

## **SECTION 2: ORGANISATION AND GOVERNANCE**

### **2.1 The Colleges**

2.1.1 There shall be Colleges in the University as specified by the Council, which shall be the primary focus for the management of the University, including academic and resource management.

2.1.2 The Colleges shall be:

Arts and Law

Engineering and Physical Sciences

Life and Environmental Sciences

Medicine and Health

Social Sciences

### **2.2 Principal Academic Units within Colleges**

Principal Academic Units may be established, restructured or dissolved by the University Executive Board on the recommendation of a College Board, except in cases where the provisions of Statute 14 (part II) apply, when the University Executive Board shall submit a recommendation to the Council. There will normally be up to eight such units within each College, each with a head who reports directly to the Head of College and is an ex officio member of the College Board. Such Principal Academic Units may include staff from other Colleges but managerial responsibility for the activities of the unit will remain with the College within which the unit is established.

### **2.3 University Research Institutes**

2.3.1 University Research Institutes are normally inter-College structures which facilitate areas of research in which the University wishes to support and further develop a high international profile.

2.3.2 University Research Institutes may be established, restructured or dissolved by the University Executive Board on the recommendation of the Head or Heads of College whose staff are associated with the University Research Institute and with the endorsement of the Pro-Vice-Chancellor with responsibility for research.

2.3.3 University Research Institutes will be reviewed on a regular basis and at least once every five years by the University committee with responsibility for research matters. Recommendations for the continuance or dissolution of the University Research Institutes and regarding any other matters considered to be relevant will be submitted to the University Executive Board.

2.3.4 All members of Academic Staff and Registered Students who are associated with a University Research Institute will be members of a College.

## **2.4 The Guild of Students**

- 2.4.1 The Guild of Students shall be an organised charitable association of the students of the University for the furthering of their common interests, and shall be one of the recognised means of communication between the Registered Students and the Council, Senate and other authorities of the University.
- 2.4.2 The Guild of Students may make laws for its internal management and administration, the election of its officers, the alteration of its laws, and all other matters requiring regulation, but no law shall be effective until approved by the Council.
- 2.4.3 All Registered Students of the University shall be full members of the Guild of Students and shall remain members only so long as they are Registered Students, provided always that they may elect to withdraw from membership of the Guild while retaining the right of access to sporting, social and related facilities provided by or under the auspices of the Guild.
- 2.4.4 The constitution of the Guild of Students, subject always to the approval of the Council of the University, may provide for categories of membership other than full membership.
- 2.4.5 The Council shall ensure that the Guild of Students operates in a fair and democratic manner by:
- (a) reviewing and, if the Council sees fit, approving any amendments to the constitution of the Guild of Students;
  - (b) approving the election of officers of the Guild of Students, provided the Council is satisfied that the elections were fairly and properly conducted;
  - (c) reviewing and approving the proper conduct of financial affairs of the Guild of Students, including receipt of its annual accounts, approval of budget and monitoring of expenditure;
  - (d) reviewing and approving the proper conduct of a complaints procedure available to all students or groups of students, including the appointment by the Council of an independent person to investigate and report on complaints;
  - (e) reviewing the provisions of the constitution of the Guild of Students at intervals of not more than five years;
  - (f) reviewing the affiliation of the Guild of Students to any external organisations at intervals of not more than one year.
- 2.4.6 The Council shall prepare and issue a Code of Practice in relation to the Guild of Students setting out the arrangements whereby it will fulfil the responsibilities outlined above. The University shall publish a statement at least annually which shall bring this Code of Practice to the attention of students.

## **2.5 Affiliation and Collaboration**

### Affiliation

- 2.5.1 Affiliation is a formal collaborative arrangement between the University and another educational establishment or institution, which creates close and strong links throughout the two institutions and which relates to a substantial range of activities or programmes.
- 2.5.2 The University, acting through Council, may affiliate any educational establishment or institution after a recommendation from the Senate, on such terms as it thinks fit.
- 2.5.3 The University shall not normally grant affiliation to any institution for a period of more than five years; but this privilege may be renewed by the Council for other similar periods after a review and report by the Senate.

### Collaboration

- 2.5.4 The University, acting through Council, may enter into collaborative agreements which may include, but are not limited to, agreements for delivery of teaching of programmes and research.
- 2.5.5 The Senate shall establish procedures for approval, monitoring and review of collaborative agreements which relate to the academic work of the University.
- 2.5.6 The Senate shall establish criteria and a procedure for award of the title of Recognised Lecturer.

## **2.6 Contracts**

- 2.6.1 Contracts made by or on behalf of the University shall be validly made and binding on the University if made as follows:
  - (a) Any contract which if made between private persons would be by law required to be in writing, and if made according to English Law to be under seal, may be made on behalf of the University in writing under its common seal. Such contracts may be in the same manner varied or discharged.
  - (b) Any contract which if made between private persons would be by law required to be in writing and signed by the parties to be charged therewith, may be made on behalf of the University in writing and signed, through the use of either handwritten or electronic signatures, by any person acting under the express or implied authority of the Council. Such contracts may be in the same manner varied or discharged.
  - (c) Any contract which if made between private persons would by law be valid although made verbally only and not reduced into writing, may be made either in writing or verbally on behalf of the University by any person acting under the express or implied authority of the Council. Such contracts may be in the same manner varied or discharged.

## **2.7 Use of the University Seal**

- 2.7.1 All deeds and documents requiring to be sealed by the University shall be sealed in the presence of a Member of the Council and the Registrar and Secretary (or nominated deputy).
- 2.7.2 A seal book shall be kept in which shall be recorded particulars of all deeds and documents to which the University Seal is affixed.
- 2.7.3 A report shall be submitted to each meeting of the Council recording the deeds and documents to which the University Seal has been affixed since the date of the last meeting of the Council.

## **2.8 The Senate**

- 2.8.1 The Senate shall consist of the following persons, namely:
  - Class A. The Vice-Chancellor and Principal (in the Chair), the Provost and Vice-Principal or Vice-Principals, the Pro-Vice-Chancellors, and the Heads of Colleges.
  - Class B. Three members of each College Board, nominated by the Head of College, including the Director of Research and Knowledge Transfer and the Director of Education.
  - Class C. One Sabbatical Officer nominated by the Guild of Students.
  - Class D. Five Registered Students nominated by the Guild of Students.
  - Class E. Four members of the Academic or Research Staff of each College, one of whom must be a Professor, elected by and from the Academic and Research Staff of each College.
  - Class F. Up to six members co-opted by Senate on the recommendation of the Vice-Chancellor.
- 2.8.2 The term of office for ex officio members in Class A and Class C shall be continuous for such period as they hold the post or office designated.
- 2.8.3 The term of office for members in Class B shall be continuous for such period as they remain appointed to serve on the Senate in this capacity by the Head of College.
- 2.8.4 The term of office for members in Class D shall be one year, renewable for two further terms of office, consecutively or otherwise.
- 2.8.5 The term of office for members in Class E shall be four years, renewable for one further term of four years.
- 2.8.6 The term of office for members in Class F shall be one year, which may be renewable.

## **2.9 Powers of the Senate**

- 2.9.1 The Senate shall, within the authority delegated by the Council and further specified in any terms of reference approved by the Council from time to time:
- (a) keep under review the overall academic policies and academic strategies of the University and make recommendations thereon to the Council;
  - (b) be responsible to the Council for regulating and directing the academic work of the University in admission, teaching, assessment and research and for the award of all Degrees, Diplomas, Certificates and other academic distinctions of the University; and
  - (c) be responsible to the Council for the control and regulation of the conduct, discipline and academic progress of the Registered Students of the University (whether intra-mural or extra-mural) and for the enforcement of discipline and for procedures for hearing the legitimate complaints by Registered Students against the University.
- 2.9.2 The Senate shall have power to discuss any proposed change in the Charter and Statutes and to send views to the Council.
- 2.9.3 Such matters as shall be committed to the Senate by the Council shall be transacted by the Senate, provided always that the Senate may at any time delegate any of its duties or powers to:
- (a) an appropriately qualified member of the Senate; or
  - (b) an appropriately qualified committee consisting of persons appointed by the Senate or under its authority; or
  - (c) an appropriately qualified member of the Staff.
- 2.9.4 The Senate may make standing orders governing the procedure at meetings of the Senate. This includes the power to add to, amend, alter or repeal any theretofore made.

## **2.10 Staff Elections to the Senate**

- 2.10.1 Four members of the Academic or Research Staff of each College, one of whom must be a Professor, shall be elected by and from the Academic and Research Staff of each College to serve as members of the Senate in Class E.
- 2.10.2 Emeritus Professors or those appointed as Honorary or Visiting Professors shall not be eligible for membership of Senate in Class E.
- 2.10.3 Elections shall normally be scheduled in the spring term, such that the outcome is known by the date of the spring meeting of Senate (so that any action to co-opt members under Ordinance 2.12 may be taken and approved before the end of that University Session).

- 2.10.4 Elected members shall serve for four years, with effect from the start of the University Session immediately following their election and shall be eligible for re-election for one further term of four years provided always that on initial appointment on 1 April 2008:
- (a) two of the elected members from each College who receive the least votes shall have an initial term of office of two years only; and
  - (b) all the elected members shall serve for an additional period between 1 April 2008 and the start of the University Session immediately following their election.
- 2.10.5 An elected member of the Senate shall be required to vacate his or her seat without completing his or her term:
- (a) if he or she ceases to be a member of the constituency from which he or she was elected, whether this be because he or she has left the College or University or through being appointed to a post which has ex officio membership of the Senate; or
  - (b) if he or she is granted leave for one year or more, his or her seat to be vacated from the date when such leave commences.
- 2.10.6 Casual vacancies may be filled at by-elections held as soon as reasonably practicable, to take effect from the start of the following term for the remainder of the unexpired period of appointment.
- 2.10.7 The Registrar and Secretary shall be the returning officer for all elections to the Senate, and shall have power to appoint deputies to discharge all or any of such duties. The Registrar and Secretary shall be responsible for determining and publishing a Code of Practice on Elections which shall:
- (a) determine any questions concerning eligibility to vote or to stand for election;
  - (b) specify that unless otherwise determined by the Senate, voting shall take place by secret ballot and by single transferable voting; and
  - (c) specify that there must be provision for any person nominated to withdraw from the election.

## **2.11 Student Nominations to the Senate**

- 2.11.1 Five Registered Students shall be nominated to Senate (Class D) by the Guild of Students from among the student members of Staff/Student Committees or other committees or bodies within Colleges.
- 2.11.2 The nominations should seek to represent the diversity of the student population, including in terms of level of programme of study. Nominations should normally be made before the spring meeting of Senate, for membership to take effect for the start of the following University Session. If the Guild of Students wishes to nominate first year Registered Students to serve as members of Senate (Class D), such nominations may be delayed, to be made as soon as practicable after the start of the University Session

in which the Students would serve.

- 2.11.3 A member in Class D nominated to the Senate shall serve for one year with effect from the start of the University Session and shall be eligible for re-nomination on no more than two occasions.
- 2.11.4 Where the pattern of student nominations resulted in a decision to co-opt a representative from a specific group or class of students (under Ordinance 2.12.1(e), the Guild of Students shall take note of this when considering nominations for the following University Session.
- 2.11.5 Senate shall retain the right to reject one or more of the student nominations for co-option and to require the Guild to reconsider.

## **2.12 Co-option to Membership of the Senate**

- 2.12.1 Ordinance 2.8.1 provides for the Senate to co-opt up to six members (Class F) on the recommendation of the Vice-Chancellor. These shall normally be:
  - (a) a member of the Academic or Research Staff, ex-officio or ad personam; or
  - (b) a representative of a class or group of Academic or Research Staff, not already represented or not adequately represented in other classes of members; or
  - (c) a representative of a specific academic discipline or area of academic activity, not already or not adequately represented in other classes of members; or
  - (d) a Chair of a committee of the Senate not otherwise represented in other classes of members; or
  - (e) a representative of a class or group of Registered Students not already or not adequately represented among those nominated by the Guild to Class D.
- 2.12.2 All co-opted members shall serve for one year and shall be considered as full, voting members of Senate for the duration of their membership.
- 2.12.3 The Vice-Chancellor shall review the co-opted membership annually, when the normal processes to elect/re-elect Academic Staff members of Senate (Class E, under Ordinance 2.8.1) have been completed; and when nominations for student members have been made by the Guild of Students. He or she may then recommend, normally to the summer term meeting of Senate, in each case:
  - (a) one or more persons to be co-opted under one of the categories in Ordinance 2.12.1
  - (b) that a particular co-option or co-options be renewed for a further University Session.
- 2.12.4 Where Senate approves a recommendation for a further Registered

Student co-option under 2.12.1 (e), the Guild of Students shall be asked to make an appropriate nomination, in time for the nominee to take up membership at the start of the University Session, or as soon as practicable thereafter. Senate shall retain the right to reject one or more of the nominations for co-option and to require the Guild to reconsider.

2.12.5 A co-opted Staff member of the Senate shall be required to vacate his or her seat:

- (a) if he or she ceases to be a member of the class or group from which he or she was nominated;
- (b) if granted leave of absence from the University for more than one term, the seat to be vacated from the date that such leave commences;
- (c) in the case of a member who has been co-opted ex-officio, if they vacate the post concerned or if the post is disestablished.

2.12.6 For vacancies under 2.12.1 (a) which arise in the autumn term and unless Senate resolves to the contrary, the Vice-Chancellor, after consultation, may recommend for consideration by the Senate a replacement to fill the casual vacancy for the remainder of the University Session. Vacancies which arise in the spring term shall be considered in the normal way under Ordinance 2.12.3.

2.12.7 For casual vacancies which arise in categories 2.12.1 (b) and (c), and unless Senate resolves to the contrary, the Vice-Chancellor may recommend for consideration by the Senate a replacement (if he or she wishes) to the next meeting of the Senate to fill the casual vacancy for the remainder of the University Session.

## **2.13 University Executive Board**

2.13.1 There shall be a University Executive Board which shall have the following composition:

The Vice Chancellor and Principal (in the Chair);

The Provost and Vice-Principal or Vice-Principals;

The Pro-Vice Chancellors;

The Heads of Colleges;

The Registrar and Secretary;

and such other persons as may be recommended by the Vice-Chancellor, after consultation with the University Executive Board, and approved by the Council for such terms of office as it determines.

2.13.2 The University Executive Board shall:

- (a) consider and take decisions in respect of any aspect of the University's strategy, operation or management (including for the



avoidance of doubt, matters of academic implication and allocation of financial, physical and human resources) within the authority delegated by the Council and specified in terms of reference approved by the Council from time to time;

- (b) make recommendations to the Vice Chancellor, the Council, the Senate or any other body within the University on any matters not within the Board's authority to determine; and
- (c) monitor the Colleges' individual and collective implementation of University strategies and policies and direct the College Boards as necessary.

## **2.14 College Boards**

- 2.14.1 Each Head of College shall be advised by a College Board which shall have the following composition:

The Head of College (in the Chair);

The Head of each of the Principal Academic Units within the College as defined by Ordinance 2.2;

The Director of Education within the College, appointed by the University Executive Board on the recommendation of the Head of College;

The Director of Research and Knowledge Transfer within the College, appointed by the University Executive Board on the recommendation of the Head of College;

The Head of Operations of the College;

and such other persons as may be recommended by the Head of College, after consultation with the College Board, and approved by the University Executive Board for such terms of office as it determines.

- 2.14.2 At the beginning of each University Session the Head of College shall appoint either the Director of Education or the Director of Research and Knowledge Transfer to be his or her deputy and who shall chair meetings of the College Board whenever the Head of College is absent.
- 2.14.3 The term of office for all members of the Board shall be continuous for such period as they hold the post or office designated.
- 2.14.4 The College Board shall:
- (a) advise the Head of College in respect of the College's strategy, operation or management (including for the avoidance of doubt, matters of academic and financial implication) and within the extent of the authority delegated by the Council;
  - (b) facilitate communication and ensure the effective co-ordination of all matters relevant to the running of the College and its activities, including inter-College activities;

- (c) take decisions under the direction of the University Executive Board and the Council with respect to matters specified in terms of reference approved by the University Executive Board on behalf of the Council from time to time or with respect to matters delegated by the Council or Senate; and
- (d) make recommendations to the Council, the Senate, the University Executive Board or any other body within the University on any matters not within the Board's authority to determine.

## **2.15 Membership Committee of Council**

### Composition

- 2.15.1 The membership committee shall consist of the following persons, namely:
- (a) the Pro-Chancellor, who shall Chair the membership committee;
  - (b) the Deputy Pro-Chancellors;
  - (c) one of the members of Council in Class IV, to be appointed by the Council;
  - (d) the Vice-Chancellor and Principal;
  - (e) the Provost and Vice-Principal; and
  - (f) one of the members of Council in Class II to be appointed by the Council.
- 2.15.2 Appointed members of the Committee shall serve for a term determined by the Council that shall normally be for three years and may not be re-elected to serve for a further term without a break of at least one year.
- 2.15.3 Meetings of the membership committee shall be quorate provided at least two of its Lay Members attend.
- 2.15.4 The members of the membership committee shall cease to be members of this committee if they cease to be members of Council.

### Terms of Reference

- 2.15.5 Under Section 8 of the Statutes, and having regard to the general requirements of Article 12 of the Charter, the membership committee of Council shall, in the light of advice provided by Council, invite, receive and assess nominations for vacancies in Class IV of Council and make recommendations to the Council for the appointment or re-appointment of members to Class IV.
- 2.15.6 The membership committee shall have power to exercise discretion in inviting nominations for new members of Council from a constituency that will include but not be restricted to all members of the University as defined in Section 6 of the Statutes. In inviting nominations, the membership committee shall consult widely and, as necessary, publicly advertise and

shall pay full regard to the need for diversity and interests on the Council representative of the population at large, subject always to the over-riding criterion of personal merit.

- 2.15.7 The membership committee shall review annually on behalf of Council the establishment, terms of reference, constitution, composition and membership of Council committees, and make recommendations annually to Council for their continuation or amendment where applicable in consultation with the chairpersons of Council committees.
- 2.15.8 In accordance with Ordinances 3.2 and 3.3, the membership committee shall invite, consider and recommend nominations to Council for the elections of the Pro-Chancellor, and Deputy Pro-Chancellors. The committee will also consider and make recommendations to Council on the re-appointment of the Pro-Chancellor and Deputy Pro-Chancellors.
- 2.15.9 Where a nomination for the re-appointment of the person identified in 2.15.1 (c) as a Lay Member of Council is to be reviewed by the membership committee, the person concerned shall withdraw from the meeting while the nomination is considered and also from the meeting of Council while it considers the advice of the membership committee relating to the nomination.
- 2.15.10 In accordance with 2.15.8, where a nomination for the re-appointment or re-election of a person identified by 2.15.1 (a) or (b) to the office of Pro-Chancellor or Deputy Pro-Chancellor is to be reviewed by the membership committee, the person concerned shall withdraw from the meeting while the nomination is reviewed and also from the meeting of Council while it considers the advice of the membership committee relating to the nomination.
- 2.15.11 Council shall annually review the powers, duties and rules of procedure of the membership committee.