



UK | DUBAI | MALAYSIA

Senate Committee for Interim Business and Effectiveness TERMS OF REFERENCE

1. Constitution and Purpose

- 1.1 The Senate Committee for Interim Business and Effectiveness is established as a Committee of the Senate.
- 1.2 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](#), 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:
 - a) programmes of study;
 - b) teaching and research;
 - c) the granting of awards; and
 - d) the regulation and stewardship of the education and discipline of the Students.
- 1.3 The Senate reports to the Court on the discharging of these responsibilities. 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). Ordinance C4 permits the Senate to establish committees, and to prescribe their terms of reference and composition. The Committee reports to the Senate on all matters related to its remit.
- 1.4 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; and
 - d) conduct urgent business on behalf of the Senate.

2. Remit

- 2.1 The Senate delegates authority to the Committee for Interim Business and Effectiveness, through the Senate [Statement of Primary Responsibilities and Delegations](#) to:
- 2.2 **Effectiveness**
 - a) consider and make recommendations with respect to the effectiveness of the Senate and its Committees and the University's academic governance structures;
 - b) consider the findings of periodic reviews of the effectiveness of the Senate and its Committees and recommend for the approval of the Senate action plans arising from such reviews;

- c) recommend for the approval of the Senate a work plan to support the effective operation of the Senate each academic year; and
- d) agree a programme of events and/or materials for the members of the Senate and its Committees to provide guidance on academic governance requirements and processes; the role of the Senate and its Committees; the responsibilities of the members of the Senate and its Committees; and other matters as needed to support the effectiveness of the Senate and its Committees.

2.3 **Senate Governance**

- a) recommend for the approval of the Senate the modification, as may be needed, of the Senate Statement of Primary Responsibilities and Delegations;
- b) 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;
- c) 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 its Committees, the conduct of the members of the Senate and its Committees, and other matters with respect to the effectiveness of the Senate and its Committees; and
- d) recommend for the approval of the Senate the making, modification, and revocation of Regulations and policies as may be needed in respect of the procedures of the Senate and its Committees, the conduct of the members of the Senate and its Committees, and other matters with respect to the effectiveness of the Senate and its Committees.

2.4 **Senate Administration**

- a) 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;
- b) 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;
- c) approve the appointment of the Senate-appointed and School-appointed members of the Committees of the Senate (excluding the members of the Senate Committee for Interim Business and Effectiveness);
- d) approve the appointment of the Senate-appointed members of the Joint Committees of the Court and the Senate;
- e) 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;
- f) recommend for the approval of the Senate the establishment or disestablishment, as may be needed, of Committees of the Senate;
- g) 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;
- h) 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;

- i) 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 Senate Committee for Interim Business and Effectiveness);
- j) 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 Senate Committee for Interim Business and Effectiveness);
- k) recommend for the approval of the Senate modifications, as may be needed, of the composition and terms of reference of the Senate Committee for Interim Business and Effectiveness;
- l) 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; and
- m) consider each year the operation of the attendance policy and the record of attendance for the Senate and its Committees and invite the Chair of the Senate and/or the Chairs of its Committees, as may be needed, to respond to attendance issues.

2.5 Interim Business

- a) 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.

2.6 Other Business

- a) conduct such other business consistent with the Charter, Statutes, and Ordinances as the Senate may authorise;
- b) approve the granting of the title Professor Emeritus;
- c) appoint (on behalf of the Senate) Academic members of staff as Assessors of Student Academic Appeals at the second stage consideration (Regulation A12 refers); and
- d) 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.

2.7 Powers that are reserved to the Senate

- a) The Senate is the principal forum for the University's Academic Staff and Students;
- b) The Senate shall make, modify, or revoke Academic Regulations;
- c) The Senate shall approve the University's academic calendar;
- d) The Senate shall consider and approve the deprivation or revocation of awards resulting from programmes of study;
- e) The Senate shall consider and approve the deprivation or revocation of honorary degrees;
- f) 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;
- g) 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;

- h) The Senate shall make, modify, and revoke Regulations and policies in respect of academic dress;
- i) The Senate shall retain the authority to revoke honorary academic titles;
- j) The Senate shall retain the authority to revoke the status of Professor Emeritus;
- k) The Senate shall make recommendations to the Court as to the conferral or the revocation of the status of Visiting Professor;
- l) 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);
- m) The Senate shall approve the membership and appointment of a selection committee in respect of the appointment of the Heads of Primary Academic Units, professors, or professorial fellows;
- n) The Senate shall make recommendations to the Court as to the appointment of the Heads of Primary Academic Units;
- o) The Senate shall make recommendations to the Court as to the conferral or the revocation of the status of Member of the University; and
- p) The Senate shall appoint, reappoint and remove Deans.

3. Composition and Membership

- 3.1 The Committee shall comprise:
- a) The Chair of the Committee (who shall be nominated by the Principal and Vice-Chancellor and agreed by the Senate)
 - b) The Vice-Chair of the Committee (who shall be nominated by the Principal and Vice-Chancellor and agreed by the Senate)
 - c) Chairs of the Standing Committees of the Senate
 - a) University Committee for Research and Innovation
 - b) University Committee for Quality and Standards
 - c) University Committee for Discipline
 - d) University Committee for Learning and Teaching
 - d) President of the Student Union
 - e) 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.

4. Equality, Diversity and Inclusion

- 4.1 The Committee will exercise 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 will also act to promote equality of opportunity for all colleagues who are involved in carrying out the business of the Committee.

5. Quorum

- 5.1 The quorum necessary to transact business is four members, at least two of whom must also be members of the Senate.
- 5.2 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.
- 5.3 All members of the Committee (who are members of the Senate) are entitled to vote in any vote of the Committee.
- 5.4 A person invited to be 'in attendance' at any meeting of the Committee is not entitled to vote.
- 5.5 The Chair has a deliberative vote and a casting vote.

6. Chair

- 6.1 The Chair of the Committee, as nominated by the Senate, shall be the Principal and Vice-Chancellor.
- 6.2 The Vice-Chair of the Committee, as nominated by the Senate, shall be the Vice-Principal and Provost.
- 6.3 In the absence of the Chair and the Vice-Chair of the <Committee. members shall elect from among the members of the Committee who are present at the meeting a person to act as Chair for the meeting or until such time that the Chair of the Committee arrives.

7. Frequency of Meetings

- 7.1 The Committee normally has six ordinary meetings each Academic Year, aligned with meetings of the Senate.
- 7.2 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.
- 7.3 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.

8. Attendance at Meetings

- 8.1 The following officers are expected to be in attendance at meetings:
 - a) University Secretary
 - b) Committee Clerk
- 8.2 Other officers and members of the University community may be asked to attend when appropriate, with the agreement of the Chair.
- 8.3 The Committee maintains a record of attendance at each of its meetings and reports this information in accordance with the Attendance Policy.

9. Reserved Business

- 9.1 There may be occasions when the Committee's business is designated reserved and/or commercially sensitive. On such occasions, with the approval of the Chair, any persons in attendance may be asked to withdraw from the meeting during consideration of a particular reserved item of business.
- 9.2 The record of matters which the Chair and the Committee are satisfied should be dealt with on a reserved basis will be identified within the minutes.

10. Conflict of Interest

- 10.1 Where it is identified that a member of the Committee has a conflict of interest with respect to a matter, the Chair may, request that the member in question withdraw from participation in relevant business. Depending on the nature of the business, this may allow for participation in discussions without taking part in decision making or may require complete non-participation and/or withdrawal from that part of the meeting.
- 10.2 All instances of identified conflicts of interest shall be recorded in the minutes.

11. Reporting Procedures

- 11.1 The Committee will submit regular reports to the Senate based on the Committee minutes. The Chair will approve the content of reports before release.
- 11.2 The Chair will report to the Senate on any matters which the Committee considers ought to be brought to the attention of the Senate and on any matters requiring the approval of the Senate. These matters will be highlighted in the Committee's report.
- 11.3 The Committee's records (agenda, papers, minutes) are included in the University's Freedom of Information Publication Scheme. Information will be readily accessible on request to members of the public under the terms of the Freedom of Information (Scotland) Act (FOI(S)A) with the exception of information which is deemed to be covered by a specific exemption under the Act. Minutes and reports of the Committee will denote those areas of reported business which are deemed to fall within the designation of information which is 'exempt' under the FOI(S)A.

12. Forward Planning

- 12.1 The Committee will maintain a forward agenda plan of its business.
- 12.2 The Committee will review its Terms of Reference and submit recommendations on them to the Senate annually for approval.
- 12.3 The Committee will set its meeting dates two years in advance, aligned to the schedule of meetings of the Senate.
- 12.4 As part of its annual year-end self-assessment, the Committee reviews its performance in fulfilling its remit and considers possible modifications to its Terms of Reference. This also gives it opportunity to review the Composition (including the gender balance of its membership, and the opportunity to receive contributions from the University's different campuses) and to submit recommendations as appropriate to the Senate.

12.5 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; and effective communication of decisions to all relevant parties throughout the University.

13. Supporting Information

Groups feeding into the Committee

- 13.1 None at present.

Effectiveness and lifespan

- 13.2 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.

Actions that may be taken by the Committee

- 13.3
- Approve
 - Note
 - Receive
 - Consider
 - Endorse
 - Recommend
 - Reject
 - Ratify

Minuting style

13.4 Traditional/formal minutes in accordance with internal University guidance.

Resources

Clerk

Ms Megan Morgan, Governance Officer

Administrative support

Ms Ashley Beaton, Governance Assistant

Version	Amendments	Approved by
V1	N/A	Senate - 17 May 2017
V2	Modifications	Senate – 12 September 2018
V3	Names updated	N/A
V4	Minor changes and updates, new template adopted.	Senate – 23 April 2025