



Terms of Reference of the University Executive and its Committees

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University Executive Terms of Reference

University Executive

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).

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

University Executive will be the principal operating body of the University.

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

2. Membership

The membership of University Executive will usually comprise the:

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

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

3. Meetings

Meeting frequency

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.

Meeting quorum

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

Secretarial services

The Governance Officer will provide secretarial services to University Executive.

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;
- x. manage the current and future performance of the University and its Schools; and
- xi. report to Council quarterly on the business of University Executive.

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 Internationalisation 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: University Executive
Document Owner:	Governance Officer
Document review date:	September 2022
Next review date:	September 2024

School Executive Terms of Reference

School Executive

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 working groups to fulfil its duties.

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

3. Meetings

Meeting frequency

The School Executive will meet at least monthly.

Meeting quorum

The quorum for School Executive meetings will be four members.

Secretarial Services

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

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;

- xiii. report to University Executive on matters requiring University Executive approval, and on any matter which University Executive may request from time to time.

Document Title:	Terms of Reference: School Executive
Document Owner:	PVC-Schools
Document review date:	September 2022
Next review date:	September 2024

Professional Service Executive Terms of Reference

Professional Services Executive

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 working groups to fulfil its duties.

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 Technology;
- Director of Student Experience;
- Director of Student Recruitment and Admissions;
- 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 Water, Energy and Environment); and
- Director of Operations and Finance (School of Aerospace, Transport and Manufacturing).

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

3. Meetings

Meeting frequency

The PSE will meet at least monthly.

Meeting quorum

The quorum for the PSE will be six members.

Secretarial Services

Secretarial services will be provided by the University Executive Office.

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 to University Executive on matters requiring University Executive approval, and on any matter which University Executive may request from time to time, for example the Professional Service Unit structure, future major initiatives, and 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: PSE
Document Owner:	Chief Operating Officer
Document review date:	September 2022
Next review date:	September 2024

Apprenticeships Steering Committee Terms of Reference

The Apprenticeships Steering Committee is the focal point for the management of apprenticeships. The aim of committee is to embed apprenticeships within the organisational structures, systems, and processes of the University in order to deliver high quality training provision. The committee should provide oversight, guidance and support to the Faculty and PSU teams developing and delivering apprenticeships. The committee provides authoritative information and advice to the University Executive and thence to Council in matters of apprenticeship risk, resourcing and investment needs. The committee is complementary and connects to other University (notably Senate's Education Committee and the Professional Services Executive) and Faculty groups working on other aspects of apprenticeships development, through common membership. The Apprenticeships Quality Group is a subcommittee of the Apprenticeships Steering Committee. The committee meets quarterly and responds to business needs outside of committee meetings as appropriate. The committee is co-chaired by the Chief Operating Officer and Pro Vice Chancellor – Education. Its membership comprises key stakeholders from the Faculties and MK:U and the Professional Service Units. The Co-Chairs may invite other colleagues to attend from time to time for specific purposes.

The membership of the ASC is as follows:

- Co-Chairs – PVC-E / University COO
- Apprenticeships Office Project Manager (secretary)
- Apprenticeship Portfolio Director
- Director of Information Services (or nominee)
- Director of Education Services (or nominee)
- Director of Student Experience (or nominee)
- Director of Finance (or nominee)
- Head and Deputy Head of the Apprenticeships Office
- Directors of Education for Faculties and MK:U (or nominees)
- Faculty and MK:U Operations representatives

The committee reports to University Executive annually. The committee agenda is set by the Co-Chairs. The following matters are within the committee's scope:

Apprentice journey:

- Applications, initial assessment, and onboarding
- Progression and personal development
- Apprenticeship Tutors
- Communications (between Cranfield, learners & employers)

Regulation:

- Compliance with requirements of regulators and funders
- Updates from the Apprenticeships Quality Group
- End Point Assessment
- Safeguarding and British Values

Operations:

- Updates from the Apprenticeships Operational Meetings
- IT systems, data (including monitoring of KPIs), records and reporting
- Resourcing and risks
- Training needs

Portfolio

- Recruitment to the portfolio
- Review of the university's apprenticeship portfolio

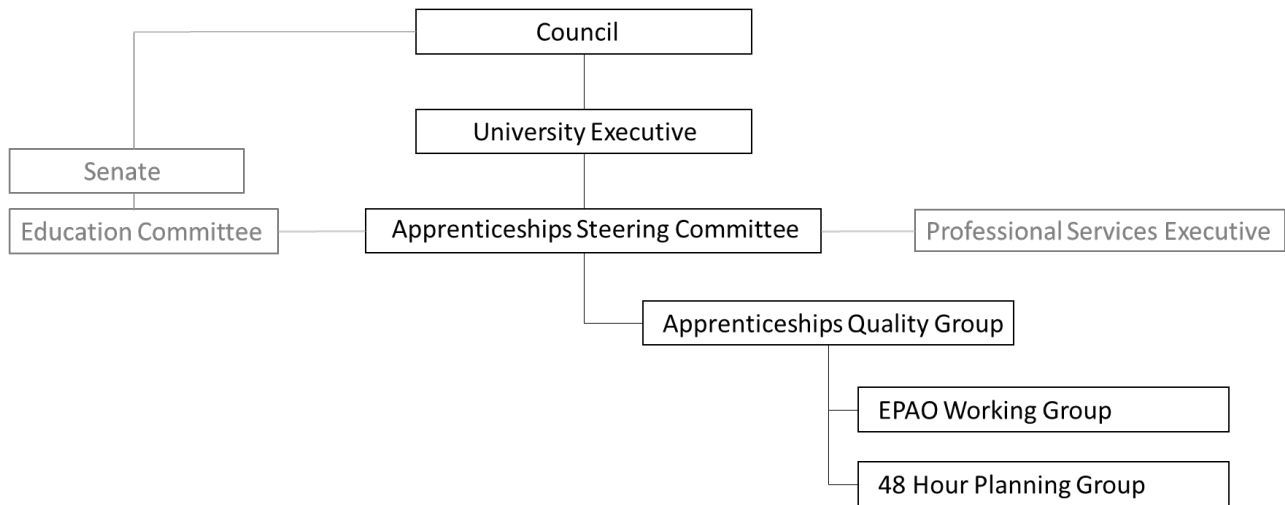


Figure - Relationship between Apprenticeships Steering Committee and related committees

Document Title:	Terms of Reference: Apprenticeships Steering Committee
Document Owner:	Pro-Vice-Chancellor Education
Document review date:	September 2024
Next review date:	September 2026

Capital Planning Committee Terms of Reference

Capital Planning Committee

1. Authority

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

2. Membership

The membership of the CPC will usually comprise the:

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

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

3. Meetings

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.

Meeting quorum

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

Secretarial services

The Director of Facilities will provide secretarial services.

4. Duties

The duties of the CPC will be to:

- develop, for recommendation to the University Executive, the CIP;
- report to University Executive on major capital projects requiring University Executive approval in line with the CIP, and on any matter which University Executive may request from time to time; and
- monitor progress of major capital projects against the CIP.

Document Title:	Terms of Reference: CPC
Document Owner:	Chief Operating Officer
Document review date:	September 2022
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Cranfield University Health & Safety Committee Terms of Reference

Cranfield University Health and Safety Committee

1. Authority

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

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

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 Organisational Development;
- Head of Health and Safety Department and up to two Department members;
- a student representative (nominated by the Cranfield Students' Association);
- Trade Union Safety Representatives; 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.

3. Meetings

Meeting frequency

- The CUHSC will meet at least quarterly.
- The schedule of meetings will be published on the intranet.
- 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.

Meeting quorum

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

Secretarial services

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

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 CUHSC 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 ICO 45001 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; and
- xii. report to University Executive on a quarterly and annual basis.

Document Title:	Terms of Reference: CUHSC
Document Owner:	Chair of CUHSC
Document review date:	September 2022
Next review date:	September 2024

Energy and Environment Committee Terms of Reference

Energy and Environment Committee

1. Authority

The Energy and Environment Committee (EEC) is a 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 EEC may establish working groups as required to fulfil its duties.

2. Membership

The membership of the EEC will usually comprise:

- Pro-Vice-Chancellor SWEE, Chair;
- University Finance Director, Deputy Chair;
- Director of Partnerships (SWEE);
- Director of Facilities;
- Energy and Environment Manager;
- Environment Advisor;
- Energy Advisor;
- an additional member of the Professional Services Executive;
- a member of academic staff (normally early career academic);
- a member of Campus Services; and
- a member nominated by the Cranfield Student's Association.

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

3. Meetings

Meeting frequency

EEC will meet at least four times a year.

Meeting quorum

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

Secretarial services

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

4. Duties

The key duties of EEC are to:

- report to the University Executive on a quarterly and annual basis on energy and environmental issues including:
 - energy and environmental standards, including ISO14001 and ISO50001;
 - energy and environmental legislation;
 - carbon management;
 - energy management;
 - water management;
 - sustainable travel;
 - pollution minimisation;
 - waste minimisation and recycling;

- biodiversity including grounds management;
 - sustainable buildings and infrastructure;
 - sustainable procurement, including Fairtrade; and
 - 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;
 - 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 energy and environmental management at the University;
 - integrate energy and 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 Committee meeting; and
 - develop, implement, and monitor a University Carbon Management Plan and report to University Executive and Council.

Document Title:	Terms of Reference: EEC
Document Owner:	Executive lead for Energy and Environment
Document review date:	September 2022
Next review date:	September 2024

Information Assurance Committee Terms of Reference

Information Assurance Committee

- 1.1 Information is an asset that drives better business outcomes. It underpins our corporate plan 415i for research, education, and efficiency with growth in simulation and modelling, big data, analytics and real-time information, and digital services.

We need to maintain the confidentiality, integrity, and availability of our information.

Information assurance (IA) and governance is a framework that specifies decision rights and accountability mechanisms for ensuring proper behaviours and information assets (valuation, creation, storage, use, archiving and deletion of data/information). It includes processes, roles, policies, standards, and metrics that ensure the effective and efficient use of information in order to ensure compliance with organisational, funding and legislative requirements.

The IAC reports to University Executive on an annual basis.

1.2 Terms of Reference

The terms of reference for the committee are to:

1. Establish and maintain effective lines of accountability, responsibility, and authority for protecting information assets. This is typically achieved by reviewing and approving information ownership changes and security policies.

Ensure critical information assets register is maintained (identify value, risks, security, owners).

Support the development and implementation of policies and standards (IT Users policies, operational procedures, data protection, information security, FOI, copyright/digital rights management, marketing privacy, customer requirements for contracts, risk management).

2. Prioritise information assurance initiatives
Agree priorities for projects taking into account corporate drivers and local demands. Support funding requirements.

3. Define information risk posture for the University.

1.3 Monitor assurance

Setting up new working groups and provide oversight of existing working groups (eg. Information Security, Data Protection, and Freedom of Information/Environment Information Regulations).

Ensure implementation of University key performance indicators as well as annual report through University Executive to Audit Committee.

Agree/recommend approach for user education and awareness (induction, refreshers, formal assessment of key skills, effectiveness of training, incident reporting culture, formal enforcement).

1.4 **Membership**

- Chief Operating Officer, Chair
- University Secretary
- Director of Information Technology
- University Librarian
- Security Controller
- Information Security Manager
- Head of Information Assurance
- Executive Assistant (Administrative support)

Additional members at discretion of Chair.

1.5 **Meeting frequency**

Quarterly

Document Title:	Terms of Reference: IAC
Document Owner:	Chief Operating Officer
Document review date:	September 2022
Next review date:	September 2024

IT Strategy Committee Terms of Reference

IT Strategy Committee

The IT Strategy Committee is a committee of the University Executive with a remit to advise on the development of the IT strategy for the University. The committee sets overall policy for areas related to IT, information governance and information security. It also provides independent assurance for major strategic projects or initiatives.

Terms of Reference

- 1 To report to University Executive on matters related to the use of Information Technology and Information Systems (IT/IS) that require University Executive approval, and on any matter which University Executive may request from time to time.
- 2 University IT Strategy
 - To determine, review and champion the University's IT strategy and its implementation, ensuring it helps deliver and is aligned to the overall University strategy.
 - To recommend funding and resourcing to maintain alignment with the University strategy.
 - To provide strategic oversight and advise on the strategic risk and mitigations.
 - To receive new strategic initiatives and demands on IT Services and evaluate them against the agreed strategy as high, medium, or low priority.
- 3 University IT Policy and Services
 - To review institutional policies relevant to the use and provision of IT (including information security), submitting these to other relevant bodies for approval as necessary.
 - To ensure that the overall IT service offering remains fit-for-purpose and is aligned to the strategic objectives of the University.
- 4 Information Governance
 - To ensure information governance policies remain relevant and appropriate and to ensure compliance through the appropriate management structures.
 - To ensure appropriate plans and approaches are in place to maintain the resilience of information systems and to maximise the continuity of IT provision.

Membership

The IT Strategy Committee will comprise:

- a) Executive Lead (PVC) – Chair
- b) Four senior representatives from Schools (one from each School)
- c) Senior representatives of the three academic strategies
- d) COO, Director of IT and University Director of Finance .

The Chair will be appointed by the University Executive. School representatives will be nominated by the respective School PVCs. Senior reps from the academic strategies will be appointed by the PVCs of education, research and internationalisation. Expected terms will be for three years.

Meetings

The IT Strategy Committee would meet quarterly, although the Chair may request more frequent meetings when appropriate.

Document Title:	Terms of Reference: IT Strategy Committee
Document Owner:	Chair of IT Strategy Committee
Document review date:	September 2022
Next review date:	September 2024

Innovation Committee Terms of Reference

1 Innovation Committee

1.1 Background

'Innovation' is used here in its widest sense to mean the *process of translating ideas and capabilities arising from our research base into practical deployment*. This base includes our research staff, students and research and development (R&D) facilities on Cranfield and Shrivenham campuses. It also includes collaborative R&D partnerships (externally and Cranfield funded). We employ a wide range of mechanisms to enable the innovation process including the provision and securing of funding, management of Intellectual Property (IP) and its commercialisation, an innovation ecosystem supporting staff, student and business enterprise, incubation and business growth (Bettany Centre, Aviate+, Barclays Eagle Lab, RIO).

The Cranfield Research and Innovation strategy sets out key innovation priorities and activities. The University has in place policies and procedures to ensure the integrity and compliance of our research and innovation activity. The Innovation Committee will provide advice and support for the coordinated delivery and growth of our innovation activity.

1.2 Authority

The Innovation Committee is constituted as a committee of the University Executive in coordination and development of the University's innovation activity and support ecosystem.

1.3 Duties

The duties of Innovation Committee are to:

- a) provide expert advice and guidance to maximise innovation opportunities.
- b) evaluate the effectiveness of the Intellectual Property (IP) Policy.
- c) evaluate the risks of research commercialization and innovation initiatives and make recommendations for optimal investment and commercialization strategies and vehicles.
- d) ensure that the University operates suitable methods in the evaluation of innovation opportunities.
- e) Identify new potential innovation activity, capitalising on external networks and opportunities.
- f) evaluate training and guidance in place for all staff and students in relation to innovation activity, making recommendations for development.
- g) review and benchmark performance against key national and international comparators.
- h) report to University Executive on matters requiring University Executive approval, and on any matter which University Executive may request from time to time.
- i) advise Research Committee to ensure coordination across the research lifecycle (idea to impact).

1.4 Membership

The membership of the Innovation Committee will usually comprise the:

- The Pro-Vice-Chancellor Research and Innovation (Chair)
- The Pro-Vice-Chancellor Education
- Director, Research, and Innovation (RIO)
- Director of Finance
- Chief Operating Officer
- Head of Technology Transfer (RIO)
- Director of the Bettany Centre for Entrepreneurship
- MK:U Innovation Hub Manager
- A member of innovation active staff from each School

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

A. Conflicts of Interest

All members of Innovation Committee are required to advise of any declarations of interest at the start of each meeting. Any external invitees will be expected to complete the University's conflict of interest declaration before joining the Committee.

B. Confidentiality

Commercially sensitive and other matters as required will be marked as confidential. All members of Innovation Committee will be expected to maintain confidentiality. Any external invitees will be expected to enter into a confidentiality agreement with the University for the purpose of Innovation Committee discussion.

1.5 Meetings of Innovation Committee

Meeting Frequency

Innovation Committee will meet at least four times each year.

Meeting Quorum

Quorum for Innovation Committee will be four members in addition to the Chair.

Secretarial Services

These will be provided by the Research and Innovation Office.

Document Title:	Terms of Reference: Innovation Committee
Document Owner:	Pro-Vice-Chancellor Research & Innovation
Document review date:	September 2022
Next review date:	September 2024

International Committee Terms of Reference

International Committee

Terms of reference

The International Committee is a Committee of the University Executive. The principal aims of the International Committee are, on behalf of the Executive, to:

- a. Develop, implement, and review the University's Internationalisation Strategy.
- b. Promote a culture of global engagement across the University, by reference to the University's Themes and its key global markets.
- c. Report to University Executive on matters requiring University Executive approval, and on any matter which University Executive may request from time to time.
- d. Support the University's key strategic partnerships for teaching and research.
- e. Engage with Senate on the development of its Regulations and other guidance, especially with respect to transnational education (TNE) and the Quality Code.

In fulfilling its aims, the International Committee will take account of the development of national and international quality assurance policies and expectations for higher education and, where appropriate, work in consultation and/or collaboration with the Executive and the standing committees of Senate.

Membership of International Committee

International Committee consists of:

Ex-officio members

- Pro-Vice-Chancellor International (PVC-I), as Chair
- Executive Representatives from each School of the University (4)
- Regional Expert Group (REG) Chairs
- Director of Student Recruitment and Admissions
- Head of International Student Recruitment
- University Secretary
- Director of Student Experience
- Elected CSA International representative

An ex-officio member can identify a nominee to attend on their behalf. International Committee may, at its own discretion, co-opt additional members and invite attendees.

International Committee is supported by staff provided by the Student Recruitment and Admissions (SAR) professional service unit. The PVC-I nominates a member of staff to act as Secretary to International Committee.

Meetings of International Committee

Meetings are convened by the Secretary to the Committee. International Committee is required to meet at least twice within every academic year. Notice of the date, time and place of meetings, and agenda and papers, is provided in advance by the Secretary to the Committee, in a manner to be determined by him or her and agreed with International Committee from time to time.

The quorum for International Committee is 4 members. *Ex officio* members can nominate someone to attend in their place for a particular meeting or item. Where necessary, urgent business for International Committee may be dealt with by the PVC-I by circulation, as appropriate.

Document Title:	Terms of Reference: International Committee
Document Owner:	Pro-Vice-Chancellor International
Document review date:	September 2022
Next review date:	September 2024

National Security Committee (NSC) – Terms of Reference

1. Terms of reference

The principal aims of the NSC are to:

- a. further develop, oversee and disseminate policies, risk assessments and action plans relating to the University's national security obligations: - including our people, trusted research, transnational education, IT security
- b. to ensure that the University meets its obligations with respect to export control legislation
- c. to ensure effective liaison with, and reporting to, relevant external bodies such as the Security Services, National Protective Security Authority, National Counter Terrorism Security Office, Export Control Joint Unit, and the Office for Students
- d. to ensure the University Executive is fully briefed on the outputs and recommendations of the committee
- e. to submit an annual report to the Audit Committee of Council.

2. Membership of the Committee

The membership of the committee normally comprises:

- PVC Cranfield University at Shrivenham (Chair)
- PVC International/University Lead on International
- Head of Faculty – Engineering and Applied Sciences
- Head of Faculty – Business and Management
- PVC R&I
- Security Commercial Director & University Security Officer
- Information Security Manager
- Head of People, Operations and Inclusion
- Prevent Lead
- Director of Information Technology
- Director of Communications and External Affairs

3. Meetings of the Committee

The committee will meet quarterly.

Meetings are convened by the Chair.

External advisors or other relevant stakeholder groups or persons may be invited to attend.

In the absence of the Chair, the Chair nominates someone to chair that particular meeting of the Committee. Otherwise, the Committee determines amongst those members present who chairs the meeting. This may be agreed in advance.

In exceptional circumstances, and subject to national security guidelines, the Committee may agree to conduct business by circulation.

Safeguarding and Prevent Committee Terms of Reference

Safeguarding and Prevent Committee

The University has a Safeguarding and Prevent Committee. The role of the committee is to:

- provide guidance and support relating to safeguarding individuals;
- consider the needs, views, and best interests of those considered to be at risk;
- ensure individuals working with children and/or adults at risk in relevant situations meet their responsibilities and ensure all appropriate checks are made;
- promote safeguarding good practice throughout the University;
- ensure appropriate training packages are in place for the University and appropriate mandatory and refresher training is undertaken;
- review feedback from the Safeguarding Forum which meets to discuss cases on a confidential basis, identifies lessons learned and follow-up actions, and monitor case numbers;
- reports to the University Executive on Safeguarding and Prevent on an annual basis, make any reports which may be required by OfS or other relevant body;
- ensure that mechanisms are in place to share information about safeguarding concerns with agencies who need to know, involving internal and external individuals appropriately;
- review and update the Safeguarding policy as required in response to changes in legislation and guidance from appropriate external agencies;
- keep under review the policies, risk assessments and action plans relating to the University's Prevent Duty obligations.

The committee members are:

- University Secretary (Safeguarding & Prevent Lead)*
- Head of Student Wellbeing and Disability Support (Deputy Safeguarding & Prevent Lead)*
- Deputy Head of Student Wellbeing and Disability Support
- Head of People Operations (Deputy Safeguarding & Prevent Lead)*
- Research Governance and Programme Manager (Deputy Safeguarding & Prevent Lead)*
- Head of Student Academic Support
- Head of Events and Strategic Initiatives
- CSA General Manager
- Director of Student Experience
- Head of Health and Safety
- Director of Campus Services
- Head of the Apprenticeships Office
- Education Lead for MK:U
- Security Controller
- Library Representative
- Senior Assistant Registrar Student Administration
- Student Policy Manager
- Events Representative

Relevant external regional Prevent advisors and authorities may be invited to attend.

* Members of the Safeguarding Forum

Meetings of the committee:

Meetings are convened by the Chair and are scheduled twice per year. Additional meetings could be convened if circumstances required it.

Document Title:	Terms of Reference: Safeguarding Standing Group
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University Executive's Forum Terms of Reference

1. University Executive's Forum

Purpose

The University Executive's Forum (UEF) is constituted to support the Chief Executive and Vice-Chancellor and the Executive Team in the operation of the University, in particular the delivery of the corporate plan against KPI's in line with the University's values.

Membership

The membership of the UEF will usually comprise the:

- Chief Executive and Vice-Chancellor (Chair);
- Members of the University Executive;
- Members of School Executives;
- Members of the Professional Services Executive;
- Nominees from the Chair of each University Executive Committee;
- The corporate plan development team
- The co-ordinator of the University's staff networks.

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

Meetings

1.1.1 *Meeting frequency*

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

1.1.2 *Secretarial services*

The Governance Officer will provide secretarial services to the UEF.

Duties

The duties of the UEF are to:

- share best practice across the University, in particular across Schools and between academic and professional service colleagues; and
- engage with policies, plans and initiatives referred to it by Executive, and support their dissemination and delivery throughout the University.

Staff Equity, Diversity & Inclusion and Well-being Committee

Terms of Reference

Staff Equity, Diversity & Inclusion and Well-being Committee

1. Context

Equity, Diversity & Inclusion (EDI) and staff well-being are linked in the following ways:

- Workplaces that are inclusive, foster enhanced staff well-being.
- Staff with high levels of well-being are more inclusive.
- Effective well-being initiatives accommodate the unique needs of different staff.
- Best-practice diversity and inclusion programs recognise mental health and well-being as a diversity issue.

2. Authority

The EDI and Well-being Committee has a remit to provide the strategic direction for the diversity, inclusion, engagement and well-being of its people at the University and supports the University in fulfilling our EDI obligations under equality legislation, specifically the Equality Act 2010.

The Committee ensures that EDI and well-being principles are fully endorsed and embedded, by promoting and supporting these agendas across the University. The Committee oversees implementation and monitors progress on a regular basis, to include reviewing the 'People Strategy' EDI and Mental Health and Wellbeing strategies, and associated KPIs and Sustainability Development Goals, and providing independent assurance for related projects and/or initiatives.

3. Aims

The principal aim of the EDI and Well-being Committee is to act as the strategic, forward planning and decision-making forum.

The Committee has the responsibility to:

EDI

- Provide the strategic direction for EDI at the University.
- Formulate, review and recommend EDI strategic policy developments to Executive, Senate and Council, to include their integration into the University's overall strategic plans and their implementation.
- Develop and agree an annual programme of EDI work to include reviewing the strategy, related policies and action plans.
- Consider data such as staff demographics, pay gap reports and Equality Impact Assessments, when formulating strategy and action plans.
- Consider the Annual Diversity Report outlining progress made in achieving our EDI objectives and targets over the past year.
- Advise on the ED&I implications of University policies.
- Challenge as appropriate, the University's approach and/or practice, where progress is limited or, in support of under-represented or disadvantaged individuals and groups, including people from Black, Asian and Minority Ethnic backgrounds, disabled people, LGBTQ+ people, and women in senior roles.
- Encourage and support the Schools and PSUs in the effective integration and implementation of University EDI policies and procedures.
- Maintain communication channels with Network Groups, Student EDI groups and with external bodies as appropriate.
- Support the University in obtaining and maintaining accreditations, charter marks and memberships.

Well-being

- Provide strategic direction for staff mental health and well-being at the University.
- Oversee the formulation of the mental health and well-being strategy, policies, procedures and action plans to ensure that mental health and well-being are effectively translated into programmes of action. Endorsement of such to Executive, Senate and Council.
- Develop and agree an annual programme of work relating to mental health and well-being at the University.
- Promote the Mental Health and Well-being Strategy and action plan wherever possible, acting as ambassadors to ensure it is embedded across the University. Support of related well-being initiatives, campaigns and approaches.
- Establish and embed a University wide approach in raising awareness and understanding of mental health and well-being matters, creating a supportive and conducive environment where all individuals feel comfortable to discuss mental health and can seek support to manage and maintain their own well-being.
- Agree University responses to any emerging issues, trends and guidance in the sphere of mental health and well-being, using as appropriate research, data, best available evidence and feedback to understand and mitigate areas of need and risk for staff.
- Identify opportunities to share insights with the Student Well-being Strategy Implementation Group and look for ways to strengthen the relationship and ways of working between the two groups.

In fulfilling its aims, the EDI and Well-being Committee will take into consideration best practice, work in consultation and/or collaboration with the other committees and working groups such as the Student Well-being Strategy Implementation Group (SWSIG).

The EDI and Well-being Committee may convene working groups and sub committees in the interests of fulfilling the Committee's strategic aims.

4. Committee Group Members (proposed)

We recognise and value the different perspectives that diversity can bring to our community. We therefore positively encourage diversity on this Committee.

The EDI and Well-being Committee comprises of the following:

- Pro-Vice-Chancellor and Chief Executive - MK:U (Chair of Committee)
- Pro-Vice-Chancellor - Research and Innovation (Deputy Chair of Committee)
- Chief Executive and Vice-Chancellor
- Director of People and Culture and Executive Lead EDI & Well-being
- Director of Student Experience
- Director of Health and Safety
- Representative(s) from Staff Network Groups
- Representative from Changing World of Work Group
- Head of Student Support and Wellbeing
- Head of Internal Communications
- Head of Talent & Culture
- Head of People Operations & Inclusion
- University EDI Lead, People and Culture
- People Data and Insights Analyst
- Deputy Director, People and Culture

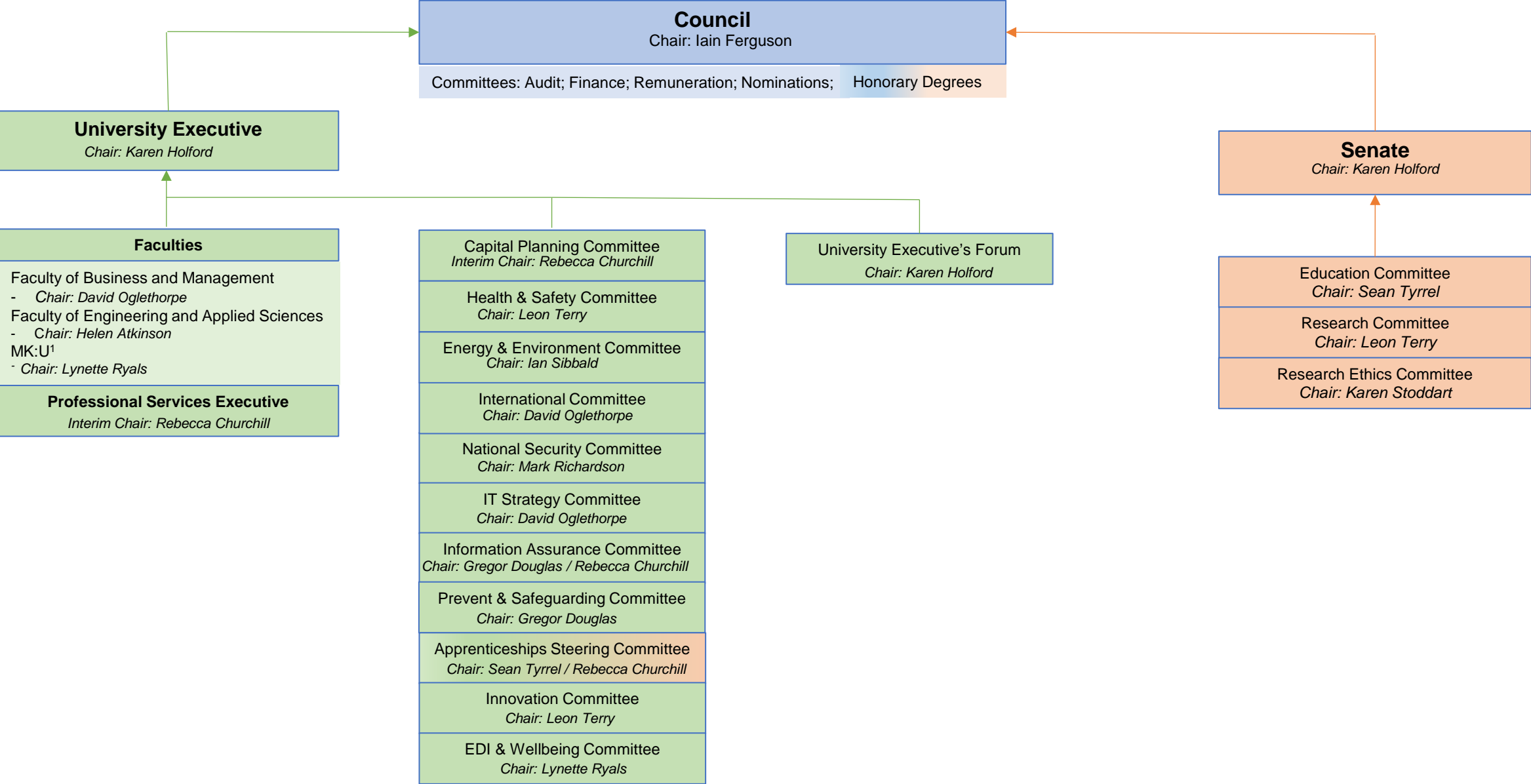
The EDI and Well-being Committee may, as required, co-opt additional members, and invite attendees.

5. Meetings/Reporting

The Committee will report annually to the Executive

- **Meeting frequency** – The Committee will normally meet quarterly.
- **Meeting quorum** - At meetings, any four members in addition to the Chair(s) will constitute a quorum. In the absence of a quorum, decisions may be made ex-committee.
- **Secretarial services** – People and Culture will provide secretarial services for the Committee.

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¹MK:U Operations Project Group