



Terms of Reference of the University Executive and its Sub-Committees

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1 Context

1.1 Scope

This document presents the Terms of Reference of the University Executive and its sub-committees. There will also be many informal networks that are essential to the effective and efficient running of the University. The intention is to provide a framework for the good governance of the University without impeding these wider avenues of communication, engagement and action.

1.2 Governance

The University Executive Terms of Reference and those of its sub-committees will be:

- i. reviewed biannually;
- ii. published on the University intranet; and
- iii. submitted to the University Council for information.

2 Principles of delegated authority

The following principles of delegation apply:

- a. a delegation applies to the delegate's position and not to the individual in that position; and
- b. where a delegation is to a body (such as a Committee or a Board), it relates to the body acting as a body, not to individual members of the body.

3 The University Executive

3.1 Authority

Under Ordinance 2.2.6, Council delegates all of its authority and responsibility to the Chief Executive and Vice-Chancellor, with the exception of those:

- a. retained by Council (Ordinance 2.2.2);
- b. delegated to the Pro-Chancellor (Ordinance 2.2.3); and
- c. concerning academic quality and standards delegated to Senate (Ordinance 4.1.1).

The University Executive is constituted to support the Chief Executive and Vice-Chancellor in exercising their delegated authority and responsibilities under the University Laws.

The University Executive will be the principal operating committee of the University.

The University Executive may delegate decision-making to any of its sub-committees or elsewhere to assist in discharging its responsibilities.

3.2 Membership

The membership of the University Executive will usually comprise the:

- Chief Executive and Vice-Chancellor (Chair);
- Pro-Vice-Chancellors;
- Chief Operating Officer;
- University Director of Finance;
- University Secretary.

The University Executive may, as required, co-opt additional members and invite attendees.

3.3 Meetings

3.3.1 Meeting frequency

The University Executive will meet at least twelve times a year.

The schedule of meetings will be published.

Where necessary, University Executive decisions may be made by the Chief Executive and Vice-Chancellor ex-committee in consultation with other members of the University Executive as appropriate. Any such decisions, made on behalf of the University Executive, will be reported to the next meeting of the University Executive.

3.3.2 Meeting quorum

At meetings, any six members will constitute a quorum. In the absence of a quorum, decisions may be made ex-committee.

3.3.3 Secretarial services

The Governance Officer will provide secretarial services to the University Executive.

3.4 Duties

The duties of the University Executive are to:

- i. ensure effective strategic health and safety and environmental management across the University;

- ii. set University values, ethos and corporate image;
- iii. ensure the University operates within the relevant regulatory frameworks set by, among others, Government, Office for Students and UK Research and Innovation;
- iv. identify and implement future strategy of the University, particularly areas for growth;
- v. monitor and evaluate the performance and effectiveness of the University against the plans and approved key performance indicators;
- vi. consider and recommend plans and budgets for submission to Council and other bodies as laid down by the University regulation;
- vii. identify the resources needed to implement strategy;
- viii. evaluate, monitor and manage the University Risk Register;
- ix. ensure that all parts of Cranfield are effectively managed; and
- x. manage the current and future performance of the University and its Schools.

The Pro-Vice-Chancellor for Education and the Pro-Vice-Chancellor for Research and Innovation, reporting directly to Senate, will be responsible for assuring and enhancing the quality of the University's academic work through the Education Strategy and Research Strategy, working with the Pro-Vice-Chancellor Schools in the delivery of those strategies. The Pro-Vice-Chancellor International will be responsible for developing the University's international work through the International Strategy, working with the Pro-Vice-Chancellor Schools in the delivery of that strategy.

Where a decision is reserved for Council (or related body) by University regulations, the Executive Committee's responsibility will be to make recommendations to that body.

Document Title:	Terms of Reference: The University Executive
Document Owner:	Governance Officer
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4 School Executive

4.1 Authority

Authority to operate the School as a budgetary unit of the University, to deliver education and research aligned to the University's strategic priorities, is delegated to the PVC-School by the Chief Executive and Vice-Chancellor and the University Executive.

The School Executive is constituted to support the PVC-School in exercising their delegated authority and responsibilities.

The School Executive may establish sub- or working groups to fulfil its duties.

4.2 Membership

The School Executive will usually comprise the:

- Pro-Vice-Chancellor for the School (Chair);
- Directors of Themes located within the School;
- Director of Education;
- Director of Executive Education (where appropriate);
- Director of Research; and
- Director of Finance and Operations or Operations and Finance.

The above members will also be members of the University Senior Management Team. The School Executive may, as required, co-opt additional members and invite attendees.

4.3 Meetings

4.3.1 Meeting frequency

The School Executive will meet at least monthly.

4.3.2 Meeting quorum

The quorum for School Executive meetings will be four members.

4.3.3 Secretarial Services

Secretarial services will be provided by the Pro-Vice-Chancellor for the School.

4.4 Duties

The duties of the School Executive, aligned to the overall strategic direction of the University, and within the framework agreed by the University Executive, are to:

- i. ensure effective management of Health & Safety;
- ii. uphold the values, ethos and corporate image of the University;
- iii. ensure the School operates within the relevant regulatory frameworks set by, among others, Government, Office for Students and UK Research and Innovation;
- iv. identify and implement the future strategy of the Themes, particularly areas for growth, through the annual planning cycle;
- v. identify the resources needed to implement strategy;
- vi. evaluate, monitor and manage the School Risk Register aligned to the University Risk Register;
- vii. propose capital projects for use against the University's strategic funds aligned to the University's Masterplan;
- viii. develop and monitor School Key Performance Indicators aligned with the University KPIs;

- ix. develop annual operational plans and budgets for submission to the University Executive;
- x. evaluate the promotion and reward of staff;
- xi. manage the current and future performance of the School and the Themes in which the School leads; and
- xii. ensure that all parts of the School are effectively managed.

Document Title:	Terms of Reference: School Executive
Document Owner:	PVC-School
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5 Professional Services Executive

5.1 Authority

Authority to deliver professional services aligned to the University's strategic priorities is delegated to the Chief Operating Officer, by the Chief Executive and Vice-Chancellor and the University Executive.

The Professional Service Executive (PSE) is constituted to support the Chief Operating Officer in exercising their delegated authority and responsibilities.

The PSE may establish sub- or working groups to fulfil its duties.

5.2 Membership

The PSE will usually comprise the:

- Chief Operating Officer (Chair);
- University Director of Finance;
- Director of Education Services (Academic Registrar);
- Director of Research and Innovation;
- Director of Communications and External Affairs;
- Director of Human Resources;
- Director of Facilities;
- Director of Campus Services;
- Director of Information Services;
- Director of Student Experience;
- Director of International Partnerships and Student Recruitment;
- Director of Alumni Relations and Development;
- Director of Finance and Operations (School of Management);
- Director of Finance and Operations (Cranfield Defence and Security);
- Director of Operations and Finance (School of Energy, Environment and Agrifood); and
- Director of Operations and Finance (School of Aerospace, Transport and Manufacturing).

The PSE may, as required, co-opt additional members and invite attendees.

5.3 Meetings

5.3.1 Meeting frequency

The PSE will meet at least monthly.

5.3.2 Meeting quorum

The quorum for the PSE will be six members.

5.3.3 Secretarial Services

Secretarial services will be provided by the University Executive Office.

5.4 Duties

The duties of the PSE, aligned to the overall strategic direction of the University, and within the framework agreed by the University Executive, are to:

- i. Ensure effective management of Health and Safety;
- ii. ensure that the Services delivered by Professional Service Units are appropriately co-ordinated and effectively managed to support One University and consistent with the Cranfield Brand;
- iii. identify and address issues involving the collective interaction between PSUs and Schools;

- iv. contribute to the strategic development of the University by ensuring alignment of all aspects of Cranfield Professional Services with Cranfield's academic mission and priorities;
- v. report regularly to the University Executive to include the Professional Service Unit structure and future major initiatives and make recommendations on significant pan-University projects.
- vi. develop the financial model for the University;
- vii. help identify resources needed to implement strategy through the annual planning cycle for the University;
- viii. Identify and recommend priorities and governance arrangements for University wide Professional Service initiatives;
- ix. evaluate, monitor and manage the Professional Service Risk Register aligned to the University Risk Register;
- x. develop and monitor progress of the efficiency and effectiveness of Professional Services including implementing Key Performance Indicators aligned with the University KPIs; and
- xi. recommend further developments to enhance the effectiveness and efficiency of Cranfield Professional Services.

Document Title:	Terms of Reference: Professional Service Executive
Document Owner:	Chief Operating Officer
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6 Capital Planning Committee

6.1 Authority

The Capital Planning Committee (CPC) is a sub-committee of the University Executive with delegated authority to lead the strategic development of the Capital Investment Plan (CIP) including the Cranfield Masterplan.

6.2 Membership

The membership of the CPC will usually comprise the:

- Chief Operating Officer (Chair);
- Chief Executive and Vice-Chancellor;
- University Finance Director;
- Director of Facilities.

The CPC may, as required, co-opt additional members and invite attendees.

6.3 Meetings

6.3.1 Meeting frequency

The CPC will meet at least six times a year. The schedule of meetings will be published. Where necessary, decisions may be made ex-committee.

6.3.2 Meeting quorum

At meetings, any three members will constitute a quorum. In the absence of a quorum, decisions may be made ex-committee.

6.3.3 Secretarial services

The Director of Facilities will provide secretarial services.

6.4 Duties

The duties of the CPC will be to:

- develop, for recommendation to the University Executive, the CIP;
- recommend to the University Executive the major capital projects to be implemented, in line with the CIP; and
- monitor progress of major capital projects against the CIP.

Document Title:	Terms of Reference: Capital Planning Committee
Document Owner:	Director of Facilities
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7 Cranfield University Health and Safety Committee

7.1 Authority

The Cranfield University Health and Safety Committee (CUHSC) is a sub-committee of the University Executive with delegated authority to provide strategic direction, governance and a forum to monitor the Health and Safety Management System.

The CUHSC may establish sub- or working groups as required to fulfil its duties.

7.2 Membership

The membership of the CUHSC will usually be the:

- Members of the University Executive;
- Director of Facilities (Deputy Chair);
- Director of Campus Services;
- Airport Director;
- Director of Human Resources and Development;
- Cranfield University Health and Safety Manager and up to two unit members;
- a student representative (nominated by the Cranfield Students' Association);
- Trade Union Safety Representative; and
- employee representative.

A Member of the University Executive will be appointed to Chair the CUHSC. The Director of Facilities will be Deputy Chair. In the absence of both the Chair and Deputy Chair, another member of the University Executive may Chair the meeting.

The CUHSC may, as required, co-opt additional members and invite attendees.

7.3 Meetings

7.3.1 Meeting frequency

- The CUHSC will meet at least quarterly.
- The schedule of meetings will be published.
- Where necessary, decisions may be made by the Chair of CUHSC ex-committee, in consultation with other members of CUHSC as appropriate. Any ex-committee decisions will be reported to the next meeting of the CUHSC.

7.3.2 Meeting quorum

At meetings, any six members will constitute a quorum. In the absence of a quorum, decisions may be made ex-committee.

7.3.3 Secretarial services

The Director of Facilities will provide secretarial services to the CUHSC.

7.4 Duties

The key duties of the CUHSC are to:

- i. provide leadership, governance and direction for effective operation of the University's Health and Safety Management System;
- ii. monitor and advise the University Executive that the University's health and safety risks are being properly controlled and managed;
- iii. ensure a consistent and coordinated approach to health and safety planning and delivery;
- iv. enable the transfer of health and safety best practice across the University;
- v. monitor and evaluate Cranfield University's Safety Improvement Plans, against defined objectives and targets;

- vi. consider relevant legislative changes and other emerging issues and assess the likely impacts for the University and the actions required to fulfil them;
- vii. progress issues the University Executive refers to the Health and Safety Committee for action;
- viii. monitor and report that appropriate action has been taken on communications from Enforcing Authorities and other stakeholders;
- ix. carry out a formal management review of the University's health and safety management to meet the requirements of the OHSAS 18001 standard;
- x. review accident trends, performance indicators and audit outputs; and
- xi. disseminate decisions and actions from CUHSC, including posting Minutes and actions from each meeting on the University Health and Safety Intranet site.

Document Title:	Terms of Reference: Health & Safety Committee
Document Owner:	Director of Facilities
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8 Board for Energy and Environment

8.1 Authority

The Board for Energy and the Environment (BEE) is a sub-committee of the University Executive with delegated authority to:

- i. drive continual improvement in environmental performance in line with the University's strategic aims;
- ii. ensure compliance with existing energy and environmental legislation;
- iii. realise recurrent cost savings and reduce financial risk related to utilities;
- iv. progress links between Cranfield's academic business in energy and environment and the performance of its Estate on corporate sustainability; and
- v. enhance Cranfield's reputation by demonstrating a leading capability in environmental performance.

The BEE may establish sub- or working groups as required to fulfil its duties.

8.2 Membership

The membership of the BEE will usually comprise:

- Executive Lead for Energy and Environment (Chair);
- University Finance Director;
- Director of Facilities;
- Energy and Environment Manager;
- Environment Advisor;
- an additional member of the Professional Services Executive;
- a member of academic staff; and
- a member nominated by the Cranfield Student's Association.

The BEE may, as required, co-opt additional members and invite attendees.

8.3 Meetings

8.3.1 Meeting frequency

BEE will meet at least four times a year.

8.3.2 Meeting quorum

At meetings, any four members will constitute a quorum. In the absence of a quorum, decisions may be made ex-committee.

8.3.3 Secretarial services

The Executive lead for Energy and Environment will provide secretarial services.

8.4 Duties

The key duties of BEE are to:

- report to the University Executive on energy and environmental issues including:
 - environmental standards, including ISO14001;
 - environmental legislation;
 - carbon management;
 - energy management;
 - water management;
 - sustainable travel;
 - pollution minimisation;
 - waste minimisation and recycling;
 - biodiversity including grounds management;
 - sustainable buildings and infrastructure; and
 - sustainable procurement, including FairTrade community involvement.

- formulate and recommend to the University Executive energy and environmental policies, procedures and programmes for implementation, to achieve compliance with legislation, permits, consents and good practice;
- ensure the full implementation of the energy and environment policies, procedures and programmes by means of monitoring and audit, and reporting to the University Executive;
- take appropriate action where policies, standards or targets are not being met;
- recommend to the University Executive the level of resources required to facilitate effective environmental management at the University;
- integrate environmental management system requirements into University business processes;
- receive progress reports from the Energy and Environment Team, and relevant Cranfield bodies and working groups on compliance with policies and progress of programmes;
- support the development and sharing of good practice;
- develop and deliver an action plan identifying priorities from within the terms of reference;
- review progress against the plan at each Board meeting; and
- develop, implement and monitor a University Carbon Management Plan and report to University Executive and Council.

Document Title:	Terms of Reference: Board for Energy & Environment
Document Owner:	Executive lead for Energy and Environment
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9 Senior Management Team

9.1 Authority

The Senior Management Team (SMT) is constituted to contribute to the strategic development of the University.

The SMT is constituted to support the Chief Executive and Vice-Chancellor in exercising their delegated authority and responsibilities under the University Laws.

9.2 Membership

The membership of the SMT will usually comprise the:

- Chief Executive and Vice-Chancellor (Chair);
- members of the University Executive;
- members of the Professional Services Executive;
- members of School Executive Committees.

The SMT may, as required, co-opt additional members and invite attendees.

9.3 Meetings

9.3.1 Meeting frequency

The SMT will normally meet four times a year. Additional meetings of the SMT can be called at the discretion of the Chief Executive and Vice-Chancellor.

9.3.2 Meeting quorum

At meetings, any 12 members will constitute a quorum.

9.3.3 Secretarial services

The Governance Officer will provide secretarial services to the SMT.

9.4 Duties

The duties of the SMT are to contribute to:

- forming the long-term strategic direction of the University;
- supporting the strategic priorities identified in the Corporate Plan;
- sharing best practice across the University; and
- reviewing the progress of the University and its constituent parts against agreed KPIs.

Document Title:	Terms of Reference: Senior Management Team
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