



Senior Management Team: Terms of Reference

Reports to: The Vice-Chancellor's Office

Serviced by: Board of Governors through the Vice-Chancellor

1. TERMS OF REFERENCE

The Senior Management Team is the primary executive branch of leadership and management of the University, alongside the deliberative processes of academic quality and enhancement that culminate in Senate. SMT is answerable, through the Vice-Chancellor, to the Board of Governors. SMT will work for the success of Marjon, always centred on student success.

The Senior Management Team will, inter alia:

- 1.1 Review and strengthen the strategic direction of the University and work on medium and long-term strategic plans for approval by the University's Board of Governors.
- 1.2 Monitor and shape the recruitment performance, curriculum offer and staffing profile, academic and professional services, of the University.
- 1.3 Review the educational performance of the University against the agreed KPIs, including retention and good honours, NSS and league tables, TEF, REF and KEF, and against our peer group and the sector as a whole, in terms of NSS and league table performance, determining interventions for continuous enhancement.
- 1.4 Review the financial performance of the University, approve financial regulations and the annual budget for the Board, and confirm utilisation of resources and priorities for capital investment and staffing.

- 1.5 Review and shape the enhancement and utilisation of the campus, putting students first.
- 1.6 Continue to monitor the strategic risks facing the University and recommend updates to the institutional Strategic Risk Register for approval by the Board of Governors.
- 1.7 Convene project teams for major initiatives and working groups to address immediate opportunities and needs, reporting on progress, as appropriate, to Senate and Board of Governors.
- 1.8 Consider, advise and develop the University's responses to national and regional policies and developments.
- 1.9 Receive the strategic and business plans of faculties and professional services for review and final confirmation.
- 1.10 Receive updates from members, reviewing the strategic and operational opportunities and initiatives that arise, within their area and University-wide.
- 1.11 Engage in cost-benefit analysis of alternative options and priorities, to determine the best interests of the University as a whole in line with our strategic priorities.
- 1.12 Approve key statutory returns and keep under review data assurance processes.
- 1.13 Determine the approval to proceed to validation for new programmes and the suspension of recruitment to underperforming programmes.
- 1.14 Approve, modify and terminate arrangements for collaborative provision, in the best

interests of the University.

- 1.15 Review and shape the research performance and international profile of the University.
- 1.16 Review and shape the knowledge exchange and civic engagement (including politics and public life, education, sport, business, arts and media) and the regional and national profile of the University.
- 1.17 Review and shape the marketing profile of the University in the city, region and nationally.
- 1.18 Review and ensure the implementation of Marjon values, Marjon balance and the University's equality and diversity policy.
- 1.19 Receive reports or minutes, as appropriate, from University committees and working groups, including Joint Negotiation and Consultation Committee, Health, Safety and Security Committee.
- 1.20 Review these terms of reference annually, to ensure they remain fit for purpose as the University continues to evolve.
- 1.21 Review and shape our people policies and practices to ensure we create a strong employer brand and enhance staff engagement through effective leadership and management, creating a working environment and culture that is empowering and ambitious with excellent connectivity and team spirit.

2. MEMBERSHIP

- Vice-Chancellor (Chair)
- Deputy Vice-Chancellor

Approved Remuneration committee 14/04/2018 for regular review

- Executive Dean
- Pro Vice Chancellor, Student Success
- Director of Estates and IT Infrastructure
- Registrar
- Director of HR
- Other senior staff and Student Union sabbatical officers may be invited to attend from time to time
- While avoiding SMT becoming too large, other senior leaders and managers may be included by the Vice-Chancellor within SMT as the University develops and grows.

3. FREQUENCY OF MEETINGS AND CONDUCT OF BUSINESS

- 3.1 The Senior Management Team will normally meet fortnightly.
- 3.2 The Vice-Chancellor will chair the meeting. In her/his absence the meeting will be chaired by the Vice Chancellor's nominee.
- 3.3 The quorum for the meeting is 50% of the membership and must include either the Vice-Chancellor or her/his designated deputy chair.
- 3.4 Confidential matters will always be carefully protected. Other decisions will be reported to relevant committees and communicated, when appropriate, widely by members.
- 3.5 The primary duty of SMT is to identify and serve the medium and long-term best interests of the University as a whole, exercising collective responsibility.