

University Leadership Team

Name	University Leadership Team (ULT)
Terms of Reference	<p>The Team is the University’s senior operational team. It inputs and consults with VCEG on the strategic direction of the University, and the fulfilment of the Corporate Strategy.</p> <p>The Team will be a decision-making body subject to agreement on the nature of delegated decision-making from VCEG.</p> <p>The Team will focus on managing the opportunities and risks facing the university, and will agree on the appropriate action plan in response.</p> <p>The Team will provide the platform for cross -school and -directorate discussions, information sharing, and communications.</p> <p>The Team will share best practice to ensure maximum performance: in education, research, and enterprise activities, and is responsible for driving and maximising institutional performance.</p>
<p>Membership</p> <p>Ex – officio Members</p> <p>In attendance</p>	<p>Chief Operating Officer (Chair) with Principal and Vice Chancellor chairing specific items by agreement.</p> <p>Depute Principal</p> <p>The Vice Principals</p> <p>Chief Finance Officer</p> <p>Director of Corporate Support</p> <p>Deans of School</p> <p>Chief Information Officer</p> <p>Director of Student Life</p> <p>Director of Marketing, Recruitment and Engagement</p> <p>Director of People & OD</p> <p>Director of Estate Solutions</p> <p>Director of London Campus</p> <p>Director of Strategic Planning & Development</p> <p>Associate Vice-Principals</p> <p>SAUWS Senior Student Representative</p> <p>SAUWS CEO</p> <p>Executive Adviser to the Principal</p> <p>Executive Adviser to the Depute Principal and Chief Operating Officer</p> <p>The Team may invite other colleagues to attend as required. Alternates may attend as appropriate.</p>

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	Attendance from all schools, directorates and departments is considered mandatory.
Remit	<p>The Team provides the opportunity for discussing academic and operational aspects of the University business. Informed by information from VCEG on policy, funding and environmental issues.</p> <p>The Team will explore opportunities and risks in the external landscape to inform the future direction of the University. It will seek external points of view as appropriate.</p> <p>The Team is responsible for operationalizing the UWS corporate strategy.</p> <p>The Team will take a strategic overview of academic provision to ensure coherence between programme changes proposed by School, the UWS Corporate Strategy, and the strategic and economic imperatives of the University.</p> <p>The Team will make recommendations to the VCEG in respect of the shape and delivery of the academic portfolio, the performance of programmes in terms of quality, recruitment retention and progression and the distribution of funded places. ULT will also agree targets for, and monitor, annual School student intakes and overall student populations, and make recommendations to VCEG.</p> <p>ULT takes management-level decisions on academic, strategic, developmental, and budgetary aspects of the University's business.</p> <p>ULT is the forum for VCEG members to receive advice and feedback from, and consult with, ULT members. ULT are responsible for cascading information to their respective portfolio as appropriate and delivering against ULT actions.</p>
Administrative Support	Provided by the Executive Support Team.
Agendas	<p>Agenda planning is coordinated through Strategic Planning (SP) in collaboration with the Chair, to ensure alignment to corporate strategy delivery. A full annual plan is prepared to align with the strategic planning cycle.</p> <p>ULT members contribute their annual plan/ requirements of ULT related to their portfolio.</p> <p>Agendas and papers are circulated 48 hours in advance of the meeting (excluding weekends) by the Executive Support Team. The agenda comprises primarily papers with clear objectives and outcomes.</p>
Frequency of Meetings	The Team will meet on a monthly basis, and will have at least one residential meeting per year.
Reporting	The University Leadership Team will provide reports to VCEG on relevant issues on an exception basis.

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Internal Communication	Key notes and actions are circulated to ULT within 48 hours of meetings. Key actions/decisions are communicated to the Leadership Forum within 72 hours. Any information noted as relevant for wider communication to be disseminated within 72 hours.
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12 June 2017