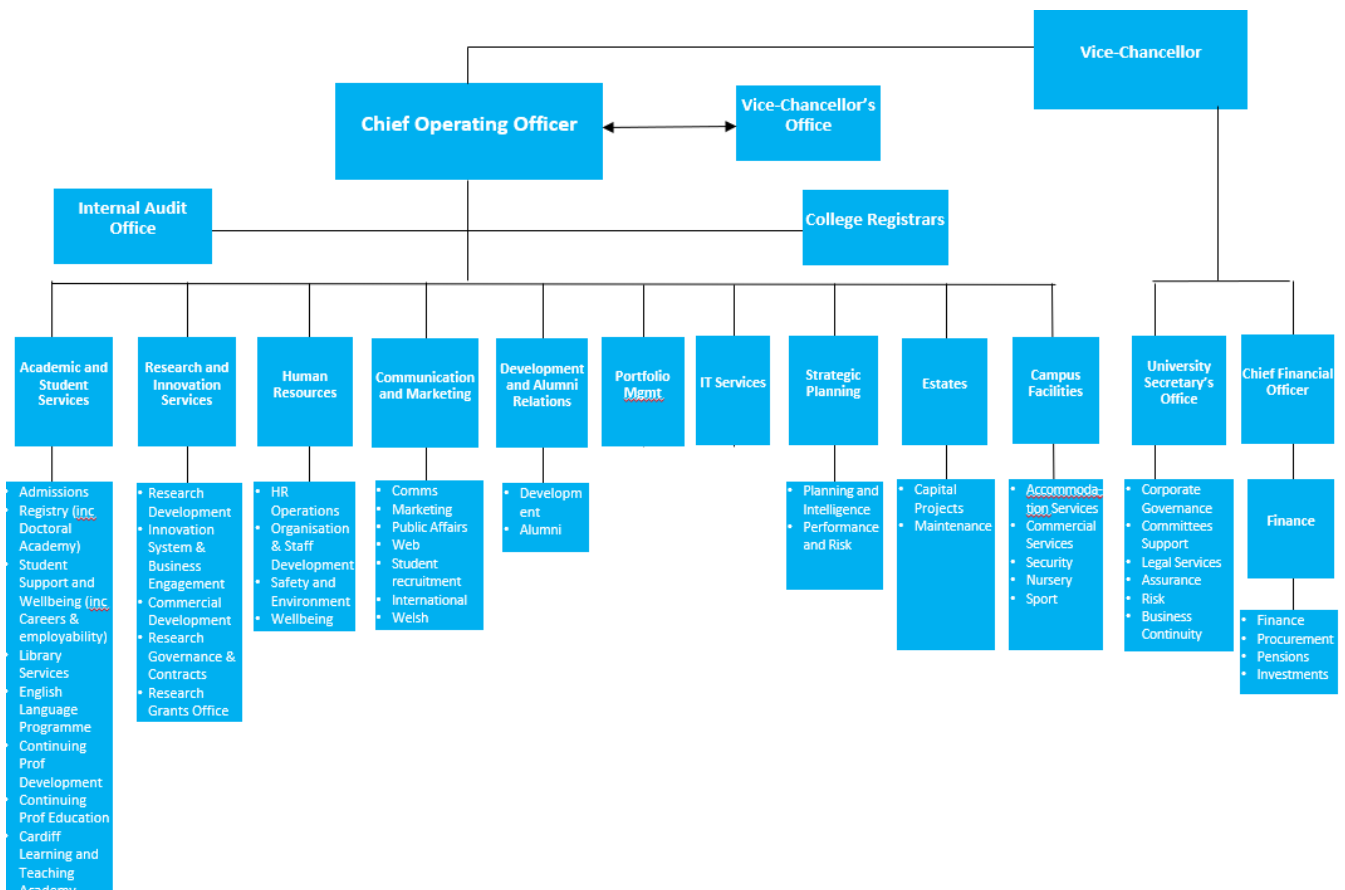

Fig. 5 Professional Services Structure

81.   The Chief Operating Officer also has oversight of professional services functions across the University and authority to review and approve any proposed structures for professional services delivery and any appointments to existing or new posts. Any professional appointment at grade 7 or above must be approved by the Chief Operating Officer.

82. The College Registrars report to the Chief Operating Officer who appraises and oversees their overall professional development.

83. There is an expectation that every School will have a School Manager (or equivalent title) with responsibility for the provision of professional services to the School. They will be accountable to the College Registrar but with a dotted reporting line to the Head of School. The College Registrar appraises and oversees their overall professional development.

Professional Services Board

84. The Professional Services has a Professional Services Board that acts as an advisory body to the Chief Operating Officer and will comprise the Directors of the Professional Services, (including the University Secretary, the Director of Estates, the Director of Campus Services, the Group Financial Controller and Director of Financial Planning and Performance); College Registrars and other officers, including the Head of the Vice-Chancellor's Office, as may be appointed from time to time.

85. The Professional Services Board brings together the senior leadership team of Professional Services. The Board's role is to:

- develop the strategy for Professional Service;
- advise the Chief Operating Officer on matters relating to Professional Services;
- support each other in the delivery of the business of Professional Services;
- lead the development of Professional Services staff;
- agree on future strategic changes for Professional Services and lead the delivery of those changes.