



UEA COUNCIL: GUIDANCE FOR MEMBERS

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Contents

	Page
1. Introduction	1
2. Governance Code of Practice	1
3. The role of the Council	3
4. UEA Committee Structure	4
5. Council Membership	4
6. Council Procedures	5
7. Guidance for Council Members	6
8. Officers of the University	7
9. Organisation of the University	8
10. Conclusion: the wider context	9

Appendices

1. The Council	10
2. Boards and Committees of the Council	12
3. Council Membership Committee	15
4. The Council Membership: Who's Who	17
5. Ordinance 5 – The Council and its Committees	22
6. Register of Members' Interests	25
7. List of Schools, Faculties, Heads of Faculties and Senior Officers	28

1. Introduction

In March 2009 the Committee of University Chairmen (CUC) published the latest edition of its *Guide for Members of Higher Education Governing Bodies in the UK*. A copy has been sent to all members of the Council. It is also sent to new members of the Council when they are appointed and includes a *Governance Code of Practice*, which is reproduced in Section 2 below. The Council has resolved to adopt the Code.

This document forms a local supplement to the *Guide*, and should be read in conjunction with it. It includes a summary of the UEA committee structure, together with specific details on Council procedures, and brief biographical notes on members. It is known colloquially as the *Orange Book*, and is updated and available on line.

2. Governance Code of Practice

Role of the Governing Body

This Code is voluntary and is intended to reflect good practice in a sector which comprises a large number of very diverse institutions. It is recommended that institutions should report in the corporate governance statement of their annual audited financial statements that they have had regard to the Code, and that where an institution's practices are not consistent with particular provisions of this Code an explanation should be published in that statement.

1. Every higher education institution shall be headed by an effective governing body, which is unambiguously and collectively responsible for overseeing the institution's activities, determining its future direction and fostering an environment in which the institutional mission is achieved and the potential of all learners is maximised. The governing body shall ensure compliance with the statutes, ordinances and provisions regulating the institution and its framework of governance and, subject to these, it shall take all final decisions on matters of fundamental concern to the institution.
2. Individual members and governing bodies themselves should at all times conduct themselves in accordance with accepted standards of behaviour in public life which embrace selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
3. The governing body shall meet sufficiently regularly, and normally not less than four times a year, in order to discharge its duties effectively. Members of the governing body shall attend regularly and actively participate.
4. The institution's governing body shall adopt a Statement of Primary Responsibilities which should include provisions relating to:
 - approving the mission and strategic vision of the institution, long-term business plans, key performance indicators (KPIs) and annual budgets, and ensuring that these meet the interests of stakeholders.
 - appointing the head of the institution as chief executive of the institution and putting in place suitable arrangements for monitoring his/her performance.
 - ensuring the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, clear procedures for handling internal grievances and for managing conflicts of interest.

- monitoring institutional performance against plans and approved KPIs, which should be, where possible and appropriate, benchmarked against other institutions.
5. This Statement shall be published widely, including on the internet and in the annual report, along with identification of key individuals (that is, chair, deputy chair, head of the institution, and chairs of key committees) and a broad summary of the responsibilities that the governing body delegates to management or those which are derived directly from the instruments of governance.
 6. All members should exercise their responsibilities in the interests of the institution as a whole rather than as a representative of any constituency. The institution shall maintain and publicly disclose a register of interests of members of the governing body.
 7. The chair shall be responsible for the leadership of the governing body, and be ultimately responsible for its effectiveness. The chair shall ensure the institution is well connected with its stakeholders.
 8. The head of the institution shall be responsible for advice on strategic direction and for the management of the institution, and shall be the designated officer in respect of the use of Funding Council funds. The head of the institution shall be accountable to the governing body which shall make clear, and regularly review, the authority delegated to him/her as chief executive, having regard also to that conferred directly by the instruments of governance.

Structure and Processes

9. There should be a balance of skills and experience among members sufficient to enable the governing body to meet its primary responsibilities and to ensure stakeholder confidence. A governing body of no more than 25 members represents a benchmark of good practice.
10. The governing body shall have a majority of independent members, defined as both external and independent of the institution.
11. Appointments shall be managed by a nominations committee, normally chaired by the chair of the governing body. To ensure rigorous and transparent procedures, the nominations committee (Council Membership Committee at UEA) shall prepare written descriptions of the role and the capabilities desirable in a new member, based on a full evaluation of the balance of skills and experience of the governing body. When vacancies arise they should be widely publicised both within and outside the institution. When selecting a new chair, a full job specification should be produced, including an assessment of the time commitment expected, recognising the need for availability at unexpected times.
12. The chair shall ensure that new members receive a full induction on joining the governing body, that opportunities for further development for all members of the governing body are provided regularly in accordance with their individual needs, and that appropriate financial provision is made for support.
13. The secretary to the governing body shall be responsible for ensuring compliance with all procedures and ensuring that papers are supplied in a timely manner with information in a form and of a quality appropriate to enable the governing body to discharge its duties. All members shall have access to the advice and services of the secretary to the governing body and the appointment and removal of the secretary shall be a decision of the governing body as a whole.

14. The proceedings of the governing body shall be conducted in as open a manner as possible, and information and papers restricted only when the wider interest of the institution or the public interest demands, including the observance of contractual obligations.

Effectiveness and Performance Reviews

15. The governing body shall keep its effectiveness under regular review. Not less than every five years it shall undertake a formal and rigorous evaluation of its own effectiveness, and that of its committees, and ensure that a parallel review is undertaken of the senate/academic board and its committees. Effectiveness shall be measured both against the Statement of Primary Responsibilities and compliance with this Code. The governing body shall revise its structure or processes accordingly.
16. In reviewing its performance, the governing body shall reflect on the performance of the institution as a whole in meeting long-term strategic objectives and short-term KPIs. Where possible, the governing body shall benchmark institutional performance against the KPIs of other comparable institutions.
17. The results of effectiveness reviews, as well as of the institution's annual performance against KPIs, shall be published widely, including on the internet and in its annual report.

3. The role of the Council

3.1 *Powers and Responsibilities*

The University's legal status derives from its Royal Charter. The Council is defined in the Charter of the University as the executive governing body of the University, and its powers are defined in the Charter and Statutes of the University. The relevant sections are set out in Appendix 1, and the Charter and Statutes are published annually in the Calendar.

The responsibilities of the Council are summarised at the beginning of Part II of the *CUC Guide*. It is expected that the Council operates in accordance with the Seven Principles of Public Life drawn up by the Nolan Committee: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

3.2 *Key functions of Council*

The Council receives and approves various key documents. These documents comprise (1) the University's Corporate Plan which is reviewed and updated usually every 3 years and submitted to Senate and Council for approval - the Plan looks forward for some five years, and includes the University's mission and strategic objectives; (2) the five-year financial plans and annual resource allocation recommendations and (3) the annual financial statements which are recommended for approval by the Finance Group and Audit Committee and 4) the annual operating statement. It is the duty of the Council to ensure that funds provided by the Higher Education Funding Council are used in accordance with the terms and conditions specified in the Funding Council's Financial Memorandum.

3.3 **Financial Regulations and Procedures**

As noted in paragraph 3.2 above, there are certain key documents which are essential to an understanding of the University's corporate strategy. In addition to these documents, the University also publishes a set of Financial Regulations and Procedures. Financial Regulations, made by the Council under the provisions of Statute 2.1.3 provide a framework for the effective management of the University's financial affairs. They are supplemented by more detailed financial procedures, which describe how specific tasks - for example, the management of petty cash, or issuing an order for goods - can best be carried out. The Regulations are published on the University's intranet at

<http://www.uea.ac.uk/fin/finregsandfinprocs>

4. **UEA Committee Structure**

The existing Boards and Committees of the Council have evolved over a number of years. Reorganisations of the University's committee structure have taken place at various times throughout the University's history, both in response to external reports and guidance (such as the original publication of the *CUC Guide*) and as a result of internal restructuring.

The Council normally meets six times in each academic year with one of the meetings being reserved for the discussion of major issues and an informal social gathering for members. The Senate normally meets shortly before the Council so that any relevant recommendations or other business may be passed to the Council. Meetings of the Boards and Committees of both Council and Senate are organised within this cycle to ensure that business may be channelled through the structure in a logical order. Their meetings are arranged to fall before the relevant Council or Senate meeting, in order that their reports and recommendations may be considered. An Almanac is published annually, providing details of meetings of Council, Senate and their respective Boards and Committees. Should urgent business arise between scheduled meetings, extraordinary meetings may be arranged.

Details of the Boards and Committees of the Council are provided in Appendix 2. This material sets out the main committees of Council in full, and provides a summary for other committees. Full terms of reference are available from the Senior Administrative Assistant (Committee Office) Rebecca Phillips (rebecca.phillips@uea.ac.uk; telephone 01603 593203).

Further information on the structure of the University is set out in Section 9 below.

5. **Council Membership**

5.1 **The Composition of Council**

As explained in paragraph 10 of the Code of Practice, the Council has an independent majority - in other words, a majority of members who are not staff or students of the University. There are nine independent members (including the Chair, Vice-Chair and Treasurer). The remainder of the membership currently comprises the Vice-Chancellor and the two Pro-Vice-Chancellors as *ex-officio* members, two representatives of Senate, a member of support staff and two student members.

5.2 **Terms of Office**

Members of the Council (with the exception of the student members) serve for terms of three years. Student members normally serve for one year. Reappointment beyond the first term is possible, provided that members shall not normally be appointed for more than two terms of three years.

The Council can itself terminate the membership of Council members in accordance with Statute 1.10 (if they cease to hold a particular office, are absent from Council for 12 months or whose actions or behaviour are incompatible with public office).

5.3 ***Appointment to Council Membership***

The Council Membership Committee has working statements of its criteria for recommending the appointment of members, which have been endorsed by the Council. A copy is attached as Appendix 3. The statements cover the skills which are desirable in individual members, and the combination of skills and experience which, ideally, we would like to have amongst the membership as a whole.

6. **Council Procedures**

6.1 ***Standing Orders***

Council operates in accordance with the terms of Ordinance 5 which provides a framework of regulations for the conduct of business. (A copy is attached as Appendix 5.) The power to delegate business to committees set out in the Standing Orders derives from Statute 3.

6.2 ***Meetings***

The dates of the scheduled meetings of Council each academic year are published in advance in the University's Almanac. One of the early meetings in each year provides an opportunity for strategic discussion, either of the year ahead, or of issues of longer-term importance. The annual review of the University's Risk Register is also on the agenda of this meeting. It is followed by a reception or dinner for members and senior officers. The Strategy meeting usually lasts for a full day, although on occasions it has lasted for two days. Meetings are also held in October, January, before Easter, May and before Congregation in July. These meetings are usually held on Monday mornings. Arrangements are occasionally made for there to be a presentation or opportunity for discussion of some item of University business.

Agenda papers will normally be sent out to members seven days before each meeting. The preparation of the agenda is the responsibility of the Registrar and Secretary as Secretary of the Council. The secretariat will aim to meet the Council's expressed wish for short summary papers, concentrating on strategic issues, and grouped around common topics. Members who believe that particular items should appear on the agenda are invited to contact the Registrar and Secretary or the Head of the Planning Office well in advance of the meeting in question.

6.3 ***Conduct of Meetings***

(See Ordinance 5, Appendix 5)

The Chair is responsible for the order of the meeting. Should there be any ambiguity in respect of points of order or in the interpretation of a motion, the Chair's decision is final.

6.4 ***Quorum***

Rules for a quorum for Council are specified in Statute 1.11, which states that "The quorum shall be one-third (rounded up to the nearest whole number) of the current members provided always that there is at least one-third (rounded

up to the nearest whole number) of the current independent members present. In the event that the independent members present at the meeting do not constitute a majority, then a majority of the independent members present shall be able to require, before or immediately after a decision is taken, that a decision is deferred until the next meeting or will not take effect until and unless it is ratified at that meeting.”

6.5 ***Openness and Confidentiality of Council Business***

As the governing body of the University, Council has a broad remit and considerable constitutional powers. Its business will naturally be of interest to members of the University, both staff and students; certain items will also be of interest to the public. The CUC guide makes a number of recommendations in respect of principles of openness and transparency in the operation of governing bodies. To ensure such openness, the Council agenda, non-confidential papers, and the minutes are distributed widely within the University, placed on the Intranet, and the University Library places a copy on open display. Where there is known to be public interest (especially on a local level) in the business of the Council, a press release may be issued by the University’s Communications Division. The Committee Office’s web address of which papers can be viewed is

www.uea.ac.uk/committeeoffice

Should members wish to use information gained from Council papers and discussions for public comment on general issues they should confirm in advance, with the Registrar and Secretary, the accuracy of any statements. The Registrar and Secretary will inform the Chair of the intended action.

Given the complexity of an organisation as large as the University, it is inevitable that some Council business will be deemed confidential. This might include matters concerning named individuals or which, for whatever reason, are considered to be sensitive. The current arrangements for confidential papers are set out in Appendix 5, which also deals with reserved business - business for which the student members may not be present.

7. **Guidance for Council Members**

7.1 ***Declaration of interest***

Certain items of Council business may well be of pecuniary, family or personal interest to members. These matters could, therefore, present a conflict of interest to those members. There is a Register of Interests which members are required to complete annually, and from which information will be made available to the Chair of the Council and its committees, and is available on request by members of the Council and by other *bona fide* enquirers. Secondly, any member who has such an interest relevant to a particular meeting should declare it at the earliest opportunity, and should withdraw from that part of the meeting unless the Chair agrees otherwise. The Register of Interests is held by the Registrar and Secretary. A copy of the form and of the guidance notes are in Appendix 6; these give full details of the interests to be registered, including the interests of members’ households or close family.

7.2 ***Personal Liability***

It is very unlikely that actions would be taken against individual members of the Council, but claims against the Council as a collective body, however, may be made. The University’s Professional Indemnity, Public Liability and Employer’s Liability insurance policies insure against such collective action. The University also carries Directors’ and Officers’ Liability insurance, which covers individuals

who are members of the Council, the trustees of the pension funds, directors of the University's companies, and employees acting in a management capacity.

7.3 **Expenses**

Members may claim travelling and subsistence expenses where such expenditure is necessarily incurred. Any such claims should be submitted to the Registrar & Secretary.

7.4 **UEA Internet and Intranet**

The University's web address is www.uea.ac.uk.

Arrangements have been made for Independent members of Council to have access to the UEA Intranet. For this you will need:

- a PC or Mac with a web browser; and
- a connection to the Internet via any service provider.

When your IT account has been set up you can either telephone the IT Helpdesk (01603 592345) to ask for your username and default password (after answering some security questions) or you can collect this information if you collect your campus card in person. When you access the university portal, <https://portal.uea.ac.uk>, you will be prompted for your username and password.

7.5 Useful web links:

UEA Committee Office website,

www.uea.ac.uk/committeeoffice

This provides information on dates of meetings, agendas, minutes and some papers (only non-confidential papers appear on the intranet at the moment).

UEA Charter

<https://www.uea.ac.uk/calendar/section3/charter>

UEA Statutes

<https://www.uea.ac.uk/calendar/section3/statutes>

UEA Ordinances

<https://www.uea.ac.uk/calendar/section3/ordinances>

UEA Code of Practice and Regulations

<http://www.uea.ac.uk/pgresearch/regsandforms>

8. **Officers of the University**

As indicated in the Guide, the **Chancellor** is formally the chief officer of the University. The role is ceremonial, including presiding at Congregations for conferring degrees and at the Court, but the Chancellor also plays an important advisory role.

The Pro-Chancellors may act in the absence of the Chancellor and also play an important advisory role. The Chair of the Council is always a Pro-Chancellor.

The Chair of the Council is appointed by the Council from the independent members of the Council. The Chair becomes a Pro-Chancellor during the period of office, which is normally three years but may be extended for a longer period. The Council may also appoint a **Vice-Chair**, to take the Chair in the Chair's absence.

The Treasurer is appointed in the same way as the Chair of Council. The Treasurer is particularly concerned with the University's financial affairs, and presents the annual Financial Statements.

The Vice-Chancellor is the principal academic and administrative officer of the University, effectively its Chief Executive. Appointments to the post are made by the Council after consultation with the Senate, in practice by the creation of an *ad hoc* selection committee to bring a name forward. The Vice-Chancellor is assisted by two **Pro-Vice-Chancellors**, (PVC Academic and PVC Research and Enterprise) senior members of the academic or academic-related staff appointed by the Council, normally for three or five years at a time.

The Registrar and Secretary is Secretary to the Council, and is separately responsible for the administration of the University and for the provision of the secretariat of the other governing bodies. As secretary of the Council, he has a responsibility to keep issues of corporate governance under continual review, and to bring them to the attention of the Council when necessary. The current Registrar and Secretary is Mr Brian Summers.

9. Organisation of the University

9.1 **Academic and Support Units**

The Faculty Structure

The University is organised (academically) into four faculties:

Faculty of Social Sciences
Faculty of Science
Faculty of Arts and Humanities
Faculty of Medicine and Health Sciences

There are some small variations in structure between the four Faculties, but the basic shape is the same in each.

Each Faculty is headed by an Executive Dean. The Faculty Executive comprises the Heads of Schools within that Faculty, Associate Deans with responsibility for Admissions, Learning and Teaching, Research, Postgraduate Research, Engagement, Enterprise, and Employability, and the Senior Faculty Manager. The Schools of Studies which make up the faculty are the fundamental units in terms of academic activity. Each has a Head, usually appointed for three years from amongst the senior staff. The Head chairs the School Board which is formally a sub-committee of Senate.

Appendix 7 contains a comprehensive list of Schools, Faculties, Heads of Faculties and Senior Officers.

9.2 **Executive roles**

As indicated in the *Guide* and in Section 8 above, the key executive officer is the Vice-Chancellor. The Vice-Chancellor, the Registrar and Secretary, the Pro-Vice-Chancellors and the Deans of Faculty form the Executive Team, responsible collectively for formulating policy for approval by the Council or the Senate, and for the implementation of such policy. (Details of the Pro-Vice-Chancellors' activities are in Appendix 4; the proportion of their time spent on these responsibilities varies.) There is a small number of other officers (for example, the Director of Graduate Studies) similarly responsible for distinct areas of activity. There are occasional informal meetings of the Senior Management Team, comprising members of the Executive Team, Heads of Schools, Heads of Support Divisions, other academic officers and the other academic members of the Finance Group. All these persons also participate in the governance of the University through their varying memberships of Committees of the Council and the Senate (see Appendices 1 and 2).

10. Conclusion: the wider context

This document provides local detail which complements the *CUC Guide*. Emphasis has been given to matters which are of immediate relevance to Council members. The *Guide* is a comprehensive document which offers a wider context, drawing in other issues for which the governing body has ultimate responsibility (eg staffing, health and safety and the operation of the students' union). Parts III and IV of the Guide provide more detailed information on UK higher education and good governance practice.

This document is revised and reissued on an annual basis. Comments on the current version are welcome, and any comments should be submitted to the Registrar and Secretary.

THE COUNCIL

1. Charter, Paragraphs 5 & 6

5. The Council

5.1 There shall be a Council of the University. The Council shall be the executive governing body of the University and shall act in a way that promotes the University's interests.

6. Powers of the Council

6.1 Subject to the Charter, and in furtherance of its role as the executive governing body, the Council shall exercise all the powers of the University; and without limiting the above, the Council has the specific functions and powers set out in the Statutes.

2. Statutes 1,2 & 3 :

Statute 1 The Council

1.1 The Council shall from time to time determine its composition.

1.2 The Council shall comprise no more than 25 members appointed in accordance with the following provisions:

1.2.1 the Council shall comprise independent members (being persons who are neither employed at the University nor fulltime students at the University) and internal members.

1.2.2 the composition of Council shall include a majority of independent members.

1.2.3 the Vice-Chancellor shall be a member.

1.2.4 at least one member shall be a member of the staff of the University appointed by the Senate.

1.2.5 at least one member shall be a student of the University.

1.3 For the purposes of this Statute 1, a person shall be treated as a student during any period of appointment as an elected officer of the Students Union at the University.

1.4 The Council is the appointing authority in relation to any member and may agree from time to time such procedures as it considers appropriate and necessary to bring forward and to agree recommendations or nominations for appointments.

1.5 Members of the Council (other than ex-officio members or student members) shall hold office from the date appointed for a period ending on the third anniversary of the 31st day of July in the year in which they are appointed or for such shorter period as the Council may determine.

1.6 Members of the Council who are students at the University shall hold office for a period of one year commencing from the 1st day of August in the year in which they are appointed.

1.7 The Council shall appoint from amongst the independent members a Chair and in addition such other officers, who may include a Deputy Chair and a Treasurer, as the Council determines.

1.8 Any appointed member of Council may resign at any time in writing addressed to the person performing the role of secretary to the Council.

1.9 Any appointed member of Council may be appointed for further terms of office, provided that members shall not normally be appointed for more than three terms.

- 1.10 Any appointed member of the Council may be removed from office by resolution of the Council in the event that the member:
 - 1.10.1 ceases to hold an office which was a material consideration in their appointments; or
 - 1.10.2 does not attend a meeting of Council in any twelve month period; or
 - 1.10.3 whose actions or behaviour are incompatible with holding public office or office as a trustee.
- 1.11 Quorum: The quorum shall be one-third (rounded up to the nearest whole number) of the current members provided always that there is at least one-third (rounded up to the nearest whole number) of the current independent members present. In the event that the independent members present at the meeting do not constitute a majority, then a majority of the independent members present shall be able to require, before or immediately after a decision is taken, that a decision is deferred until the next meeting or will not take effect until and unless it is ratified at that meeting.

Statute 2 The Functions of the Council

- 2.1 The Council's functions shall be to:
 - 2.1.1 be ultimately responsible for the affairs of the University;
 - 2.1.2 approve the mission and vision of the University, its long-term plans and annual budgets;
 - 2.1.3 ensure the establishment and monitoring of systems for the effective management of, and control of and accountability for the University's affairs, property and finances and to monitor institutional performance;
 - 2.1.4 subject to the provisions of the Charter, add to, amend or revoke the provisions of the Charter and Statutes;
 - 2.1.5 make, revoke or amend such Ordinances as are required by the Charter or Statutes or as may otherwise be necessary for the conduct of the affairs of the University and consistent with the Charter and Statutes.
 - 2.1.6 appoint the Vice-Chancellor and to determine the terms and conditions of that appointment.
 - 2.1.7 dismiss the Vice-Chancellor and to determine the process through which that may take place.
 - 2.1.8 appoint an auditor or auditors.
 - 2.1.9 adopt the annual financial statements.

Statute 3 Delegation by the Council

- 3.1 The Council may appoint such and as many committees and other bodies consisting either wholly or partly of members of the Council or otherwise as it may think fit.
- 3.2 Subject to Statute 3.3 the Council may delegate its powers and functions to:
 - 3.2.1 a committee or body appointed in accordance with Statute 3.1;
 - 3.2.2 a member of the Council; or
 - 3.2.3 a member of the University's staff.
- 3.3 The Council may not delegate its powers to:
 - 3.3.1 approve the annual business plan and budget of the University; or
 - 3.3.2 amend the Charter or to make or amend University Statutes; or
 - 3.3.3 appoint the Vice-Chancellor and to determine the terms and conditions at the time of appointment; or
 - 3.3.4 dismiss the Vice-Chancellor and determine the process through which that may take place; or
 - 3.3.5 appoint an Auditor or Auditors; or
 - 3.3.6 adopt the annual financial statements.

BOARDS AND COMMITTEES OF THE COUNCIL

Audit Committee (AUD)

The Audit Committee is independent of other committees and boards which are responsible for advice to the Council and execution of Council policy. It provides a means by which the Council may exercise its responsibility for review and control of the University's financial systems. It receives reports from and reviews the work of external and internal auditors, and recommends the appointment of external auditors.

The Audit Committee has authority (1) to seek any information it requires from any officer or employee of the University or any subsidiary or associated companies and any such officer or employee shall be required, by the Council of the University, to respond to such enquiries; and (2) to take such independent professional advice as it considers necessary, subject to prior approval of any necessary resources.

The Audit Committee has no executive powers with regard to its findings and recommendations.

The membership is appointed by the Council. It is currently chaired by Mr Graham Jones.

Council Membership Committee (CMC)

The Committee makes recommendations for the co-option of members to the Council and nominates independent members to Council boards and committees. It is chaired by the Chair of Council.

Equality and Diversity Committee (EDC)

This committee advises the Council and ET on the fulfilment of the University's statutory obligations in respect of equality and diversity and recommends policy for approval,

Finance Group (FG)

The Finance Group recommends to Council an annual budget, monitors in year financial performance and approves fees.

Senior Officers Remuneration Committee (SORC)

This committee reviews and determines the salary and terms and conditions of appointment of senior officers, namely the Vice-Chancellor, the Pro-Vice-Chancellors, Deans of Faculties and the Registrar and Secretary. It is chaired by the Chair of Council. It reports annually to the Council on the principles it has adopted in making its decisions.

University Health and Safety Executive

This Executive reports to Council, via Executive Team, with respect to safety matters at the University. It also has the following sub-committees: Biohazards and GM Committee, Faculty Safety Committee, Fire Safety Committee, Human Tissue Committee and the Radiation Protection Committee

Other Council Boards and Committees

Academic-Related Staff Review Committee

This committee considers submissions and makes recommendations to the Vice-Chancellor concerning the confirmation of appointment, promotion or amendment of salaries of members of the ALC and other related staff.

Admissions, Recruitment and Marketing Executive

(Reports to the Executive Team)

ARM Executive reports to the Executive Team and meets monthly. Its principle aims are to monitor all aspects of Admissions, Recruitment and Marketing on behalf of the University. Student number forecasts, fee rates, new course proposals and marketing plans are all considered by this Executive. Included in its membership are the Academic Director of Admissions, the four Associate Deans for Admissions (one from each Faculty), the Director of Admissions Recruitment and Marketing, senior members of the Directors team and the Director of Planning. The Executive is chaired by the Pro Vice-Chancellor for Academic Affairs.

Budgetary Review

Budgetary Review is generally the responsibility of Executive Team and the Finance Group.

The budgets of the Union of UEA Students and the Graduate Students' Association are approved by the Registrar and Secretary; the accounts are reported to the Finance Group.

Information Strategy and Services Committee (ISSC)

(Reports to the Executive Team)

The Committee is responsible for the development and implementation of the University's Information Strategy. It advises the Executive Team of expenditure needs and of the basis of allocations. It also acts as the policy committee for the University's Information Services Directorate, which comprises the Library, the IT and Computing Services (ITCS), Audio-Visual Services (AVS) and Corporate Information Services (CIS).

Professorial and Related Staff Review Group

The Professorial and Related Staff Review Group comprises the Vice-Chancellor and Deans of Faculties which reviews the salaries of such staff, and arrangements for the remuneration of Heads of Schools and other academic office holders.

Promotions Committee

In line with most universities, UEA operates an annual review process for the award of promotions, special increments, discretionary awards and ex-gratia payments. A Promotions Committee operates at School, Faculty and University level to consider cases for academic staff.

Sainsbury Centre Board (SCB)

The Board is responsible for, or makes recommendations on, all matters relating to the Sainsbury Centre, its collections and exhibitions, accommodation and funds.

Student Affairs Group (SAG)

This informal group chaired by the Dean of Students and attended by Union of Students and Graduate Students' Association officers and staff and by relevant University staff, meets weekly during semesters and provides informal communication and liaison between the student body and administrative officers.

Student Experience Committee (SEC)

The Student Experience Committee meets at least three times a year to consider all matters relating to the UEA student experience including the recreation, welfare and well-being of students and the provision of services, facilities and amenities for students.

University Research Ethics Committee (UREC)

The University Research Ethics Committee (UREC) has oversight of research ethics in the University. It is responsible for the development, review and monitoring of research ethics principles, policy, procedures and practice. The UREC oversees the work of a number of research ethics sub-committees that operate at the Faculty and School levels and deal with the day-to-day business of research ethics.

Note:

Some information on the membership of committees is included in the entries above. The Who's Who (Appendix 4) gives details of committee membership of each Council member, and the full list of committee members is published in the Calendar.

COUNCIL MEMBERSHIP COMMITTEE

Independent Members of Council – criteria for appointment

a) Roles of Independent Members

In order to define criteria, one needs to list the roles independent members play. The overriding one is simply membership of Council as the governing body of the University. In more detail, the following roles arise:

- Overall strategy advice
- Risk Management Advice
- Financial strategy advice
- Financial management advice
- Property strategy advice
- Human resources policy advice
- Representing stakeholder interests (but not as delegate)
- Representing and supporting the University to external audiences
- Bringing external intelligence/information/opportunities/reactions to notice of University
- Keeping in touch with individual academic areas
- Detailed involvement:
 - review of individual areas of University
 - trouble shooting tasks (e.g. establishing new system for appointing Heads of Schools)
 - fundraising projects
 - chairmanship of joint committees with staff unions
 - outside/moderating involvement in sensitive area (e.g. appointment of Heads of Schools, senior staff remuneration, study leave, membership of Audit Committee)

b) Criteria for appointment

The criteria for appointment can therefore be listed as:

- Essentials (must have)
 - belief in UEA
 - empathy with HE (teaching and research)
 - availability for mid or long term relationship (i.e. more than one 3 year term)
- Desirable (as many as possible)
 - international profile in business or research
 - national profile
 - profile in Norfolk and/or Suffolk
 - profile in City of London
 - current or recent experience in
 - business at director/senior manager level
 - professions at partner/senior manager level
 - public service e.g. as Board/Council member or senior manager
 - public policy setting, especially science and education
 - health service as Board member or senior professional or manager
 - organisations forming market for University, such as schools or research
 - department or companies, at senior level
 - availability of time for Council and committees and informal roles
 - majority likely to be resident in East Anglia
 - UEA alumnus
 - UEA subject affiliation (particularly vocational)

- Diversity (the Council Membership Committee has regard to the balance of the Council when making its recommendations)
- Coverage (needed within the group)
 - region and regional businesses and activities
 - range of roles
- For existing members who wish to be reappointed for a further term, the Council Membership Committee will have regard to the member's record of attendance during the current term.

Skills and Attributes of the Independent Members

Each independent member must satisfy all of the essential criteria:

- belief in UEA
- empathy with HE (teaching and research)
- availability for mid or long term relationship (i.e. more than one 3 year term)

In addition, the overall range and balance of experience is important for the work of the Council itself, and especially when considering the independent membership of Committees. The range of skills and attributes which, ideally, the Council Membership Committee seeks to achieve among the independent membership as a whole is set out below.

High Priority	Important
Accountancy and Finance	
General Business*	Public Sector
Property	Information Technology
Legal	Fundraising
Marketing	
Human Resources	

* "General Business" means senior-level experience in a major commercial enterprise and one of these two members should, ideally, have experience of science-based business.

Desirably, the independent membership should reflect appropriate diversity and a balance of members with a profile in national or regional affairs, and those from the public and the private sectors.

THE COUNCIL MEMBERSHIP 2014-2015: WHO'S WHO

EX-OFFICIO MEMBERS

The Pro-Chancellor and Chairman of Council

Mr Richard Jewson (2010-2016)

Principal activities

Chairman – Tritax Big Box Reit PLC
Chairman – Raven Russia plc
HM Lord-Lieutenant of Norfolk
Non-Executive – Temple Bar Investment Trust

Other information

JP
Commander of the Most Venerable Order of the Hospital of St John of Jerusalem
Chairman of Burghley Horse Trials Management Committee

Member of

Council (Chairman)
Council Membership Committee (Chairman)
Senior Officers' Remuneration Committee (Chairman)
Council appointments committee
Ex officio member of all UEA Committees

The Vice-Chancellor – These details are being updated

Professor David John Richardson (2014 -)

Principal activities

Vice-Chancellor, UEA (2014 -)

Other UEA Activities

Other activities

Other information

The Treasurer

Mr Jonathan Sisson (2006-2016)

Principal activities

Treasurer, UEA

Member of

Council
Finance Group
Ex officio member of all UEA Committees

Recent Activities

Partner in PwC 1980-2006

The Pro-Vice-Chancellors:

Professor David Petley (2014 -) – *These details are being updated*

Principal activities

Pro-Vice-Chancellor (Research, Enterprise and Engagement)

Other Activities

Other information

Member of

Professor Neil Ward (2013-2018)

Principal activities

Pro-Vice-Chancellor (Academic)

Chair: Learning and Teaching Committee
Chair: Admissions, Recruitment and Marketing Executive
Chair: Equality and Diversity Committee
Chair: Student Experience Committee

Co-chair: Employability Executive

Other Activities

Board member of the Academy of Social Sciences' Campaign for Social Science

Other information

Executive Dean Faculty of Social Sciences, UEA 2008-13
Formerly a Professor at Newcastle University (2004-08) and Leeds University (2001-04)

Member of

Academic-Related Staff Review Committee
Council
Council Membership Committee
Executive Team
Information, Strategy and Services Committee
Senate
Travel and Expeditions Committee
University Promotions Committee

MEMBERS APPOINTED BY SENATE

Professor Mark Blyth (2012-2015)

Principal Activities

Reader in Applied Mathematics, School of Mathematics, UEA

Member of

Senate

Professor Gillian Schofield (2013-2016)

Principal Activities

Head of the School of Social Work
Professor of Child and Family Social Work

Member of

Senate
Senate Disciplinary Committee

Other

Member of the British Association for Adoption and Fostering Research Advisory Committee
Member of the Economic and Social Research Council peer review college

MEMBER ELECTED BY SUPPORT STAFF

Eve Slaymaker (2012-2015)

Principal activities

PA to Head of School of Social Work

Member of

Council

INDEPENDENT MEMBERS

Joe Greenwell, CBE, DL (2013-2016)

Principal activities

CEO, Automotive Investment Organisation, UKTI
Chairman, RAC Foundation
Non-Executive Director, Aperam, Arcelor Mittal
Non-Executive Director, High Value Manufacturing Catapult and Chairman, Audit Committee
Non-Executive Director, SEMTA, Sector Skills Council

Other information

Chairman, Ford of Britain (retired)
Chairman and Chief Executive, Jaguar Land Rover (retired)

Member of

Council

Mr Graham Jones, (2011-2017)

Principal Activities

Retired (previously General Counsel and Group Secretary of Aviva plc)
Member of board of Aviva Pension Trustee Limited
Treasurer of Connect (charity)
Trustee of Musical Keys (charity)
Trustee of AGE UK Norfolk

Member of

Audit Committee (Chair)
Council
UEA Pension Trustee Board

Mrs Vicki Keller Dorsey (2010-2016)

Principal activities

Chairman, Keller Dorsey Associates, Inc. – a consultancy specializing in international political and macro-economic risk
Partner, Hildebrand Farm, and The Beeston Hall Arabian Stud

Other information

McKinsey & Co., London – public sector specialist (1973–75)
Special Assistant to the White House Domestic Council, Washington, DC (1970–72)
McKinsey & Co., New York – corporate social responsibility specialist (1966–70)
MBA, Harvard Business School (1964–66)
BA Economics (*summa cum laude*), University of California, Berkeley (1960–64)

Member of

Audit
Council
Council Membership Committee
Student Experience Committee

Ms Laura McGillivray (2006-2015)

Principal activities

Chief Executive Officer - Norwich City Council
Public sector leadership in local councils, voluntary and community organisations, Liverpool, London, Milton Keynes, York and Norwich.

Other information

MBA Public Service Management, University of Birmingham (INLOGOV) (1992 - 1994)
BA Sociology, University of Liverpool (1972 - 1975)
Norwich University of the Arts Trustee

Member of

Council
Sainsbury Centre for the Visual Arts Board
Norwich University of the Arts

Dr Kathryn Skoyles, (2011-2017)

Principal Activities

Trustee, The Foyle Foundation
Governor, The King's School Ely
Member, Review Board for Government Contracts

Other information

London School of Economics (LLB 1981, LLM 1982)
Monash University, Australia (PhD 1986)
Solicitor (retired)

Member of

Council (Deputy Chair)
Finance Group
Senior Officers Remuneration Committee
Chair: University Health and Safety Committee
Chair: BCLT Advisory Panel
Trustee, UEA Staff Superannuation Scheme

Mrs Wendy Thomson (2014-2017)

Principal activities

Managing Director, Norfolk County Council

International expert in public service governance and reform, experienced leader and adviser, working closely with politicians in Canada, UK and internationally

Other Information

Former Director and Professor of Social Policy at McGill University, Canada

Former Prime Minister Blair's Chief Adviser on Public Service Reform, led the Office of Public Service Reform in the Cabinet Office.

Former Director of Inspection at the Audit Commission

Former Chief Executive of the London Borough of Newham

Received PhD from the University of Bristol and MSW from McGill University.

Member of

Council

Mr Mark Williams (2014-2017)

Principal Activities

Partner, Domino Consulting LLP – a consultancy specialising in bid support, personal coaching and global mobility.

Retired Partner, Deloitte LLP, Tax Partner (2002-2013)

Chairman, Protective Film Solutions (Europe) Ltd

Co-founder and director, Dare To Dream Vintage Ltd

Other information

UEA alumnus, BA honours in French & European History, 1981-1985

MSc in transport Planning and Management, University of Westminster, 1986

Honorary Doctorate in Civil Law, UEA 2013

Arthur Andersen 1986-2002, partner from 1996

Member of

Council

STUDENT MEMBERS

Two Sabbatical Officers of the Union of Students

Mr Chris Jarvis (2014-2015)

Principal activities

Campaigns & Democracy Officer

Member of

Council

Mr Yinbo Yu (2014-2015)

Principal activities

Activities and Opportunities Officer

Member of

Council

APPENDIX 5

This Ordinance supersedes the provisions of the previous Charter and Statutes prescribing any matters which are the subject of this ordinance and pre-existing ordinances relating to study leave or leave of absence.

ORDINANCE 5 – THE COUNCIL AND ITS COMMITTEES

This Ordinance was approved by Council on 19 November 2012 and pursuant to clause 16 of the Charter (power to make Ordinances), Statute 1 (Composition of Council) and Statute 3 (Delegation by Council).

Membership

1. The membership of Council is nine independent members, the Vice-Chancellor, the Pro-Vice-Chancellor Academic, Pro-Vice-Chancellor Research and Enterprise, two members of staff appointed by ballot amongst members of the Senate (of which at least one shall be a member of the academic staff), one member of the support staff elected by those staff, two students nominated by the executive of the Students Union.
2. Council is the appointing authority in relation to any member (other than the Vice-Chancellor or Pro-Vice-Chancellors) and must approve the appointment of any prospective members put forward by nomination or election arrangements.
3. All members of Council will be given appropriate induction on appointment.
4. Council will appoint, from amongst its independent members, the Chair, the Deputy Chair and Treasurer.
5. The Deans of the Faculties are not members of Council, but attend with full speaking rights. They assist Council in its understanding of matters before it and proffer advice. They do not have a vote, and care has to be taken, particularly when the views of Council are being summarised by the Chair, that undue weight is not given to the views of the Executive Team overall because of the Deans' presence in numbers.

Meetings

6. There shall be at least six ordinary meetings of the Council in each academic year, including an extended meeting to review and discuss strategy and opportunity and risk management. The timing of these meetings will be approved by Council. Council may agree additional ordinary meetings subject to at least seven days' notice being given for such meetings. Extraordinary meetings may be summoned by the Chair. At least fourteen days' notice shall be given for Extraordinary meetings together with information as to the items to be discussed. It will not be necessary to circulate all papers at the time the notice of the meeting is given.

Agendas

7. The Agenda for any meeting will include such items as may be determined appropriate by the Registrar & Secretary, the Vice-Chancellor or the Chair of Council, or such items as have been requested by Council. Agenda and papers should normally be circulated seven days before each meeting.

Quorum

8. The quorum shall be one-third (rounded up to the nearest whole number) of the current members provided always that there is at least one-third (rounded up to the nearest whole number) of the current independent members present. In the event that the independent members present at the meeting do not constitute a majority, then a majority of the independent members present shall be able to require, before or immediately after

a decision is taken, that a decision is deferred until the next meeting or will not take effect until and unless it is ratified at that meeting.

Conduct of Business

9. The conduct of business shall be directed by the Chair of the meeting and the Chair's ruling on any point shall be final. All motions except those from the Chair, must be seconded before being put to the meeting. The Chair will normally summarise the consensus in the meeting and if there is no dissent the matter will be deemed to be Resolved *nem com*. If the Chair considers it appropriate, or there is a request for a vote, such vote will take place by show of hands. In the absence of the Chair at a meeting of Council, the Deputy Chair will preside, and in the absence of the Deputy Chair, a Chair will be elected for the meeting.

Declaration of Interest

10. A member of Council who has a pecuniary, family or other personal interest, whether or not in common with others, in any matter under discussion at any meeting at which he or she is present which may result in a conflict of interest shall declare that interest at the meeting and shall withdraw from that part of the meeting unless the meeting requests otherwise. A member who wishes to record in advance that he or she has interests that may make such disclosure necessary may do so by notifying the Registrar and Secretary of the interest; the Registrar and Secretary will inform the Chair of Council. In any case, any member declaring an interest will not vote on the relevant issue.

Committees

11. Council shall establish standing or ad hoc committees as it considers appropriate and delegate to such committees such powers and duties as it shall think fit. All members of committees shall hold office for three years subject to, in the case of a serving member of Council, their continued membership of Council. Every committee of Council shall have power to appoint sub committees and to delegate to such sub committees such of its powers and duties as the board or committee shall think fit.
12. Council may take any decision which is within the powers and duties it has delegated to a committee where it thinks fit to do so.
13. Where Council has not determined the matter, the filling of vacancies in the membership of committees will be determined by the Council Membership Committee.
14. The provisions of clauses 9,10, 20-24 and 25 of this Ordinance will apply to committees of Council and any references to Council shall be deemed to be references to the committee in question;
15. The quorum for committees will be one-third of current members rounded up to the nearest whole number.

The Common Seal

16. Where the execution of any contract or document has been approved by Council, or has been approved in accordance with delegated authority from Council, or is deemed by the Registrar & Secretary as being necessary to implement decisions taken by Council or decisions taken in accordance with powers delegated by Council, the Seal shall be affixed and witnessed by the Registrar & Secretary and the Vice-Chancellor or one of the Pro-Vice-Chancellors. In the absence of the Registrar & Secretary, the seal may be witnessed by the Vice-Chancellor and one of the Pro-Vice-Chancellors.
17. The Registrar & Secretary shall keep a Sealing register recording the particulars of the document sealed, the date of sealing and the identity of the person witnessing affixing of seal.

18. The use of the Seal shall be reported to the Council at the Ordinary meeting next following such use.
19. In every case where the Seal has been used and the instrument has been signed or purports to have been signed in good faith and in accordance with these regulations then the instrument shall be binding in favour of any third party and shall not be affected or varied in any way by any irregularity of procedure or any failure to comply with the terms of these regulations.

Confidentiality and Reserved Business

20. Where there is good reason for papers to be confidential and/or to remain confidential after the meeting for a period of time these will normally be printed on blue paper. Council will determine whether the paper will remain confidential after the meeting and for what period of time, normally on the recommendation of the paper's author. Circumstances where confidentiality is important could include where commercial issues are involved, where the reputation of the University, any of its ventures or any of its partners could be at risk, or where sensitive issues affect identifiable individuals. However, Council wishes to make as much information as possible open and reports should be constructed so that sensible redactions can easily be made to enable the bulk of material to be published more quickly.
21. If it is proposed that the minute of any discussion should remain confidential for a period of time after the meeting that will be approved by Council, normally on the basis of a recommendation provided in the report.
22. The Registrar & Secretary may determine that any business to be put before Council should be designated as both confidential and reserved, and this will normally be printed on yellow paper. In such circumstances student members will not receive papers and will withdraw from the meeting when the business is discussed. Council has determined that the amount of reserved business should be kept to a minimum and normally only be in circumstances where sensitive issues affect identifiable staff or students whether as individuals or groups.
23. From time to time Council may receive papers which are classified as "Secret", normally printed on pink paper. Such papers will be issued at the meeting and collected following the discussion. The content of these papers, Council discussions and prospectively any minutes will remain confidential at all times.
24. Members have personal responsibility for safeguarding the confidentiality of reports and Council discussions in accordance with this Ordinance, and for the safekeeping of papers.

Chair's Action

25. In the case of business requiring urgent attention between meetings, the Chair of Council, shall, when it is her or his opinion that it is not practical or proportionate to call an extraordinary meeting, have delegated authority to exercise the powers and functions of Council, subject always to the provisions of the Charter and Statutes. The exercise of such delegated authority will be reported to a subsequent meeting of Council, but will not require ratification.

REGISTER OF MEMBERS INTERESTS

GUIDANCE NOTES

1. The Standing Order of Council on Declaration of Interest is:

'Members of the Council are required to place on a Register held by the Registrar and Secretary details of pecuniary, family or other personal interests which may result in a conflict of interest with the business of the Council or may influence the judgement of members in undertaking that business. The form of the Register, the definitions used in it, and the procedures for its use shall be agreed by the Council from time to time. Notwithstanding the existence of the Register a member of the Council or any board or committee of the Council who has a pecuniary, family or other personal interest in any matter under discussion at any meetings of the relevant body at which he or she is present which may result in a conflict of interest shall as soon as practicable disclose the fact of his or her interest to the meeting and shall withdraw from that part of the meeting unless the Chair agrees otherwise'.
2. A nil return should be made if appropriate. Substantive changes to the information should be notified whenever they arise.
3. The ruling principle of declaration is for members to ask themselves whether members of the public, knowing the facts of the situation, could reasonably conclude that a conflict of interest could arise or that the interest might influence members' judgement. Members should also consider including relevant known interests of members of their households or close family members.
4. The following guidance notes refer to the sections on the form:
 1. Paid employment: remunerated employment, office or profession or other activity. Name of employer or business. Members of Council who are also members of UEA staff do not need to list that employment.
 2. Directorships: all directorships registered under the Companies Act, whether or not remunerated.
 3. Charities for which you act as a Trustee: this is a requirement of the Funding Council which is now our regulator under the Charities Act.
 4. Pecuniary interest: possible pecuniary interests not covered by 1 and 2 above are most likely to arise where
 - your employer, business associates, members of your household or close family members have a direct pecuniary interest in doing business with UEA, including educational and R & D business;
 - you or members of your household or close family have material shareholdings or other beneficial interests in a company or organisation in the same position.
 5. Significant involvement with organisations etc: this section is to cover all other cases of involvement which cannot easily be described under 1, 2 and 3 above.
 6. Position of authority etc: position of authority in a public organisation, charity or voluntary organisation concerned with education and training at any level, but especially post-secondary; also in organisations such as local authorities,

TECs, health bodies, where decision making could affect the University's interests.

7. Any other interest: any interest not covered above, of yourself or members of your household or close family, arising from application of the ruling principle in paragraph 3 above.
5. The following need not be recorded:
 - interests shared by the public at large, or by a large proportion of them (eg: membership of bodies such as the National Trust);
 - pecuniary interests (eg: shareholdings) not covered by the definitions above.
6. The forms completed by members will be collated into a register held by the Registrar and Secretary. It will be available for inspection by Council members, and also by staff and students of the University and members of the public presenting reasons judged adequate by the Registrar and Secretary. It will not be published, other than as required to meet our obligations as a charity. Relevant information from the register will be made available to the chair of the Council and its committees.
7. We will continue to collect biographical details on members for publication in UEA Council: Guidance for Members (the Orange Book). Some of that information may duplicate that in the Register of Interests.
8. Members with any comments on, or concerns or doubts about, the Register of Interests, are invited to contact the Registrar and Secretary.

THE COUNCIL - REGISTER OF MEMBERS INTERESTS

NAME :

PLEASE LIST (continue on a separate sheet where necessary)

1 PAID EMPLOYMENT or BUSINESS
2 DIRECTORSHIPS
3 CHARITIES FOR WHICH YOU ACT AS A TRUSTEE
4 PECUNIARY INTERESTS
5 SIGNIFICANT INVOLVEMENT WITH ANY ORGANISATION WITH WHICH THE UNIVERSITY MIGHT DO BUSINESS
6 POSITION OF AUTHORITY WITHIN ANY ORGANISATION WHOSE POLICIES AND DECISIONS MIGHT IMPACT ON THE UNIVERSITY
7 ANY OTHER INTEREST
SIGNED : DATE :

Please complete this form, taking account of the Guidance Notes, and return to the Registrar and Secretary, UEA, Norwich, NR4 7TJ.

APPENDIX 7

Schools, Faculties, Head of Faculties and Senior Officers

Faculty of Arts and Humanities

HUM – School of Art, Media and American Studies (AMA)

HUM – School of History (HIS)

HUM – School of Literature, Drama and Creative Writing (LDC)

HUM – School of Politics, Philosophy, Language and Communication Studies (PPL)

Faculty of Medicine & Health Sciences

FMH – School of Health Sciences (HSC)

FMH – Norwich Medical School (MED)

Faculty of Science

SCI – School of Biological Sciences (BIO)

SCI – School of Chemistry (CHE)

SCI – School of Computing Sciences (CMP)

SCI – School of Environmental Sciences (ENV)

SCI – School of Mathematics (MTH)

SCI – School of Pharmacy (PHA)

Faculty of Social Sciences

SSF – School of Economics (ECO)

SSF – School of Education and Lifelong Learning (EDU)

SSF – School of International Development (DEV)

SSF – School of Law (LAW)

SSF – Norwich Business School (NBS)

SSF – School of Psychology (PSY)

SSF – School of Social Work (SWK)

Student Services (Dean of Students' Office, etc.)

Acronyms

ET	Executive Team
VC	Vice-Chancellor (Professor David Richardson)
R&S	Registrar & Secretary (Mr Brian Summers)
PVC (ACAD)	Pro-Vice-Chancellor Academic (Professor Neil Ward)
PVC (RE)	Pro-Vice-Chancellor Research and Enterprise (Professor David Petley)
DoF (HUM)	Dean of Faculty – Arts and Humanities (Professor Yvonne Tasker)
DoF (FMH)	Dean of Faculty – Faculty of Medicine & Health Sciences (Professor Ian Harvey)
DoF (SCI)	Dean of Faculty – Science (Professor Philip Gilmartin)
DoF (SSF)	Dean of Faculty – Social Sciences (Professor Jacqueline Collier)

Committees

ARM Exec	Admissions, Recruitment and Marketing Executive
ISSC	Information Strategy & Services Committee
LTC	Learning and Teaching Committee