

SENATE COMMITTEE FOR INTERIM BUSINESS AND EFFECTIVENESS

Terms of Reference

1 Establishment and Reporting

- a) The Senate Committee for Interim Business and Effectiveness is established as a Committee of the Senate.
- b) The Court has delegated to the Senate all of its powers in relation to academic work and standards so that, subject to the terms of the Charter and the Statutes,¹ and to the powers reserved to the Court, the Senate is the principal body responsible for the academic work and standards of the University and in relation to:
 - programmes of study;
 - teaching and research;
 - the granting of awards; and
 - the regulation and stewardship of the education and discipline of the Students.
- c) The Senate reports to the Court on the discharging of these responsibilities.
- d) Statute 5.4(a) permits the Senate to delegate any of its powers to any Committee which contains at least three of its members (at least one of whom should be an ex officio member of the Senate).
- e) Ordinance C4 permits the Senate to establish committees, and to prescribe their terms of reference and composition.
- f) The Committee reports to the Senate on all matters related to its remit.

2 Purpose

The purpose of the Senate Committee for Interim Business and Effectiveness is to:

- a) assist the Senate to maintain its effectiveness;
- b) assist the governance of the Senate;
- c) assist the administration of the Senate;
- d) conduct urgent business on behalf of the Senate in exceptional circumstances.

3 Remit

The Senate delegates authority to the Committee for Interim Business and Effectiveness to:²

Effectiveness

1. consider and make recommendations with respect to the effectiveness of the Senate and the Committees of the Senate and the University's academic governance structures;
2. consider the findings of periodic reviews of the effectiveness of the Senate and the Committees of the Senate and recommend for the approval of the Senate action plans arising from such reviews;
3. recommend for the approval of the Senate a work plan to support the effective operation of the Senate each academic year;
4. agree a programme of events and/or materials for the members of the Senate and the Committees of the Senate to provide guidance on academic governance requirements and processes; the role of the Senate and the Committees of the Senate; the responsibilities of the members of the Senate and the

¹ <http://www1.hw.ac.uk/ordinances/charter-and-statutes.htm>

² Through the [Senate Statement of Primary Responsibilities and Delegations](#)

Committees of the Senate; and other matters as needed to support the effectiveness of the Senate and the Committees of the Senate;

Senate Governance

5. recommend for the approval of the Senate the modification, as may be needed, of the Senate Statement of Primary Responsibilities and Delegations;
6. recommend for the approval of the Senate the modification, as may be needed, of the Standing Orders for the Senate and the Committees of the Senate;
7. recommend for the endorsement of the Senate, and the subsequent approval of the Court, the making, modification, and revocation of Ordinances as may be needed in respect of the procedures of the Senate and the Committees of the Senate, the conduct of the members of the Senate and the Committees of the Senate, and other matters with respect to the effectiveness of the Senate and the Committees of the Senate;
8. recommend for the approval of the Senate the making, modification, and revocation of Regulations as may be needed in respect of the procedures of the Senate and the Committees of the Senate, the conduct of the members of the Senate and the Committees of the Senate, and other matters with respect to the effectiveness of the Senate and the Committees of the Senate;
9. recommend for the approval of the Senate the making, modification, and revocation of policies as may be needed in respect of the procedures of the Senate and the Committees of the Senate, the conduct of the members of the Senate and the Committees of the Senate, and other matters with respect to the effectiveness of the Senate and the Committees of the Senate;

Senate Administration

10. approve, at the invitation of the Chair of the Senate, the appointment of the Chairs and the Vice-Chairs of the Committees of the Senate;
11. recommend, at the invitation of the Chair of the Senate and for the subsequent approval of the Court, the appointment of the Chairs of the Joint Committees of the Court and the Senate;
12. approve the appointment of the Senate-appointed and School-appointed members of the Committees of the Senate (excluding the members of the Committee for Interim Business and Effectiveness);
13. approve the appointment of the Senate-appointed members of the Joint Committees of the Court and the Senate;
14. approve, at the invitation of the Chair of the Senate, appointments to vacancies on external bodies on which the Senate is invited to have a member/representative;
15. recommend for the approval of the Senate the establishment or disestablishment, as may be needed, of Committees of the Senate;
16. recommend for the approval of the Senate, and the subsequent co-approval of the Court, the establishment or disestablishment, as may be needed, of Joint Committees of the Court and the Senate;
17. consider each year the composition and terms of reference of the Committees of the Senate and the Joint Committees of the Court and the Senate;
18. approve modifications, as may be needed, not affecting the substance of the composition and terms of reference of the Committees of the Senate (excluding the Committee for Interim Business and Effectiveness);
19. recommend for the approval of the Senate modifications, as may be needed, affecting the substance of the composition and terms of reference of the Committees of the Senate (excluding the Committee for Interim Business and Effectiveness);
20. recommend for the approval of the Senate modifications, as may be needed, of the composition and terms of reference of the Committee for Interim Business and Effectiveness;
21. recommend for the approval of the Senate and the subsequent co-approval of the Court modifications, as may be needed, of the composition and terms of reference of the Joint Committees of the Court and the Senate;

22. consider each year the operation of the attendance policy and the record of attendance for the Senate and the Committees of the Senate and invite the Chair of the Senate and/or the Chairs of the Committees of the Senate, as may be needed, to respond to attendance issues;

Interim Business

23. conduct, at the invitation of the Chair of the Senate, urgent business on behalf of the Senate where the Chair of the Senate deems it to be not practicable to wait until the next ordinary meeting of the Senate or to call an extraordinary meeting of the Senate;

Other Business

24. conduct such other business consistent with the Charter, Statutes, and Ordinances as the Senate may authorise;
25. approve the granting of the title Professor Emeritus;
26. appoint (on behalf of the Senate) Academic members of staff as Assessors of Student Academic Appeals at the second stage consideration (Regulation 36 refers); and
27. create, and receive reports from, such sub-committees and short-life working groups as are necessary to fulfil the responsibilities of the Committee, and to inform the Senate of the creation, on-going work, and disbanding of any such bodies.

Powers that are reserved to the Senate³

- i. The Senate is the principal forum for the University's Academic Staff and Students;
- ii. The Senate shall make, modify, or revoke Academic Regulations;
- iii. The Senate shall approve the University's academic calendar;
- iv. The Senate shall consider and approve the deprivation or revocation of awards resulting from programmes of study;
- v. The Senate shall consider and approve the deprivation or revocation of honorary degrees;
- vi. The Senate shall make recommendations to the Court as to the making, amendment, or revoking of the Charter, Statutes, or Ordinances in so far as they relate to learning and teaching, research, knowledge exchange, and scholarship;
- vii. The Senate shall make recommendations to the Court on the establishment of Schools, Boards, institutes, or other similar constituencies or bodies and to make recommendations as to their organisation, constitution and functions and the modification or revision thereof;
- viii. The Senate shall make, modify, and revoke Regulations and policies in respect of academic dress;
- ix. The Senate shall retain the authority to revoke honorary academic titles;
- x. The Senate shall retain the authority to revoke the status of Professor Emeritus
- xi. The Senate shall make recommendations to the Court as to the conferral or the revocation of the status of Visiting Professor
- xii. The Senate shall convey views to the Court with regard to the appointment of certain senior posts of the University (i.e. the Chancellor, the Pro-Chancellor, the Principal and Vice-Chancellor, the Vice-Principal and Provost, and the University Secretary)
- xiii. The Senate shall approve the membership and appointment of a selection committee in respect of the appointment of the Heads of Schools, professors, or professorial fellows
- xiv. The Senate shall make recommendations to the Court as to the appointment of the Heads of Schools
- xv. The Senate shall make recommendations to the Court as to the conferral or the revocation of the status of Member of the University;
- xvi. The Senate shall appoint, reappoint and remove Deans

³ As stated in the [Senate Statement of Primary Responsibilities and Delegations](#)

4 Composition	Membership at September 2022
<p><u>Ex-officio members</u></p> <p>Principal and Vice-Chancellor (Chair)</p> <p>Vice-Principal and Provost (Vice-Chair)</p> <p>Chairs of the Standing Committees of the Senate University Committee for Research and Innovation University Committee for Learning and Teaching University Committee for Quality and Standards University Committee for Discipline and Appeals</p> <p>Chairs of the Joint Committees of the Court and the Senate Ordinances and Regulations Committee</p> <p>Student Representative President of the Student Union</p> <p><u>Elected Members</u> Up to three staff members of the Senate, nominated by the Senate for terms of office of up to three years and normally holding the office of Dean of the University, or being elected from a School.</p> <p><u>In attendance</u> University Secretary Senior Governance Officer (Clerk)</p>	<p>Professor Richard A Williams</p> <p>Professor Mark Biggs</p> <p>Professor Steve McLaughlin Professor Malcolm Chrisp Professor Fiona Waldron Dr Amos Haniff</p> <p>Professor Fiona Waldron</p> <p>Mr Scott Anderson</p> <p>Professor Scott Arthur Professor Mathini Sellathurai Dr Nasir Al-Lagtah</p> <p>Ms Ruth Moir Mr Mark Hamid</p>
5 Chair and Vice-Chair	
<p>a) The Chair of the Committee, as nominated by the Principal and Vice-Chancellor and agreed by the Senate, is the Principal and Vice-Chancellor.</p> <p>b) The Vice-Chair of the Committee, as nominated by the Principal and Vice-Chancellor and agreed by the Senate, is the Vice-Principal and Provost, and shall act as Chair in the absence of the Chair.</p> <p>c) In the absence of both the Chair and the Vice-Chair from any given meeting, those members present shall appoint one of their number as Chair for that particular meeting.</p>	
6 Equality and Diversity in Membership	
<p>The Committee exercises its responsibility, as far as possible, to promote diversity of representation within its membership and the membership of any working group or committee established by the Committee. The Committee, in carrying out its business, will also act to promote equality of opportunity for all.</p>	
7 Quorum and Voting	
<p>a) The quorum necessary to transact business is four members, at least two of whom must also be members of the Senate⁴</p> <p>b) Members who are participating in a meeting by means of audio-visual conferencing or other means enabling them to communicate with all members present at the meeting simultaneously shall be deemed to be present at the meeting and to count towards the quorum.</p> <p>c) All members of the Committee (who are members of the Senate) are entitled to vote in any vote of the Committee.</p> <p>d) A person invited to be 'in attendance' at any meeting of the Committee is not entitled to vote.</p> <p>e) The Chair has a deliberative vote and a casting vote.</p>	

⁴ In accordance with Statute Five, paragraph 4(a)

8 Frequency of meetings

- a) The Committee normally has five ordinary meetings each Academic Year, aligned with meetings of the Senate.
- b) Additional meetings (including meetings held in conjunction with other bodies) may be required – with the approval by the Chair – for more detailed consideration of particular items.
- c) Changes to arrangements, such as cancellation, rescheduling or additional meetings will be notified to members by the Clerk as soon as possible, and normally within not less than five working days of the scheduled meeting date.

9 Attendance at meetings

- a) The Committee may co-opt members as appropriate for a specified period of time, and report such co-options to the Senate at the earliest opportunity.
- b) In addition to the members, and those normally 'in attendance', other colleagues may at the discretion of the Chair be invited to attend meetings on an ad-hoc basis for particular agenda items, and invited to contribute to discussions at the discretion of the Chair.
- c) The Committee maintains a record of attendance at each of its meetings and reports this information in accordance with the Attendance Policy.

10 Forward Planning

- a) The Committee maintains a list of Standing Agenda Items and an annual schedule of activities.
- b) The Committee sets dates for its ordinary meetings two years in advance.
- c) As part of its annual year-end self-assessment, the Committee reviews its performance in fulfilling its Remit, and considers its Terms of Reference. This gives opportunity to review the composition (including the gender balance of its membership, and the extent of contribution from the University's different campuses), and to submit recommendations thereon to the Senate.

11 Principles of Operation

In fulfilling its terms of reference, the Committee shall follow the principles agreed by the Senate to enhance academic governance by:

- a) closer alignment between the decision-making structure and the University's strategic objectives, to ensure that the decision making structures are fit for the delivery of the strategy;
- b) a more efficient approach to the decision making process, leading to clearer lines of reporting and accountability, a reduction in time taken to reach business-critical decisions, and high quality outcomes;
- c) main committees should focus on matters of strategy and policy, with operational matters being dealt with by the relevant colleagues in consultation with ad hoc working groups as required;
- d) minimisation of business considered by numerous different groups and with appropriate accountability for decisions taken;
- e) an assumption that decisions will be reached by consensus wherever possible;
- f) an assumption that each Committee will address business internationally;
- g) appropriate delineation between governance and management;
- h) the papers coming forward to committees should contain clear, evidence-based proposals for consideration;
- i) greater use should be made of IT facilities to reduce the amount of paper being circulated, with members of committees and others being able to access committee papers on a local intranet with appropriate access authorisation; and
- j) effective communication of decisions to all relevant parties throughout the University.

12 Sub-committees and Short-life working groups of the Committee

The Committee has no sub-committee(s)
Short-life working groups can be commissioned as required.

13 Lifespan and Effectiveness of the Committee

This is an established Committee of the Senate and its lifespan is ongoing.
An annual year-end self-assessment is conducted, with a formal review of effectiveness every five years.

14. Actions that may be taken by the Committee

The Committee may:

- Approve
- Note
- Receive
- Consider
- Endorse
- Recommend
- Reject
- Ratify

15. Minutes

- a) Minutes of each meeting are distributed to members within two weeks of the meeting. The Chair approves the content of minutes before release.
- b) The minutes are presented to the Senate, with any matters for consideration and/or approval highlighted in a cover paper.
- c) The Committee's agenda are published on the University Intranet
- d) Agendas, minutes and papers are held electronically by the Clerk to the Committee.
- e) The Committee has traditional/formal minutes in accordance with internal University guidance on: style; and requirements regarding Data Protection and Freedom of Information legislation.

16. Resources

Clerk	Mr Mark Hamid, Senior Governance Officer to Policy and Governance
Admin support	Allocated from within Policy and Governance
Meetings	Normally five meetings per session in advance of Senate meetings