



The Organisation of the University 2018/19

Version 4.9 Published May 2019

The constitution of the University and the pattern of its organisation are laid down in the Charter, Statutes and Regulations, which provide the University with its legitimacy and status as a corporate body. This document describes the organisational structure subsidiary to the provisions of the Charter, Statutes and Regulations and reflects decisions made by Council, Senate and the University Executive Group in relation to their respective areas of authority, as set out in Charter, Statutes and Regulations. Between meetings of these bodies, the power to interpret the provisions of the *Organisation of the University* document resides with the Vice-Chancellor, acting with the advice of the Chief Operating Officer. In this document, the phrase 'Head of School' applies equally to the Dean of the Brighton and Sussex Medical School and Dean of the University of Sussex Business School unless stated otherwise.

New changes for Version 4.7 since version 4.6

Committee	Change	Page
School Committee meetings	Suggested quoracy and frequency included in terms of reference for: 10.1. School Meetings 10.2 School Health and Safety Meetings 10.4 School Research Committees 10.5 School Research Degree Committees 10.6 School Student Experience Groups 10.8 School Teaching and Learning Committees	68-74
Academic Misconduct Sub-Committee	Change to Terms of Reference and composition approved by Chairs' Action and reported to University Education Committee in October 2018	48
Audit and Risk Committee	Minor revision made to be explicit that staff member on ARC cannot have executive authority, and that deputising is not permitted	12
Portfolio Approval Committee	Inclusion of an additional section d) to Terms of Reference to reflect requirement to provide report to each meeting of Senate. Inclusion of a Director of Teaching and Learning to the membership of the Committee. Approved by Senate in February 2019.	51
Research and Knowledge Exchange Committee	Composition updated to include the Director of Business and Innovation Partnerships. Approved by Senate in February 2019.	28

New changes for Version 4.8 since last version (4.7)

Committee	Change	Page
Sustainability Committee	Terms of Reference for new Committee reporting to UEG included in OoU	68-74

New changes for Version 4.9 since last version (4.8)

Committee	Change	Page
Human Resources Committee	Human Resources Committee has been set up to replace People and Organisational Development Committee.	68-74

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PART ONE: INTRODUCTION¹

Committees

1. The composition and terms of reference of Principal University Committees and their sub-committees are described in Part Two, to which an illustrative chart is attached. The composition and terms of reference of Court, Council and Senate are laid down in the Charter and Statutes and may be modified only after petition to and approval by the Privy Council. The number of committees is kept under review to minimise the time and resources they consume. The final responsibility rests with Council, and Senate, but internal communications are of the utmost importance.
2. The dates and times of the main committees are announced before the beginning of each new session. The dates and times of meetings are determined in advance and copies of the Committee Timetable are placed on the Governance Office website.
3. The Governance Office produce a committee timetable annually for Court, Council and Senate and the principal committees that report to them. Although some bodies meet only annually, the normal pattern of meetings is one full cycle in each four-monthly period, i.e. routine business will pass from sub-committees to the meetings of Senate and Council once a term. Units and sub-committees and groups not covered by this annual timetable should organise their business and meetings to suit these cycles.
4. The University Council agrees the procedure for delegated authority. This gives an individual, a sub-group or a separate committee limited authority to act or to make decisions on behalf of the main committee. Current guidance may be obtained from the Governance Office.
5. Changes to the Terms of Reference or composition of any committee or sub-group, including setting up or disbandment of a committee, will need to be reviewed and approved by the parent committee, or by the University Executive Group (UEG) where no parent committee is stated. Once a change has been approved, details of the change and the date of the formal approval should be sent to the Governance Office who will amend the Organisation of the University. Where the changes are significant and / or affect other committees, there may be a need for further consultation or discussion to take place before the Organisation of the University can be updated.
6. Chairs and Secretaries are required to structure agenda so as to ensure that the scarce time of their committee members is used to best advantage.
7. All members of committees should note that, although minutes and supplementary papers may be widely circulated for informational purposes, the actual proceedings of meetings themselves are private, and statements made by individuals during those meetings are confidential. Individuals or groups who wish to circulate papers or items of business must do so through the Secretary of the committee concerned.
8. Regulation 5 (26-28) on reserved areas of business states that in any case where a person is, in their capacity as a student or representative of students, a member of, or is admitted to any meeting of Council (other than the Students' Union established in accordance with

¹ Last updated version 4.2 May 2018

Regulation 3), the student shall withdraw from the meeting when it is declared by the Chair of the meeting that the meeting is about to discuss a reserved area of business and shall not return to the meeting until the discussion on the reserved area of business is concluded. Papers for consideration as aforesaid and minutes and other records any of which relate to reserved areas of business shall not at any time be made available to a student. For the purposes of this Statute, “reserved areas of business” means all matters affecting the personal (including academic and financial) affairs of any member of the University.

9. The large volume of paperwork normally associated with committees should be cut down as far as possible. Resolutions and recommendations should be identified and clearly marked. Minutes should be kept as brief as possible: they should record the decisions taken and reference to any background information necessary to understanding, but they will not normally record the contents of the discussion in the committee.
10. The University Secretary is responsible for elections to Senate and its other committees. Except where otherwise stated, elected and appointed members of committees hold office for periods of two years from 1st August to 31st July. Normally, the method of the single transferable vote shall be used in all elections within the University.
11. Unless special provision is made in a committee’s constitution, deputies are not normally allowed to stand in for occasional meetings, although in the event of illness or absence for a significant period deputies will be permitted by special arrangement with the Chair concerned. The Vice-Chancellor, who is ex-officio a member of any University committee other than the Audit Committee, may ask the Provost or a Pro-Vice-Chancellor to represent them at any meeting.
12. The quorum for meetings of Council is one third of the actual members of Council, with independent members always being in the majority and the quorum is one third of the total actual membership in the case of Senate as specified in the Regulations. For those committees where no quorum is prescribed, the Senate approved revised Standing Orders at its 251st meeting which, although they do not apply formally to other bodies, are used by the Administration in giving advice to committee Chairs about the processing of business. The current Standing Orders state that “one-third of the total actual membership of the Senate shall constitute a quorum, and in the absence of a quorum no business shall be transacted other than the adjournment of the meeting”.
13. In the cases of Court, Council, and Senate:
 - a) if, thirty minutes after the time appointed for the meeting to commence, a quorum is not present, no business shall be transacted other than the adjournment of the meeting;
 - b) the Chair, in consultation with the University Secretary, shall subsequently determine the date and time for the adjourned meeting and notification thereof shall be given, where possible in writing, to members normally at least three days before the adjourned meeting is to take place;
 - c) the adjourned meeting may consider the business for which the original meeting was called, and may consider business additional to that for which the original meeting was called;

- d) the adjourned meeting, if inquorate, may complete the business for which the original meeting was called, but may not complete any business additional to that for which the original meeting was called.
14. Apart from the formal committees described in Part Two, individuals responsible for certain major services or activities (e.g. the Librarian) should establish forms of consultation with the academic staff and with the Students' Union, in addition to their links with the committees.
15. Regulation 15: Titles for Academic Appointments sets out the classifications of faculty used within the University for organisational and governmental purposes

Officers

16. The duties and responsibilities of individual officers are described in Part Three, to which an illustrative chart is attached. Delegation of authority necessary to conduct some of these duties is contained in a separate public paper as agreed by Council from time to time; this document states the delegation of authority by Senate to other bodies. The Vice-Chancellor is the Chief Executive of the University and has powers, under the authority of Council, to act contrary to this document where that is necessary in the interests of efficiency.
17. Regulation 7: Officers of the University defines the roles of those formally designated "Officers of the University" as set out in the University's Statutes.

Communications

18. Within the framework set by the Charter, Statutes and Regulations the pattern of the organisation of the University can be summarised as seeking to devolve responsibility to internal bodies and units where that is compatible with the maintenance of the integrated nature of the body corporate. The necessary pre-requisite of this system of organisation is that the University must keep its members as fully informed as possible and encourage them to communicate ideas and suggestions. Internal communications are not an adjunct to the organisation of the University but an integral part of it.
19. The Directorate of External Relations (Communications and External Affairs) advises on this subject and is responsible for external communications, relations with the news media, and the regular publication of communication materials; it is concerned both with the University's external relations, and also with the flow of information within the University.
20. Agenda, minutes and supporting papers (with the exception of a small number of papers confidential to the committee in question) of Council and Senate are placed on Sussex Direct. Agenda and minutes of School and Department Meetings should be made freely available in the Schools of Studies.

Conclusion

21. The Organisation of the University is reviewed annually in addition to any in year changes that are approved. As the structures and processes are so interrelated to consider isolated proposals for significant changes during a year would be unhelpful. However, that should not prevent members of the University from making suggestions for change at any time. Individuals having such suggestions should communicate them to the Head of Governance Services, who will see that they are brought forward for discussion at the appropriate time.

PART TWO: COMMITTEES OF THE UNIVERSITY

1. Court (Meeting as the ‘Sussex Annual Forum’)

The purpose of Court is set out in Regulation 6. The University’s Court shall meet as the ‘Sussex Annual Forum’, an annual meeting to promote the Research, Teaching and interests of the University to the local area, enhance relationships with businesses to strengthen placement opportunities and provide an opportunity for networking. The Chair of Council will Chair the Forum.

2. Council

Terms of Reference

Council is the governing body of the University. Its role is, *inter alia*, as follows:

- (a) to determine strategic objectives for the University and to monitor performance against these objectives and against appropriate external benchmarks;
- (b) to discharge its responsibilities in relation to general legal and other external requirements;
- (c) to meet general requirements deriving from the Charter and Statutes, other than those matters delegated to committees or to individuals;
- (d) to monitor institutional effectiveness;
- (e) to monitor its own effectiveness.

Composition

The composition is set out in Statute IV and Regulation 5: the Vice-Chancellor, Provost, up to fifteen independent members, three members of Senate, two other members of the academic staff, one member of the Professional Services, the President of the Students’ Union and the Research Postgraduate School representative sitting on Senate. Council appoints its Chair and Vice-Chair from amongst its independent members.

3. Senate²

Terms of Reference

The powers and functions of Senate, as defined in Statute VI and Regulation 4, include the following: to direct and regulate teaching and examination, promote research, authorise the award or annulment of degrees, regulate admissions and the discipline of students, discuss and declare an opinion on any matter whatsoever relating to the University and "do such other acts as the Council may authorise". Senate will normally exercise these powers and functions by receiving, considering and confirming reports from the Vice-Chancellor and its main committees. Chairs of committees which report to Senate must therefore act as spokespersons: if unable to attend a Senate meeting, they should brief a deputy to report on their behalf. Senate is also responsible for the conduct of academic

² Last updated version 3.0. Approved by Council in April 2016

staff relations with Council and external bodies and receives reports from Council. Members of Senate may approach its Secretary at any time with suggestions for items of business for consideration.

Role of Senators

(a) all members (*ex officio* and elected):

- to be aware of institutional objectives and issues;
- to speak freely on policies and proposals presented to Senate;
- to contribute to making and taking responsibility for Senate's decisions, taking into account of the needs and priorities of the whole University;
- to attend all meetings of Senate unless absence is due to illness, urgent personal reasons or teaching commitments;
- to be willing to be appointed as members of Senate committees or sub-groups;

(b) additional roles for elected members:

- to attend School meetings;
- to comment on policies and proposals informed by discussions at School meetings and other meetings within the School as appropriate;
- in advance of Senate meetings, to read the papers and prepare for the business to be transacted, to consult their constituents for views on the scheduled business (this is facilitated by Senate papers being openly accessible to all members of staff and students via Sussex Direct).
- during Senate meetings, to contribute as necessary and to report the views of any constituents;
- after Senate meetings, to feedback to their constituents within the provisions of the Standing Orders of Senate bearing in mind that the only official report of the meeting is the Minutes of the meeting.

Composition³

The Statute states that, in addition to certain *ex-officio* members, it shall consist of elected members as set out in Regulation 4. The following are at present members of Senate *ex-officio*: the Vice-Chancellor (Chair), Provost, Pro-Vice-Chancellors, Heads of the Schools of Studies, Convenor of the Foundation Year, Librarian, Director of IT Services, the Director of the Sussex Centre for Language Studies, the President of the Students' Union: the Undergraduate Education Officer of the Students' Union and the Postgraduate Education Officer of the Students' Union.

Council has agreed arrangements for the attendance at Senate meetings of speaking observers appointed by the recognised trade unions.

³Last updated version 4.2 approved by Senate Mar 2018

Senate may establish committees of its members and may appoint as full members of such committees persons who are not members of Senate. Senate may delegate to any such committee any powers or functions which it is itself empowered to perform.

4. The Schools of Studies

(1) The following is a list of Schools of Studies:

- Brighton & Sussex Medical School (BSMS)
- University of Sussex Business School (USBS)
- School of Education and Social Work (ESW)
- School of Engineering and Informatics (EngInf)
- School of English (English)
- School of Global Studies (Global)
- School of History, Art History and Philosophy (HAHP)
- School of Law, Politics and Sociology (LPS)
- School of Life Sciences (LifeSci)
- School of Mathematical and Physical Sciences (MPS)
- School of Media, Film and Music (MFM)
- School of Psychology (Psychology)

The Schools of Studies are the main academic units of the University.

Note: The Brighton & Sussex Medical School is a joint School of the University of Brighton and the University of Sussex, and therefore the arrangements for Schools described here and elsewhere in this document may not apply to BSMS.

(2) The following is a centre independent of a School of Study:

- Sussex Centre for Language Studies
- Attenborough Centre for the Creative Arts

(3) *Elections*: Elections from Schools to Senate are the responsibility of the Governance Office. The administrative arrangements for the election of School Student Representatives to membership of School and University Committees are the responsibility of the Students' Union and Academic Development and Quality Enhancement jointly.

5. Research Institutions

The University is host to research institutions which are separately constituted or are constituents of another organisation. The relationship of each with the University is regulated by individual agreements, which may include University nomination to the governing body or the establishment of a joint committee to consider matters of mutual interest. The following institutions of this type exist in the current academic year:

- Institute of Development Studies

6. Committees of Council

6.1. Audit and Risk Committee⁴

Key Role

To provide oversight of the University's risk management, control and governance arrangements. To seek to ensure mechanisms exist for economy, efficiency and effectiveness in the University's activities. To advise Council on the University's internal and external audit arrangements. To advise Council on Financial Reporting matters.

Terms of Reference

Audit matters

- a) to recommend to Council the appointment of the external and internal auditors.
- b) to agree, with the auditors, the nature and scope of the external audit and all relevant reports from the external auditors and others authorised to audit the University's accounts (e.g. the National Audit Office and the Office for Students "OfS"), and to consider the response to any reports and management letters.
- c) to approve any non-audit work undertaken by the auditors.
- d) to recommend Financial Statements/Reporting to Council.

Internal Controls

- e) to provide assurance to Council on the effectiveness of the internal control systems of the University including those relating to academic governance.
- f) to review the scope of internal audit, including planning, considering reports and management responses and promoting co-ordination between the internal and external auditors.
- g) to recommend to Council the University's Financial Regulations and Procedures.
- h) to monitor the performance and effectiveness of internal and external audit.

Risk Management

- i) to recommend and monitor the appropriateness, performance and effectiveness of the University's Risk Management environment as set out in the key role above.

Efficiency and Effectiveness

⁴ ToR agreed by Chairs' Committee and updated by Chair's Action in August 2018, minor revisions made February 2019

- j) to ensure that satisfactory arrangements are in place to promote economy, efficiency and effectiveness in relation to Value for Money.

Fraud and whistleblowing

- k) to oversee the University's policy on fraud and irregularity and procedure on whistle blowing, including monitoring any actions taken under them.

Key policies and procedures

- l) to approve or recommend to Council as appropriate policies and procedures in relation to key regulatory / legislative responsibilities such as data protection, anti-bribery, whistleblowing, fraud, information security, Competition and Markets Authority "CMA" and United Kingdom Visas and Immigration "UKVI".

Annual Report

- m) to approve an Annual Report to Council recording the Committee's work over the preceding financial year and setting out its assurance opinions on the adequacy and effectiveness of the University's arrangements for: risk management; internal controls; governance; economy, efficiency and effectiveness; and the management and quality assurance of data submitted to the Higher Education Statistics Agency "HESA", Office for Students and other funding bodies.

Composition

Membership

- Chair (appointed by Council from among the independent members of Council)
- Four independent members of Council.
- The Committee may co-opt up to two other independent members (who will have full membership rights) who must have financial, accounting or audit experience (or any other such specialist skills as the Committee requires) who need not be members of Council, for a period to be recommended by the Committee
- One staff member of Council, who must not have executive authority

Independent members of Audit and Risk Committee may not be members of Strategic Performance and Resources Committee.

In attendance

- Vice-Chancellor (for the annual meeting required to review the annual financial statements, and for other meetings if required)
- Provost
- Chief Operating Officer
- Director of Finance
- Director of Planning
- Internal auditor representative(s)
- External auditor representative(s)

The Committee cannot further delegate its responsibilities as set out above.
Chair of Council has attendance rights and will receive papers for information

Committee Management

Secretary

Provided through Governance Office

Quorum

Three members

Frequency of meetings

Four times per year (including two meetings in the autumn cycle). Additional meetings can be arranged at the request of the Chair.

Reports to

Council

6.2. Strategic Performance and Resources Committee⁵

Key Role

The Strategic Performance and Resources Committee (SPRC) is a Council committee which has three key governance roles: (i) shaping and recommending to Council a robust strategic process for the development of long-term strategy within the University as well as shaping key enabling strategies; (ii) scrutiny of financial planning and budgeting and (iii) scrutiny of the overall performance of the University in line with its strategy and financial plans.

The Committee has a role to consider and be assured that a robust strategic process is in place in relation to long-term organisational strategy and to the enabling strategies that fall out of this. Council retains prime responsibility for owning and approving the University's strategy.

SPRC's focus, in line with other committees, is on oversight and assurance rather than management and delivery. It strives to liaise effectively with senior management and to give detailed consideration to proposals in a timely fashion in order to enable Council as a whole to best exercise its prescribed actions.

Terms of Reference

Strategic process

- a) to work with the University's Executive Group "UEG" to formulate and recommend for Council's approval the strategic process to be used in developing the overall strategy for the University, and any subsequent refresh of the strategy to ensure that all key stakeholders have an appropriate role in relation to its formulation⁶.

⁵ ToR agreed by Chairs' Committee in August 2018

⁶ The strategic process is likely to include: the overall timescale and key milestones; SWOT analyses; the internal and external stakeholder engagement plan and approach to be used including use of working groups and external advisers; the approach to scenario planning and financial modelling and the key points through the process when Council (including Council committees) will be engaged in considering strategic options before final consideration and approval.

Strategic implementation and scrutiny

- b) to receive from UEG and consider draft enabling strategies that support the overall institutional strategy.⁷
- c) to test the robustness of the enabling strategies to be assured that they align with and further the goals of overall institutional strategy.
- d) to liaise and communicate effectively with other Council committees (eg Audit and Risk regarding risk management) to ensure that they consider relevant strategic aspects within their remit.
- e) to ensure Council receive interim briefings, strategic options for consideration and final drafts of University strategy and related plans for approval on all relevant matters under a-e.

Financial Planning, Budget Setting and Financial Forecasting

- f) to consider and scrutinise proposals received from management in relation to financial strategy, budgets and forecasts.
- g) to approve policies on investment in respect of general and specific funds, and other funds of which the University acts as Trustee.
- h) to recommend the financial strategy for the University and any revisions on an annual basis in light of the prevailing financial environment affecting grants, fees, rents and contracts ; the annual budgets and the financial forecasts (including those for submission to the OfS) to Council for its approval.

Performance Monitoring

- i) to monitor progress in the delivery of the University's strategy and delivery plans including performance against key performance indicators/key performance targets, as agreed by Council. Advise Council on overall progress and areas for concern.
- j) to determine whether Value for Money is achieved in all aspects of the University's activities.
- k) to monitor the delivery of specific projects and broader programmes of work as required.
- l) to monitor, through a reporting process agreed by Council in consultation with the University Executive, the financial situation of the University, both capital and revenue, and to make recommendations of actions necessary to assure the financial sustainability of the University.
- m) to consider the financial reports and accounts of the University's subsidiary and associated companies and of partnerships and other university ventures.

Significant Projects

⁷ eg Information, Estates, International, People; Digital or Sustainability or potential significant projects (eg a new school).

- n) In line with the University's Financial Regulations and Projects Governance Framework, to recommend Significant Projects to Council for approval having agreed their purpose, scope, funding and alignment with the University's strategy.
- o) To receive regular reports from Capital Programmes Committee on the oversight and monitoring of such projects during their lifetime to give assurance that the project remains fit for purpose and will be delivered on time and budget.
- p) On completion, to establish and confirm that the project has met objectives and budget, and to hand over to Audit and Risk Committee for Post Implementation Review.
- q) To receive reports on the financial status of each significant project

Resources

to consider reports of gifts, bequests, research grants and contracts.

- r) to receive regular reports on investment and treasury management performance; to approve the principles under which investment managers will operate and to review their performance at least annually; to approve the appointment of bankers and the provisions of the bank mandate; to approve a strategy for borrowing, investing and raising funds.

Students' Union

- s) to monitor the financial performance and conduct of the financial affairs of the Students' Union in accordance with the Memorandum of Understanding between the University and the Students' Union.
- t) to recommend, and keep under review, a memorandum of understanding governing the relationship between the University and the Students' Union.

Composition

Membership

- Chair (independent member of Council)
- At least four independent members of Council
- Vice-Chancellor
- President of the Students' Union
- Two staff members of Council (method of election / nomination to be agreed between the Chair and the Vice-Chancellor)

In attendance

- Provost
- Chief Operating Officer
- Director of Finance

Deputising for members is not permitted without explicit agreement of the Chair.

The Committee cannot further delegate its responsibilities as set out above.

The Chair of Council will receive papers for information and have attendance rights.

Committee Management*Secretary*

Provided through Governance Office

Quorum

Five members (at least 3 of which must be independent members)

Frequency of meetings

Five times per year

Reports to

Council

6.3. Capital Programmes Committee⁸**Key Role**

The Capital Programmes Committee (CPC) is a Council committee which has three key governance roles, to:

1. monitor large, mission critical projects (Significant Projects⁹); to ensure they are delivered on time and on budget and that they continue to contribute to the delivery of the Strategic Framework and its underlying enabling strategies.
2. provide governance and assurance during the lifetime of projects, and to ensure that there are proper mechanisms to review any issues and changes that might arise.
3. to advocate for programmes and ensure VFM.

CPC's focus, in line with other committees, is on oversight and assurance rather than management and delivery. It strives to liaise effectively with senior management and to give detailed consideration to proposals in a timely fashion in order to enable Council as a whole to best exercise its prescribed actions.

Terms of Reference

- a) to ensure that the capital programme for major projects is aligned with the University's overarching strategy.
- b) to act as a sounding board during the development of the Estates and ITS masterplans, strategies and roadmaps that will support the overall institutional strategy.

⁸ ToR agreed by Chairs' Committee in August 2018

⁹ Significant Projects are classified as those projects that require Council oversight and approval within the Financial Regulations. (note Significant Projects are a sub-set of Major Project which report for approval and performance purposes to UEG)

- c) prior to the development of the above strategies, to act as a sounding board for management to present early thinking in relation to any potential Significant Projects, in order to assist UEG in refining options for further consideration by SPRC and subsequently full Council.
- d) following approval of any Significant Project by Council, on recommendation from SPRC, to monitor progress of the University's Significant Projects delivery plans including performance against budget and delivery. Advise Council on overall progress and areas for concern.
- e) to keep under review any emerging uncertainties / risks likely to affect any Significant Projects, and to monitor any significant changes to internal or external factors.
- f) to determine whether Value for Money is achieved in all aspects of the University's activities relating to Significant Projects.
- g) to receive reports on the financial status of each Significant Project in order to provide a view to Council, via SPRC, in relation on the Significant Project oversight.
- h) to liaise and communicate effectively with Council and other Council committees regarding the progress of Significant Projects and to flag any areas for concern.

Composition

Membership

- Chair (independent member of Council – also be a member of SPRC)
- Two other independent member of Council
- Co-opted independent member
- Professional services representative on Council
- Academic member of Council
- Vice-Chancellor

In attendance

- Deputy Vice-Chancellor
- Chief Operating Officer
- Director of Estates and Facilities Management
- Director of ITS
- Director of Finance

Deputising for members is not permitted without explicit agreement of the Chair.

The Committee cannot further delegate its responsibilities as set out above.

Chair of Council has attendance rights and will receive papers for information.

Committee Management

Secretary

Provided through Estates and Facilities Management

Quorum for decisions

Four members (of which two must be independent members) however meetings should go ahead without full quorum if needs be to allow discussion of items

Frequency of meetings

Three times per year (additional meetings / telecons to be arranged at discretion of the Chair)

Reports to

Council

6.4. Student Experience Committee¹⁰

Key Role

To apply a student-focused filter to the work of the university and reflect this back to Council.

To provide assurance on adherence to the principles of the Office for Students' registration and compliance with OfS regulatory requirements, namely:

Where all students, from all backgrounds, with the ability and desire to undertake higher education;

1. *Are supported to access, succeed in, and progress from higher education.*
2. *Receive a high quality academic experience, and their interests are protected while they study or in the event of provider, campus or course closure.*
3. *Are able to progress into employment, further study, and fulfilling lives, and their qualifications hold their value over time.*
4. *Receive value for money*

To explore key issues and monitor the University's approach to the student experience, providing insight to Council.

Consideration will be given to the interests of different student cohorts, according to level and mode of study, domicile and demography, from application to graduation and beyond.

To ensure robust mechanisms exist for measuring impact and outcomes upon access, retention, progression, attainment and employability.

Terms of Reference

- a) To foster a spirit of partnership among students, staff and stakeholders in order that key issues of relevance can be explored to provide an outstanding student experience from prospectus to employment.

¹⁰ ToR agreed by Chairs' Committee in August 2018

- b) To monitor progress on specific Council level KPI/KPTs relevant to the experience of students, and to report on this to SPRC as required.
- c) To consider university-wide projects and initiatives from a student experience perspective, considering the impact upon different cohorts.
- d) To ensure the voices of students from all backgrounds and experiences are heard and acknowledged.
- e) To assure itself, and Council, that appropriate channels of communication between USSU and the Executive are in good working order.
- f) To assure itself, and Council, that an appropriate governance structure is in place for all student fora.
- g) To assure itself, and Council, that due regard is being given to ensuring all students are receiving value for money from the University. To make recommendations to Chair's Committee and/or SPRC for consideration alongside other priorities.

Composition

Membership

- Chair (independent member of Council, preferably an alumni)
- At least two other independent member of Council
- President of the Students' Union
- Student member of Council
- One staff member of Council
- Vice-Chancellor

In attendance

- Pro Vice-Chancellor (Education & Students)
- Director for the Student Experience
- Chief Operating Officer

Committee Management

Secretary

Provided through the Division for the Student Experience

Quorum for decisions

Four members (of whom two must be independent members), however meetings should go ahead without full quorum if needs be to allow discussion of items

Frequency of meetings

A minimum of two meetings each year. Additional meetings can be arranged at the request of the Chair.

Reports to

Council (and SPRC and Chairs' Committee as appropriate)

6.5. Remuneration Committee A (Vice-Chancellor's Pay)¹¹**Key Role**

To determine, review and report on the remuneration of the Vice-Chancellor.

Terms of Reference

- (a) To determine, review and report on the remuneration of the Vice-Chancellor either on appointment or in post.
- (b) To determine any individually negotiated termination package for the Vice-Chancellor.
- (c) To comply with the guidance within the Higher Education Senior Staff Remuneration Code in regards to all decisions.

Composition*Membership*

- Independent member of Council (who is not a Chair of any other sub-committee) (Chair)
- Chair of Council
- Chair of Strategic Performance and Resources Committee
- Chair of Audit and Risk Committee

In attendance

- Director of Human Resources
- Chief Operating Officer
- General Counsel

Deputising for members is not permitted without explicit agreement of the Chair.
The Committee cannot further delegate its responsibilities as set out above.

Committee Management*Secretary*

General Counsel

Quorum

Three members

Frequency of meetings

Annual. Additional meetings can be arranged at the request of the Chair.

¹¹ ToR agreed by Chairs' Committee in August 2018

Reports to

Council

6.6. Remuneration Committee B (Staff Pay)¹²**Key Role**

To determine, review and report on the principles and strategy for the reward of staff. To determine, review and report on the remuneration of the Officers of the University (excluding the Vice-Chancellor) i.e. Provost, Pro Vice-Chancellors, Chief Operating Officer and the framework for the remuneration of the broader University Leadership Team and Professoriate.

Terms of Reference

- (a) To determine, review and report on the principles and strategy for the reward of all staff, excluding the Vice-Chancellor.
- (b) To determine review and report on the remuneration of all Officers of the University (excluding the Vice-Chancellor) i.e. Provost, Pro Vice-Chancellors, Chief Operating Officer, either on appointment or in post.
- (c) To determine the framework for the remuneration (including Discretionary Pay Review) of all Heads of School, Professional Services Directors at grade 10, the Librarian, and the Professoriate, either on appointment or in post; and to receive reports on the application of this.
- (d) To receive the outcome of salary reviews for staff in grades 1-9.
- (e) To determine individually negotiated termination packages for staff in the University Executive Group, excluding the Vice-Chancellor, and any staff whose salary is in excess of the level specified by the Office for Students in its Guidance on Severance Payments to Senior Staff in Higher Education Institution and any guidance from the Office for Students which supersedes this.
- (f) To report annually to Council with a written report.
- (g) To comply with the guidance within the Higher Education Senior Staff Remuneration Code in regards to all decision

Composition*Membership*

- Independent member of Council (who is not a Chair of any other sub-committee) (Chair)
- Chair of Council
- Chair of Strategic Performance and Resources Committee
- Chair of Audit and Risk Committee

In attendance

- Vice-Chancellor

¹² ToR agreed by Chairs' Committee in August 2018

- General Counsel*
- Chief Operating Officer*
- Director of Human Resources*

*Officers to withdraw when matters relating to their remuneration are under consideration.

Deputising for members is not permitted without explicit agreement of the Chair.
The Committee cannot further delegate its responsibilities as set out above.

Committee Management

Secretary

General Counsel

*Officers to withdraw when matters relating to their remuneration are under consideration.

Quorum

Three members

Frequency of meetings

Annual. Additional meetings can be arranged at the request of the Chair.

Reports to

Council

6.7. Chairs' Committee¹³

Key Role

To coordinate the activities of all Council sub-committees and to fulfil the functions of a Nominations Committee, as required by the CUC Code of Governance.

Terms of Reference

- To coordinate the activities of all Council subcommittees to ensure a smooth flow of information and a joined up approach to any issues requiring Council oversight.
- To provide an early sounding board for both the Executive and individual sub-committees as policies are developed for presentation to Council.
- to act as a sounding board for management to present early thinking in relation to a strategy or potential major initiative, in order to aid UEG in refining options for further consideration by SPRC and subsequently full Council.
- to recommend the appointment of independent members of Council to Council for approval and to advise the Chair on the allocation of independent members of Council to Committees or Task Groups.

¹³ ToR agreed by Chairs' Committee in August 2018

- (e) led by the Vice Chair, to advise the Chair on:
- i. individual performance and effectiveness reviews of all members of Council;
 - ii. appraisal, training and development programmes for Council members (individually or collectively)
 - iii. to monitor the induction of new Council members including the continuation of the buddy scheme.
- (f) to maintain and monitor:
- i. skills matrices for Council and its committees to enable the recommendation of appointments to Council.
 - ii. the composition of Council and its sub-committees from an equalities and diversity perspective
 - iii. the implementation of recommendations following Council or committee effectiveness reviews.
- (g) to review and recommend any changes to the Council Code of Conduct.
- (h) to appoint members of the University to serve on relevant bodies outside the University.
- (i) to appoint members to Court (Sussex Annual Forum) in accordance with the Regulations for Court as required.

Composition

Membership

- Chair of Council (Chair)
- Vice-Chair
- Chair of Strategic Performance and Resources Committee
- Chair of Audit and Risk Committee
- Chair of Remuneration Committee (A and B)
- Chair of Student Experience Committee
- Chair of Capital Programmes Committee
- Vice-Chancellor

In attendance

Chief Operating Officer, Provost

Deputising for members is not permitted without explicit agreement of the Chair. The Committee cannot further delegate its responsibilities as set out above.

Committee Management*Secretary*

Head of Governance Services

Quorum

Four members for the purposes of any decisions (to include one of Chair and Vice-Chair, Vice-Chancellor (or Provost) and two further members)

Frequency of meetings

Three times per year and otherwise at request of the Chair

Reports to

Council

6.8. Brighton and Sussex Medical School Joint Board¹⁴**Terms of Reference****Terms of reference**

The Joint Board of the Brighton and Sussex Medical School (BSMS) is a committee of the Council/Board of Governors of the Universities of Sussex and Brighton. The Joint Board is responsible for:

- a. determining strategic objectives for the Medical School and monitoring performance against these and appropriate performance indicators and external benchmarks;
- b. discharging responsibilities in relation to general legal and other external requirements;
- c. oversight of an annual revenue and capital budget for the Medical School in the context of a 5 year plan;
- d. oversight of the academic activities of the School and the administration of students via the Board's sub-committees;
- e. monitoring its own effectiveness through the means of an annual report to its parent bodies
- f. having due regard within its decisions to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people in accordance with the public sector duty of the Equality Act 2010.

Responsibility for chairing the Board will be taken by each of the Vice-Chancellors and shall rotate annually between the two Universities. The Board may co-opt additional members as necessary. The Board will meet three times per year. Quorum is 3 members including at least one representative from the governing body of each university (which may include the Vice Chancellors) and the Dean or Deputy Dean of BSMS.

Composition*Membership*

The Chair will rotate annually between the two Universities. Appointments for non ex-officio roles are for three years.

- Vice-Chancellor of the University of Brighton or nominee

¹⁴ Last updated version 4.6 - Approved by University of Brighton Board December 2018

- Vice-Chancellor of the University of Sussex or nominee
- Dean or Deputy Dean of BSMS
- One independent member of the University of Brighton Board of Governors
- One Independent Member of the University of Sussex Council
- Director of Finance of the University of Sussex
- Director of Finance of the University of Brighton
- Registrar & Secretary of the University of Brighton
- Chief Operating Officer, University of Sussex

In attendance

- Finance Manager BSMS
- Medical School Secretary (Secretary)

Reports to

- Board of Governors of the University of Brighton and
- Council of the University of Sussex

7. Committees of Senate

7.1. Honorary Degrees Committee¹⁵

Key Role

To consider nominations for honorary degrees, Gold Medals for Philanthropy or global impact in academic or social life, and Fellowships of the University; to award Fellowships and to make recommendations to Senate for the award of honorary degrees, and Gold Medals for Philanthropy or global impact in academic or social life.

Terms of Reference

- (a) To be responsible to Senate for recommendations on whether or not honorary degrees should be awarded in any particular year, and if so their number and to whom they should be awarded.
- (b) To be responsible to Senate for recommendations on whether or not any Vice-Chancellor's Gold Medals for Philanthropy should be awarded in any particular year, to individuals, foundations or corporations nominated by the Vice-Chancellor who have a strong association with the University and have, following due diligence, made an exceptional contribution to the institution through their philanthropic support, either as a one off gift or over a long period of time.
- (c) To be responsible to Senate for recommending the award of Vice-Chancellor's Gold Medals to individuals associated with the University who have had a global impact in academic or social life.
- (d) To be responsible, on behalf of Senate, for the award of Fellowships. The Committee may delegate to its Chair, or any member of staff, for the purposes of implementing policy, powers and functions which it is itself competent to perform.

Composition

Membership

- Vice-Chancellor (Chair);
- Provost;
- Chair of Council;
- Two other independent members of Council;
- Four members of academic staff appointed by Senate for three years (two professorial and two non-professorial);
- President of the Students' Union.

In attendance

- Director of External Relations (Communications and External Affairs);
- Director of Planning;
- Director of Development and Alumni Relations;
- Member of the Governance Office (Secretary).

Reports to

Senate

¹⁵ Last updated version 3.1 - Approved by Senate and Council November 2016

7.2. Research and Knowledge Exchange Committee¹⁶

Key Role:

The Research and Knowledge Exchange Committee shall promote and develop a strong research and knowledge exchange culture and ethos across the University, encouraging activity that is consistent with an internationally outstanding institution and a profile that matches the best universities at home and abroad. To promote and exchange best practice in relation to the development of early career researchers.

Terms of Reference:

- (a) to develop, communicate and regularly review the University Research Strategy, including the aim, objectives and operational plan, all of which will complement the University Strategic Plan;
- (b) to identify and draw to the attention of the appropriate University body the resources necessary to support the University Research Strategy;
- (c) to monitor the national and international environment in order to respond appropriately;
- (d) to undertake systematic and regular reviews and to recommend Key Performance Indicators as evidence of research inputs, outputs and impacts and other indicators of research and knowledge exchange vitality within the University;
- (e) to approve School research strategies, to receive regular reports from School Research Committees about progress against the School strategy and to discuss progress with the Heads of Schools; to refer matters of research governance to Research Governance Committee for consideration;
- (f) to disburse funds for research and knowledge exchange as may be allocated by Council;
- (g) to receive reports for information from Research Governance Committee; to provide advice to Research Governance Committee on University policies and procedures for research governance and ethics;
- (h) to approve, on behalf of Senate, the establishment, amendment or closure of university research centres;
- (i) to promote and exchange best practice in relation to the enhancement and management of research and knowledge exchange activities.

¹⁶ Last updated version 4.7 – approved by Senate in February 2019

Composition:

Pro-Vice-Chancellor (Research) (Chair); Director of Research and Knowledge Exchange from each School; Director of Research and Enterprise; Director of Interdisciplinary Research, Deputy Pro-Vice Chancellor (Research Excellence Framework), Director of Business and Innovation Partnerships.

Co-opted (as required): Individuals (usually not exceeding the number of School Directors of Research and Knowledge Exchange), distinguished in research and enterprise, reflecting the breadth of skills necessary in promoting and developing a strong research and knowledge exchange culture and ethos across the University.

In attendance: Chair of the Doctoral Studies Committee (if not otherwise a member or nominee); University Librarian (or nominee); Director of IT Services (or nominee);

Reports to: Senate (reports will also be sent to Performance Committee and Council when appropriate).

Note: the frequency of and participation in individual meetings will be determined by the nature and volume of work, ensuring its timely and effective prosecution on behalf of the University community. The full Committee will meet no less frequently than once every academic year.

7.2.1. Doctoral School Board¹⁷**Key role**

To promote and develop a strong research training culture and ethos across the University for doctoral students, encouraging activity that is consistent with an internationally outstanding institution and a profile that matches the best universities at home and abroad.

Terms of Reference

- a) to develop, communicate and regularly review the implementation of the University's strategic plan in relation to Doctoral Students;
- b) to identify and draw to the attention of the appropriate University body the resources necessary to implement the strategic plan in relation to Doctoral Students.
- c) to monitor the national and international environment in order to respond appropriately;
- d) to oversee the dispersal of funds for doctoral studentships as may be allocated by Council and by funders;
- e) to approve School doctoral recruitment strategies, to receive regular reports from Schools about progress against strategy;

¹⁷ Last updated version 4.2

- f) to receive reports from Doctoral Studies Committee, to provide advice to Doctoral Studies Committee on University policies and strategy;
- g) to receive reports from Doctoral Training Centre/Partnership governing boards;
- h) to monitor the performance of major doctoral training grants held by the University;
- i) to advise the University Executive Group on the formulation and implementation of the University's strategy for doctoral student recruitment;
- j) to advise the University Executive Group on the setting of doctoral recruitment targets, and the monitoring of performance against those targets;
- k) to advise the University Executive Group on policy matters relating to the setting of doctoral tuition fees.

Composition

Membership

- Pro-Vice-Chancellor Research (Chair);
- Directors of Doctoral Training Centres (DTC)/ Partnerships (DTP) and Sussex Academic DTC/DTP Leads
- Director of the Doctoral School;
- Postgraduate Association Chair (where the role holder is a postgraduate research student; where not, then the representative from the Doctoral Studies Committee sitting on Senate shall be the representative to the Board).

In attendance

- USSU Postgraduate Education Officer
- Director of Research and Enterprise;
- Director for the Student Experience;
- Assistant Director of the Doctoral School (Secretary).

Reports to

Research and Knowledge Exchange Committee

7.2.1.1. Doctoral Studies Committee¹⁸

Key Role

The Doctoral Studies Committee shall oversee the delivery of provision for postgraduate research students, including their educational and career development, within the context of delivery of the University's Research Strategy.

Terms of Reference

- a) to make recommendations to Doctoral School Board on general procedures governing programmes of supervised study and research leading to research degrees and professional doctorates;

¹⁸ Last updated version 4.2 – Approved by Assistant Director (Doctoral School) April 2018.

- b) to approve and keep under review a code of practice for research degree and professional doctorate courses;
- c) to define monitor and review policies and procedures relating to supervision and assessment of research degree students, including: (i) comparability of research student experience across the University; (ii) approval and appointment of research supervisors; (iii) provision, monitoring and comparability of research supervisor training; (iv) development and implementation of processes for the assessment of research students;
- d) to consider, and determine action on: (i) research student annual monitoring procedures and reports; (ii) the annual reports of the Research Degree Examination Board, the Professional Doctorate Examination Board; (iii) the Research Degree and Professional Doctorate Appeals Board; (iv) investigations conducted under the Procedures for Dealing with Allegations or Complaints of Academic Misconduct by Students engaged in Research;
- e) to ratify the recommendations of the Research Degree Examination Board, the Professional Doctorate Examination Board and the Joint Research Degrees Approval Board on the award of degrees and other distinctions;
- f) to consider annual statistical reports on matters relating to admission, retention and award outcomes of research degree and professional doctorate students;
- g) to consider and implement the training and development provision for postgraduate research students, and to ensure there are adequate mechanisms for the inclusion of research students in the research life of the University.

Composition

Membership

- Director of the Doctoral School (Chair);
- Directors of Doctoral Studies of the Schools;
- One representative from IDS;
- Three postgraduate research School Student Representatives (one of each from Arts, Science - including BSMS - and Social Sciences);
- Chair of the Research Degree Examination Board;
- USSU Postgraduate Education Officer.

In attendance

- Assistant Director of the Doctoral School;
- Head of Postgraduate Research Administration (Secretary).

Reports to

Doctoral School Board

7.2.1.1.1. Joint Research Degrees Approval Board

Terms of Reference

The Joint Research Degrees Approval Board operates on behalf of the Doctoral Studies Committee of the University of Sussex and the Doctoral College Board of the University of Brighton:

- a) with delegated authority to admit candidates to research degree courses in BSMS awarded jointly by the University of Brighton and the University of Sussex (note: authority to admit candidates lies with the JRDAB on behalf of the two Universities and it approves the precise admissions process to be followed);
- b) to establish and maintain a register of research degree supervisors for BSMS candidates;
- c) to approve the appointment of external examiners for research degrees within BSMS on behalf of the Senate of the University of Sussex and the Academic Board of the University of Brighton;
- d) to agree the examination arrangements and the examining team in accordance with the regulations for research degree courses in BSMS awarded jointly by the University of Brighton and the University of Sussex and overseen by the Joint Approval and Review Board;
- e) to monitor the progress of students including approval of the thesis outline, the supervisory team, the transfer to PhD or MD and requests for suspension, extension and withdrawal;
- f) to recommend to the relevant authorities of the two universities the conferment of the award in respect of all individual candidates by deciding upon the examiners' recommendations;
- g) to provide feedback and comments to the Joint Approval and Review Board on the operation of the regulations and code of practice for research degree courses in BSMS awarded jointly by the University of Brighton and the University of Sussex;
- h) to report annually to the Joint Approval and Review Board for onward transmission (for information, not action) as appropriate to the Doctoral Studies Committee of the University of Sussex and the Doctoral College Board of the University of Brighton.

Composition

Membership

- Chair or Deputy Chair of the Doctoral College Board of the University of Brighton and the Chair or Vice-Chair of the Research Degree Examination Board of the University of Sussex, one of whom shall be appointed Chair by the Joint Approval and Review Board (with the Chair rotating between the two universities on an annual basis);

- BSMS Director of Research;
- BSMS Director of Doctoral Studies;
- Two other members of BSMS staff involved with research degrees supervision;
- Doctoral College Manager of the University of Brighton;
- Secretary to the Research Degree Examination Board of the University of Sussex.

In attendance

- Secretary to Doctoral College Board of the University of Brighton (Secretary);
- Assistant Director of the Doctoral School of the University of Sussex;
- One member of BSMS staff involved in the administration of research degrees.

Reports to

Doctoral Studies Committee of the University of Sussex and the Doctoral College Board of the University of Brighton.

7.2.2. University Research Governance Committee¹⁹

Terms of Reference

- a) to recommend University policy on all areas of research governance and integrity including good practice, risk management, human and animal ethics, and handling of misconduct, and approve relevant guidelines;
- b) to ensure that University policy in the areas outlined above is adhered to;
- c) to ensure that each Cross-School Research Ethics Committee is set up in accordance with the requirements laid out in the University's codes and policies relating to research governance and integrity;
- d) to approve Schools' research governance and integrity structures and processes, and to advise, inform, and update School committees on legal and/or sponsorship requirements with regard to research governance and integrity;
- e) to consider reports from Research and Knowledge Exchange Committee on the management of research governance and integrity and offer advice and make recommendations;
- f) to assure the provision of appropriate training for research governance and integrity;
- g) to consider and offer guidance on cases of uncertainty and make decisions on cases which cannot be resolved by the Animal Welfare and Ethical Review Body (AWERB) or any one of the Cross-School Research Ethics Committees; to hear appeals from applicants against decisions of those Committees;
- h) to seek clarification from the University's external advisors or other expert bodies, as necessary, on matters of policy and practice in relation to research governance and integrity matters;

¹⁹ Last updated Version 3.1 - Approved by Research Knowledge Exchange Committee October 2016

- i) to consider regular reports from the Cross-School Research Ethics Committees and the AWERB.

The Committee may delegate to its Chair or any member of staff, for the purposes of implementing policy in accordance with Statute XVI.3 and XVI.4, powers and functions which it is itself competent to perform.

Composition

Membership

- Independent member (not normally a member of Council) (Chair);
- Pro-Vice-Chancellor (Research) (Vice-Chair);
- Director of Research and Enterprise;
- One representative of an NHS Trust;
- A co-opted member, appointed by the Chair (when a specific skillset is required);
- Chairs of the Cluster-Based Research Ethics Committees (up to six members);
- Two external lay members.

In attendance

- Director of Health, Safety and Compliance;
- Insurance Officer;
- Research Governance Officer.

NOTE: Lay Members, and Members providing NHS Trust representation shall be appointed by the Chair for three years (renewable). The co-opted member appointed by the Chair shall be appointed for a period not exceeding three years. The holder of the position of Chair shall have an understanding of research ethics, and shall be appointed for three years in the first instance, and for no longer than six consecutive years (two terms of three years duration).

Reports to

Research and Knowledge Exchange Committee, meeting no less frequently than once per year.

7.2.2.1. Cross-Schools Research Ethics Committees

Key Role

To review, on behalf of the University, those proposals for research that involve human participants and materials derived from human participants, which are to be carried out within the geographical boundaries of the University of Sussex and/or are to be undertaken by staff or students of the University elsewhere, where ethical review is not required from a NHS NRES-approved Research Ethics Committee or where there is no other acceptable provision for ethical consideration. To ensure that through such review, all research conforms to the University's codes and policies relating to research governance, and the principles and procedures defined within them.

There will be three Cross-Schools Research Ethics Committees as follows:

- i. *Brighton and Sussex Medical School Research Governance and Ethics Committee;*
- ii. *Sciences and Technology Cross-Schools Research Ethics Committee* (covering the School of Engineering and Informatics, the School of Life Sciences, the School of Mathematical and Physical Sciences and the School of Psychology);
- iii. *Social Sciences and Arts Cross-Schools Research Ethics Committee* (covering the University of Sussex Business School, the School of Education and Social Work, the School of Global Studies and the School of Law, Politics and Sociology the School of English, the School of History, Art History and Philosophy and the School of Media, Film and Music).

Terms of Reference

- a) to follow the requirements laid out in the University's codes and policies relating to research governance;
- b) to make recommendations to the University Research Governance Committee relating to the procedures and policies for managing all research under the auspices of the Schools, appropriate to the academic disciplines within the Schools, and in accordance with recommendations made by relevant outside bodies;
- c) through the relevant School Directors of Research and Knowledge Exchange, to conduct a periodic review of School procedures which consider low risk projects (including undergraduate) and to prepare periodic reports on the findings and to keep the effectiveness of its current practice under continuous review;
- d) to report on an annual basis to the University Research Governance Committee in a form stipulated by the University Research Governance Committee, providing a summary of all reviewed projects;
- e) to implement review mechanisms for staff and student projects that ensure that research governance policy is applied in a manner appropriate to such projects;
- f) to review and approve School or cross-School based processes for the review and approval of relevant research projects;
- g) to keep appropriate records of practices and decisions and to issue a common form of Certificate of Approval which will cover statutory and ethical compliance, research integrity and, where appropriate, sponsor specific requirements;
- h) to refer cases to the University Research Governance Committee that require decision or require advice / opinion.

Composition

Membership

- A Director of Research and Knowledge Exchange or a member of academic faculty distinguished in research (Chair);
- One (or more) member(s) from each School undertaking research relevant to the Committee, nominated by the relevant Head of School;
- At least one external lay member.

Additional members may be co-opted by the Committee for particular meetings or items to ensure an appropriate range of expertise.

Reports to

University Research Governance Committee

7.2.2.2. Animal Welfare and Ethical Review Body (AWERB)²⁰

Key Role

To review all aspects of work by the University on animals, promoting best practice with respect to animal welfare and ethical review and ensuring compliance with the Animals (Scientific Procedures) Act 1986 and subsequent legislation.

Terms of Reference:

- a) to consider all proposed new applications for Project Licences, focusing on the justifications given for the use of animals and the balance between the likely harms to the animals and the expected benefits of the research;
- b) to produce and annually review standard protocols for procedures and husbandry to offer assistance to researchers applying for new Personal and Project Licences;
- c) to approve amendments to existing Project Licences and additional availabilities which have been considered by the Applications Review Group (ARG)
- d) to advise staff on matters related to animal welfare, in relation to animal acquisition, accommodation, care and use;
- e) to promote awareness of animal welfare and the 3Rs (reduction, refinement, and replacement)
- f) to provide a forum for discussion and development of ethical advice to the establishment licence holder on all matters related to animal welfare, care and use at the University;
- g) to promote the development and uptake of the 3Rs and to ensure that appropriate and up-to-date guidance and information is available wherever necessary;
- h) to follow the development and outcome of projects carried out at the University, taking into account the effects on the animals used, considering interim and retrospective reviews and assessments of all Project Licences and to continue to apply the 3Rs;
- i) to ensure that general facilities within the Ancillary Unit are satisfactory and that good standards of care and accommodation are achieved;
- j) to establish and regularly review the Ancillary Unit's managerial systems, procedures and operational protocols for monitoring, reporting and follow-up where these bear on the proper use and welfare of animals;
- k) to support named persons, and other staff dealing with animals, on animal welfare, ethical issues; to advise on the training requirements of all relevant

²⁰ Last updated version 4.6 – ToR approved by University Research Governance Committee October 2018.

staff to ensure that they are fully aware of the need to implement the 3Rs and take into account ethical aspects of animal use;

- l) to advise on re-homing schemes, including appropriate socialisation of the animals to be re-homed;
- m) to review and approve the ethical aspects of research projects that involve animals but do not require a Project Licence under the Animals (Scientific Procedures) Act; the Applications Review Group (ARG) is authorised to approve Non-ASPA applications and to issue the applicant with an AWERB Certificate of Approval in consultation with the Chair of the AWERB;
- n) to help to promote a 'culture of care' within the establishment and, as appropriate, in the wider community, including considering any public relations issues relating to the use of animals by the University;
- o) to consider any matters raised by Project Licensees, or other persons whether internal or external to the University, regarding the use of animals by the University;
- p) to produce a Report for each meeting of the University Research Governance Committee summarising the work of the Committee;
- q) to respond to enquiries, and consider advice received, from the Animals in Science Committee;
- r) Any annual reports should also be circulated for information to all Project Licence Holders (who should discuss the Report with their staff as appropriate), the Ancillary Unit Management Board and the Ancillary Unit User Group.
- s) The Committee may delegate to its Chair or any other member, for the purposes of implementing policy in accordance with Statute XVI.3, powers and functions which it is itself competent to perform.

AWERB Composition

Membership

- Holder of the Certificate of Designation (Chair);
- Named Veterinary Surgeon; Named Animal Care & Welfare Officer;
- Two lay members, at least one of whom should have no responsibility under the Act;
- One representative of the Project Licence Holders;
- One representative of the Personal Licence Holders;
- One representative of the Ancillary Unit User Group;
- One representative from the School of Psychology;
- One representative from BSMS.

In attendance

- The local Home Office Inspector;
- Chair of the Ancillary Unit Management Board (at the invitation of the Chair as appropriate but to attend at least one meeting per academic year).
- Research Governance Officer.

Representative members shall be appointed by the Chair for three years (renewable). Additional members may be co-opted by the Committee for particular meetings or items to ensure an appropriate range of expertise. Project Licence applicants or holders may be invited to attend relevant meetings of the Committee to answer questions about their application or ongoing licence.

Reports to

University Research Governance Committee

7.2.2.2.1. Animal Welfare and Ethical Review Body Applications Review Group²¹

Key Role

To assist in streamlining the process of considering applications for project licences. The Group comprises approximately two thirds the membership of the full Committee, however any AWERB member may attend an Applications Review Group meeting, should they wish to review licence applications or hear from academics about their work.

Terms of Reference

- a) to consider, by circulation wherever possible, all proposed new applications for Project Licences, significant amendments to Licences, and Non-ASPA project applications, focusing on the justifications given for the use of animals and the balance between the likely harms to the animals and the expected benefits of the research;
- b) to apply local perspectives, knowledge and expertise to applications, taking account of local policies, facilities, resources and good practices for procedures;
- c) to conduct Project Licence reviews;
- d) to recommend all licence applications, amendments and reviews to the Chair of the Animal Welfare and Ethical Review Body (AWERB) and Establishment Licence Holder
- e) the Applications Review Group is authorised to approve Non-ASPA applications and to issue the applicant with an AWERB Certificate of Approval. Where there are any disputes over the approval of a non-ASPA application, this should be referred to the AWERB for decision.

AWERB ARG Composition

Membership

- AU Manager (Chair);
- Named Veterinary Surgeon (AWERB member);

²¹ Last updated version 4.6 – ToR approved by University Research Governance Committee October 2018.

- Two Lay members, at least one of whom should have no responsibility under the Act (AWERB Members);
- One representative of the Personal Licence Holders (AWERB Member);
- One representative from the School of Psychology (AWERB Member);
- One representative from BSMS (AWERB Member);
- Research Governance Officer; (AWERB Member);
- Secretary of Animal Welfare and Ethical Review Body.

The Group shall be quorate if the Chair, a Lay member and either the Named Veterinary Surgeon or representative of the Personal Licence Holder are present. Project Licence applicants or holders may be invited to attend relevant meeting of the Group to answer questions about their application or ongoing licence.

Reports to

Animal Welfare and Ethical Review Body (AWERB)

7.2.3. Enterprise Panel²²

Terms of Reference

- a) to support the Pro-Vice-Chancellor (Research) in determining and prosecuting the commercial development and exploitation of University intellectual property and enterprise initiatives;
- b) to use the Enterprise Development Fund, Cascade, South East Seed Fund and any other relevant funds, as appropriate, to support academic commercial initiatives that have the capability of generating external income on a sustainable basis;
- c) to foster an increased understanding of and engagement with commercial activities.

Composition

Membership

- Pro-Vice-Chancellor (Research) (Chair);
- Director of Finance;
- Director of Research and Enterprise;
- Executive Director of the Sussex Innovation Centre;
- a representative of the Heads of School for a period of three years (renewable for a further three years);
- two independent members (who will preferably be relevant independent members of Council) normally appointed for three years in the first instance, and for no longer than six consecutive years (two terms of three years duration).

In attendance

- Intellectual Property Manager;

²² Last updated version 3.2 – Approved by Research and Knowledge Exchange Committee February 2017

- Management Accountant;
- Project Co-ordinator;
- Innovation Support Manager

The Panel may co-opt other members to provide specific expertise as necessary.

Reports to

Research and Knowledge Exchange Committee

7.2.4. Research Staff Working Group²³

Key role

The Research Staff working group shall oversee the delivery of provision for research staff, including their career development, within the context of delivery to the University's Strategic Framework.

Terms of Reference

- To monitor the University's policy and practice to ensure delivery of the Sussex 2025 Strategic Framework aim to 'help our researchers to develop throughout their whole career' in relation to postdoctoral researchers'. In doing so, seek to ensure that the University of Sussex is an employer of choice for research staff.
- to monitor and review the University's on-going application of the Concordat to Support the Career Development of Researchers;
- to receive reports on the action plan projects identified in the University's HR Badge of Excellence in Research submission and oversee the renewal process;
- to receive recommendations from Research Staff Representatives and the Research Staff Forum;
- to benchmark the University's performance against other institutions (e.g. through tools such as CROS), and where necessary instigating amendments to the University's HR Badge of Excellence in Research action plan;
- to monitor the number and typology of research staff on an annual basis, by reviewing reports produced by HR (e.g. those required for the University's HESA return);
- to ensure data records and contact details are maintained and the University has suitable communication channels to engage with Research Staff;
- to oversee the professional services support for research staff, including recruitment, induction, appraisal, retention, training and career development activities to ensure an institutional coherence;
- to improve the employability of research staff (both within and out-with the academy);
- to represent the University and engage with national and international consultations relating to research staff;
- to oversee the University's relationship with external bodies focused on supporting research staff;

Composition

Membership

- Director of Research Staff Development (Chair)
- School Early Career Researcher Leads (or equivalent, where appointed)

²³ Last updated version 4.6 – Change approved by Research and Knowledge Exchange Committee October 2018.

- one School Administration Manager
- the Director of Human Resources (or nominee)
- Deputy Pro-Vice Chancellor for Equality and Diversity (or nominee)
- Director of Research and Enterprise Services (or nominee)
- minimum of two research staff representatives
- Research Staff Officer (secretary).

Reports to

Research and Knowledge Exchange Committee and People and Organisation Development Committee

7.3. University Education Committee

Key Role

In order to meet the objectives set in the University's Academic Strategy, the Committee shall promote and monitor the University's Teaching and Learning Strategy, maintain academic standards and promote the excellence of teaching, learning and the student experience.

Terms of Reference

- (a) to develop the academic aims, educational objectives and academic policies of the University consistent with its corporate strategy, and to ensure the coherence of the academic portfolio;
- (b) to develop and monitor the implementation of the University's Teaching and Learning Strategy, including informing and monitoring the effective development of the teaching and learning environment; to approve School teaching and learning strategies and associated operational plans;
- (c) to approve the procedures for internal quality assurance procedures (course approval, annual monitoring, periodic review and peer observation of teaching) and monitor their effectiveness; to progress any University-level issues arising;
- (d) to be responsible for the assurance of academic standards, including responsibility for academic principles and frameworks, and for setting the assessment policies and academic regulations of the University, with due regard to the requirements of relevant national and international frameworks and external agencies;
- (e) to determine the procedures for review of aggregate reports and assessments of quality in teaching and learning, and all aspects of student performance, relating to awards of the University from Schools; partner colleges and relevant support services or from Professional, Statutory or Regulatory Bodies (PSRBs) and other external agencies, and to ensure effective processes for the identification and implementation of action to improve the quality of teaching, learning and the student experience (including recommendations on the physical and virtual environment) taking into account national and international benchmarks;
- (f) to monitor and maintain the sustainability of the taught course portfolio by receiving reports from Schools on changes to the existing portfolio (i.e. the suspension, withdrawal or change in title of a course) and to address any University issues arising;

- (g) to approve recommendations from Schools on changes to courses, and to receive reports from Schools on changes to courses;
- (h) to monitor and where appropriate recommend changes to policy and procedures in respect of student progress, including monitoring and evaluation of statistical data on student progression and achievement, in the context of policies and strategies for admissions, widening participation and equalities and diversities;
- (i) to direct the development and monitor the implementation of policies for academic and personal support for students, including the acquisition of broader learning and life skills to prepare students for future employment and citizenship;
- (j) to approve the appointment of external examiners for all University awards and determine policy and procedures relating to such appointments; to consider analyses of external examiners' reports and determine action to be taken on University-wide issues;
- (k) to approve the procedure for the recognition of affiliated institutions, and the procedure for the approval of courses offered at those institutions and leading to an award of the University, and to make recommendations to Senate on the recognition of affiliated institutions;
- (l) to oversee the operation of processes for considering exceptional circumstances in the context of student assessment, including processes for determining individual cases that raise issues of case law, and monitoring the consistency of decision-making;
- (m) to approve the policy and procedures for academic appeals and academic complaints and monitor their effectiveness;
- (n) to approve procedures for the disbursement of such funds and resources as may be made available for the enhancement of the student experience and the recognition of teaching excellence;
- (o) to consider reports and proposals from other committees, support services and consultative groups and to recommend appropriate responses.

For the purpose of expediting matters in which the Committee is competent to act under these terms of reference, to delegate powers and functions to its Chair or other members of staff.

Composition

Membership

- Pro-Vice-Chancellor (Education and Students) (Chair);
- Deputy Chair appointed by the Vice-Chancellor (Director of Academic Courses);
- One representative of the Heads of Schools;
- Directors of Teaching and Learning;
- Librarian;
- Director of IT Services;
- Director for the Student Experience
- Deputy Director for the Student Experience and Head of Student Wellbeing
- Policy and Project Manager (Student Services);

- One academic member of staff of BSMS nominated by the Dean of BSMS (Director of Teaching and Learning or equivalent);
- Undergraduate Education Officer of the Students' Union;
- Postgraduate Education Officer of the Students' Union;
- Welfare Officer of the Students' Union;
- One postgraduate Taught Student Representative;
- three undergraduate Student Representatives (one from each cluster).

In attendance

- Director of Teaching and Alumni Relations, IDS;
- Director of the Careers and Employability Centre;
- Head of Student Support Unit;
- Head of Widening Participation;
- Head of the Partnership Office;
- Member of the Students' Union permanent staff; Senior Planning Officer.

Reports to

Senate

7.3.1. Academic Appeals Board²⁴

Terms of Reference

- to oversee matters of policy and procedure relating to appeals in respect of taught courses;
- to receive an annual report on the conduct of taught course appeals;
- to report on, and make recommendations in respect of appeals matters, to Senate, via the University Education Committee;
- to provide the membership of Appeals Panels to consider individual appeals from students on taught courses, as specified in the relevant Regulations. The Appeals Panels will be chaired by an experienced academic member of the Appeals Board, the Vice-Chancellor or one of the Pro-Vice-Chancellors. In appointing members of the Academic Appeals Board to Appeals Panels, selection will be carefully managed to ensure no conflict of interest;
- to provide for Termination of Training Appeals Panels to be convened as and when required to consider appeals against decisions of a Fitness to Practise Panel, as specified in the relevant Regulations. The Panel will be chaired by an experienced academic member of the Academic Appeals Board, the Vice-Chancellor or one of the Pro-Vice-Chancellors.

²⁴ Last updated version 4.2 approved by the Vice-Chancellor February 2018

Composition

Membership

- Chair: An experienced academic member of the Academic Appeals Board, the Vice-Chancellor or one of the Pro-Vice-Chancellors or Deputy Pro-Vice-Chancellors;
- The (other) Pro-Vice-Chancellors or Deputy Pro-Vice-Chancellors;
- Up to fifteen academic members, appointed by Senate on the recommendation of the University Education Committee for a normal tenure of four years, with the possibility of extension up to a maximum of five years, who will be academic staff with significant experience of taught course examinations matters. At least one academic member of the Board should be a member of staff with experience in the student welfare field. At least two academic members should have significant recent experience of a discipline requiring the determination of professional competence. In nominating academic members, the University Education Committee will be mindful of the need to achieve a membership with balanced experience of undergraduate and taught postgraduate courses;
- Up to six student members, to be nominated by the President of the Students' Union, who will normally be drawn from the team of Elected Officers (Full-Time) of the Students' Union (each individual Panel to include two Students' Union representatives).

Reports to

University Education Committee and Senate.

7.3.2. Joint Approval and Review Board

Terms of Reference

The Joint Approval and Review Board operates on behalf of the University Education Committee of the University of Sussex and the Academic Standards and Academic Development Committees of the University of Brighton and is responsible for oversight of joint awards of the two Universities and primarily of academic delivery within Brighton and Sussex Medical School (BSMS), a joint school of the two Universities.

Specific duties:

- (a) to prescribe and keep under review the quality assurance procedures and joint academic arrangements to be followed for courses leading to joint awards and specifically those for the BSMS in order to satisfy the requirements of the two Universities and to refer matters to relevant senior committees of both universities for consideration as appropriate;
- (b) to consider the impact of University policies on academic delivery within BSMS and advise the Medical School accordingly;
- (c) to consider all matters related to the quality and standards of academic provision in BSMS in order to present a collective response to the relevant committees for each university and to the BSMS Academic Board;

- (d) to agree the Examination and Assessment Regulations to be followed in the case of joint awards and specifically those for BSMS and to refer these for ratification to appropriate senior committees within the two universities;
- (e) to approve the membership of examination boards for joint awards including all examination boards within BSMS; to consider recommendations for the joint appointment of external examiners for courses leading to joint awards;
- (f) to consider annual reports on the operation of examination boards and external examiners, identifying points of concern or good practice and conveying these to appropriate fora within the two universities;
- (g) to consider and make recommendations upon curriculum proposals, annual monitoring reports and internal and external review reports on joint courses and to refer pertinent information to appropriate senior committees within the two Universities;
- (h) to consider and make recommendations upon the BSMS Learning and Teaching Strategy and the BSMS Staff Development Plan and refer pertinent information to appropriate senior committees within the two Universities;
- (i) to consider any other matters referred to it by the Universities.

Composition

Membership

- Chair of the Academic Standards Committee of the University of Brighton;
- Chair of the University Education Committee of the University of Sussex;
- Chair (or one other member) of the Doctoral College Board of the University of Brighton;
- Chair of the Academic Standards Committee of the University of Brighton;
- Chair (or one other member of) the Doctoral Studies Committee of the University of Sussex;
- Head of Registry (or nominee) of the University of Brighton;
- Chief Operating Officer (or nominee) of the University of Sussex;
- Three members of academic staff of BSMS, nominated by the Dean, to represent the BM BS, taught postgraduate provision and research degree provision; Dean of BSMS;
- Head of the School of Computing, Engineering and Mathematics at the University of Brighton (or nominee);
- Head of the School of Engineering and Informatics at the University of Sussex (or nominee)

In attendance

- Secretary of BSMS;
- Deputy Secretary of BSMS.

Reports to

University Education Committee of the University of Sussex and Academic Board of the University of Brighton.

7.3.2.1. Brighton and Sussex Medical School Academic Board

Terms of Reference

Curriculum

- (a) to develop the academic strategy and academic portfolio of the School;
- (b) to recommend proposals for new curriculum developments, and proposals for curriculum and assessment changes, for approval by the relevant committees of the two Universities via the Joint Approval and Review Board;
- (c) to establish and review an annual operational plan for teaching and research within the School.

Quality Assurance and Enhancement

- (d) to maintain and enhance the academic standards of the School's academic provision;
- (e) to ensure the implementation of the agreed quality assurance procedures for BSMS, including annual monitoring, and any actions agreed as a result of internal or external reviews;
- (f) to receive for information recommendations on the appointment (and removal) of internal and external examiners made by the Honorary Titles and External Examiners Sub-Committee;
- (g) to make recommendations on the appointment (and removal) of internal and external examiners and of examination boards to the relevant University committees via the Joint Approval and Review Board;
- (h) to oversee student support arrangements;
- (i) to approve and keep under review the BSMS Learning & Teaching Strategy and associated Staff Development Plan;
- (j) to approve a School report for submission to the Universities' relevant committees via the Joint Approval Review Board;
- (k) to produce an annual report for submission to the BSMS Joint Board;
- (l) to consider such other matters referred to it by its parent or sub-committees, the Dean of BSMS, or the authorities of the Universities.

Honorary Titles

- (m) to receive for information recommendations for BSMS honorary titles made by its Honorary Titles and External Examiners Sub-Committee.

Composition

Membership

- Dean of BSMS (Chair);
- Associate Dean of BSMS;
- Chair of Fitness to Practise;
- Chair in Cancer Medicine;
- BSMS Director of Undergraduate Studies;
- Head of IPGM;
- BSMS Phase Leaders;
- BSMS Deputy Phase Leaders;
- BSMS Sub-Deans;
- All other BSMS professorial staff;
- Two representatives from the University of Sussex appointed by the Senate for a period of three years;
- One representative from the Faculty of Health of the University of Brighton appointed by the Dean for a period of three years;
- One representative from the Faculty of Science and Engineering of the University of Brighton appointed by the Dean for a period of three years;
- BSMS Librarian;
- Three undergraduate BSMS Student Representatives;
- One postgraduate BSMS Student Representative;
- Up to two co-opted members.

In attendance

- Medical School Secretary;
- Deputy Medical School Secretary.

Reports to

Joint Approval and Review Board.

7.3.3. Academic Misconduct Sub-Committee²⁵

Terms of Reference

- (i) To consider all cases of undergraduate and taught postgraduate academic misconduct in accordance with the regulations, with the exception of First Cases, unless a First Case is referred to the Panel.
- (ii) To delegate cases of academic misconduct in an exam to a designated Chair, in accordance with the regulations, where the candidate has not previously been considered by the Academic Misconduct Panel.
- (iii) To use academic judgement to apply appropriate penalties, in accordance with the regulations, to ensure that the academic standards of the award are maintained.
- (iv) To report annually to the University Education Committee.
- (v) The Panel will meet as required.

²⁵ Approved via Chair's Action and reported to UEC in October 2018

Composition and quoracy:

Membership of the Academic Misconduct Panel will include a minimum of a Chair, at least one member and one member drawn from the designated officers of the Students' Union. Members of the Academic Misconduct Panel are appointed by the University Education Committee for a period of three years.

Reports to

University Education Committee

7.3.4. Student Experience Forum

The success of the Student Experience Forum, as outlined below, depends on a strong relationship with School Student Experience Groups, which report to the Student Experience Forum, and with other University Committees where issues raised by students can be taken forward, particularly to the University Education Committee which has a standing agenda item allocated to the Student Voice.

Key Role

The role of the Student Experience Forum (SEF) is to bring together Student Representatives and members of the Students' Union with senior members of the University. Its purpose is to discuss, consult, monitor and share good practice on matters relating to the learning experience and welfare of students.

The Student Experience Forum is a student-lead committee with a student majority membership and Students' Union Chair. It aims to improve the quality of the learning experience and wider student experience of students at Sussex by including student views in policy and practice decisions at a University level. The SEF offers students a direct channel of communication with senior members of University staff and offers the University direct contact with student representatives for consultation, feedback, information sharing and development of policy and practice.

Specifically

- a) Student Experience Forum takes forward items raised at School Student Experience Groups that require University level discussion or are of relevance across Schools.
- b) Student Experience Forum should compliment, without replacing, the role of wider consultations with the student body.
- c) The Student Experience Forum should directly feed into and complement, without duplicating the work of, University Education Committee.
- d) The Student Experience Forum should complement, without duplicating, existing direct liaison arrangements between the University and the Students' Union and the work of the Executive Liaison Group.
- e) The Student Experience Forum should complement, without duplicating, the role of consultative and decision-making bodies in the area of equality and diversity.

Terms of Reference

- a) To allow students the opportunity to raise issues with the University relating to their academic and learning experience, their welfare and wellbeing, and any other issue related to the wider student experience including, but not limited to: pastoral care and advice, social orientation and cohesion, study skills development, employability and personal development, extra-curricular activities, student financial advice, links to campus (NHS) health service. Within this general remit, to attend to groups within the student body with special interests and needs including, but not limited to: international students, students with disabilities, student parents, mature students, LGBTQ students and black and minority ethnic students.
- b) To discuss and share views and information on issues of policy and practice relating to the student experience.
- c) To receive feedback from students on the student experience in order to inform policy developments and help determine priorities and to act as a sounding-board for proposed University developments.
- d) For University members of the group to advise and inform relevant University committees on matters within its remit and to ensure that responses are received and fed back to SEF. In particular to take forward issues raised at SEF to University Education Committee and to seek further action where appropriate.
- e) To consult with, and receive reports from School Student Experience Groups.
- f) To meet termly.
- g) Except in exceptional circumstances and at the discretion of the Chair, agenda items received by students shall be given priority.

Composition

Ex Officio:-

Student members: 1 Student Rep from each School (BSMS, BMEC, ESW, EngInf, Eng, Global, HAHP, LPS, LifeSci, MPS, MFM, Psych) as well as SCLS and Foundation Years, who would normally be the chair of their School Student Experience Group (or a nominated student rep from the Student Affairs Sub-Committee for BSMS).

Students' Union members: 6 Students' Union Sabbatical Officers, and 4 Students' Union Part-Time Officers. Education Officers of the Students' Union to co-chair along the Pro Vice Chancellor for Education and Students.

University members: Pro Vice Chancellor for Education and Students (co-chair); Director for the Student Experience; Academic Development and Quality Enhancement Manager; Student Services Retention and Progression Manager.

Members in Attendance: One Students' Union staff member. All elected Student Reps. Academic Development and Quality Enhancement Officer (Secretary)

Reports to

University Education Committee

7.3.5. Portfolio Approval Committee²⁶

Terms of reference

PAC is a subcommittee of Senate with responsibility for ensuring cost-effective use of resources in relation to curriculum developments and overall value for money. It is responsible for:

- a) Considering resource aspects of new course developments and withdrawals, taking into account resource requirements linked to how these proposed developments support school and institution strategic plans;
- b) Considering how the overall School Portfolio ensures the cost-effective use of University central resources by the School taking into account student FTE at course level and/or headcount at module level; Considering applications for new 60 credit and 90 credit pathways in line with the Academic Framework;
- c) The approval of new courses and pathways, and the withdrawal or suspension of courses and pathways. The Committee will receive both Stage 1 and Stage 2 proposals before giving approval for a course to proceed to validation.
- d) The presentation of a Termly Report to Senate detailing:
 - a. Meetings held by the PAC;
 - b. Membership;
 - c. Decisions taken concerning course approval, suspensions or withdrawals; and
 - d. Any specific matters to be brought to the attention of Senate or requiring Senate's approval.

Composition:

Membership

- Pro-Vice-Chancellor (Education and Students) (Chair);
- Deputy Pro-Vice-Chancellor (Education and Innovation);
- A Head of School representing each academic cluster;
- Director for the Student Experience;
- Director of Student Recruitment, Marketing and International Affairs;
- Director of Finance or Deputy Director of Finance;
- Head of Admissions;
- Head of Academic Development and Quality Enhancement
- Director of Teaching and Learning appointed by the Chair (Interim membership whilst review of PAC composition is underway)

In attendance

- Academic Development and Quality Enhancement Curriculum Manager (Minute secretary).

Working practices:

(a) There will be three physical meetings of the Committee per year, one in October, one in February, and one in May. The Committee will meet virtually in-between physical meetings, where there is pending business, to expedite curriculum approvals. In exceptional circumstances, items may be approved by Chair's action under delegated authority to meet external deadlines for an identified cohort (where the risk is identified as being low).

²⁶ Last updated version 4.7 – changes approved by Senate in February 2019

(b) To support its discussion of new course proposals, the Committee will receive the following standing papers for all meetings

- Student number targets and admissions data
- Current FTE per Course for UG and PGT and/or headcount per module where Course FTEs do not appear to be viable

Reports to:

Teaching and Learning Committee

7.3.6. Examination and Assessment Regulations Sub-Committee²⁷

Key Role

On behalf of the University Education Committee, to oversee the development and implementation of the University's Examination and Assessment Regulations for taught awards and to advise on opportunities for innovation in assessment to ensure the academic standard of University awards are secure irrespective of mode or location of delivery.

Terms of Reference

- a) To advise the University Education Committee on policy and procedural matters relating to the development of the University's taught Examination and Assessment Regulations to ensure academic standards are secure and keep pace with national developments in assessment practice, including the use of technology in this area.
- b) To develop the University's policy and procedures relating to: the roles and responsibilities of external examiners; feedback from external examiners; outcomes from internal review procedures; and taking account of national developments in this area.
- c) To monitor the incidence of academic misconduct and to advise University Education Committee on the development of policy and procedure, including the use of technology in detection and prevention, and to ensure equity in the application of the regulations in this area.
- d) To develop a programme of induction for new internal and external examiners and to ensure this is delivered as required.
- e) To receive an annual report on the conduct of examinations and to advise University Education Committee on actions as appropriate.
- f) To undertake any other duties or tasks as referred to the Sub-Committee by University Education Committee from time to time.

Composition

Membership

- Chair (PVC Education and Students or nominee);
- three Directors of Teaching and Learning (ensuring balance across disciplinary areas);
- three School Directors of Student Experience; (ensuring balance across disciplinary areas);
- Director for the Student Experience (or nominee);
- one member of Academic Registry
- one Head of School (nominated by Heads of School);
- one Faculty member from School involved with accreditation/placement;
- one member of SSRO
- USSU Undergraduate Education Officer;
- USSU Postgraduate Education Officer

²⁷ Last updated version 3.1 - Approved by University Teaching & Learning Committee October 2016.

Reports to

University Education Committee

7.3.7. Student Engagement Sub-Committee²⁸**Key Role**

To oversee the implementation of the University's policies and strategy for student engagement, including ensuring high quality student support services that effectively support the student academic experience.

Terms of Reference

- a) To oversee the delivery and enhancement of the University's arrangements for academic advising;
- b) To oversee the implementation of the University's attendance, engagement and absence policy for taught students, and to liaise with the Doctoral Studies Committee in relation to the implementation of the same for research students;
- c) To develop, promote and evaluate priorities, policies and good practice relating to the student academic experience at the University of Sussex, including how this is supported by the delivery of high quality student support services;
- d) To advise the University Education Committee on the planning and development of student support services and related facilities in light of national and international good practice and to ensure that the University appropriately discharges its legal duties in the relevant areas;
- e) To ensure that student engagement and support services facilitate and promote an inclusive student academic experience;
- f) To receive regular reports from services areas on student welfare and finance, the activities of user support groups and the Student Experience Forum and to recommend actions or interventions as required;
- g) To receive and consider a regular student voice report;
- h) To receive data on the outcomes of internal and external reviews, the National Student Survey and internal University surveys, DHLE and Prevent and to recommend actions as required;
- i) To undertake any other duties as referred to the Sub-Committee by the University Education Committee from time to time.

²⁸ Last updated Version 3.1 - Approved by University Education Committee October 2016.

Composition

Membership

- Chair (PVC Education and Students or nominee);
- One Head of School;
- All School Directors of Student Experience;
- USSU Welfare Officer;
- USSU Postgraduate Education Officer;
- USSU Undergraduate Education Officer;
- Three Student Representatives;
- Director for the Student Experience
- Librarian;
- Director of ITS;
- Head of Academic Development and Quality Enhancement
- Policy and Project Manager (Student Services).
- One School Administrator
- Head of Careers and Employability Centre

In attendance

- Secretary

Reports to

University Education Committee

7.3.8. Suitability for Professional Practice Panel

Terms of Reference

- a) To use academic judgement in considering cases referred regarding the conduct of a student registered on a course that leads to a professional qualification which gives the right to practice a particular profession;
- b) To make determinations, proportionate to the conduct, with reference to the relevant PSB's standard of conduct, performance and ethics, where such conduct may result in the student being unsuitable for practice in the relevant profession;
- c) Make a determination in relation to any health problem which may result in the student being unsuitable for practice in the relevant profession.
- d) Make a determination in relation to any previous matters not declared by the student;
- e) Reconsider cases following a period of review with agreed targets;
- f) Apply an appropriate outcome including requiring a student to be temporarily or permanently withdrawn.
- g) Report all outcomes to the relevant Progression and Award Board, School Education Committee and relevant Management Board.

Composition

The Panel will comprise:

- a Chair (normally the Head of School, or nominee from the School which owns the course);

- a member of faculty from the School not involved in teaching the student (or nominee member of faculty from another School where a Suitability for Professional Practice procedure is in place);
- a Manager (or appropriate nominee) from the partner institution.

The Panel must comprise at least two members. A Secretary will be appointed by the Chair.

7.4. Student Discipline Committee

Key Role

To advise Senate on matters of policy and practice regarding student discipline and to oversee the operation of the procedures on behalf of Senate.

Terms of Reference

- (a) to decide upon the instigation of disciplinary proceedings;
- (b) to receive from the Chief Operating Officer reports of action taken under the terms of Regulation 2;
- (c) to scrutinise all proposals for amendments and additions to that Regulation and submit recommendations thereon to Senate;
- (d) to approve amendments to the Procedures for the Operation of Student Disciplinary Panels, and procedures for conducting Student Discipline Appeals.

The Committee may delegate to its Chair, in accordance with Regulation 2, powers to decide upon the instigation of disciplinary proceedings in the intervals between its meetings.

The committee will meet at least annually.

Composition

Membership

Council delegates to Senate the power to appoint the Student Discipline Committee. The composition of the Student Discipline Committee shall be determined by Council on the advice of Senate.

- One academic staff member appointed by Senate (Chair);
- One academic staff member appointed by Senate (Deputy Chair);
- Four academic staff members appointed by Senate;
- One Elected Officer (Full-Time) of the Students' Union nominated by the President of the Students' Union (normally the Education Officer or Welfare Officer).

In attendance

- Director for the Student Experience; Deputy Director for the Student Experience and Head of Student Wellbeing, Director of RSTS or nominee.

Members will be appointed for three years. A quorum will consist of the Chair plus two members.

Reports to

Senate

7.5. Criminal Convictions Panel

Terms of Reference

- (a) to consider an applicant with a criminal conviction in terms of:
- (i) the welfare of University staff and students, bearing in mind the nature of their conviction, University policy and relevant UCAS guidance,
 - (ii) the obligations of students
- and with a view to facilitating entry to Higher Education where possible;
- (b) to reach a decision on an applicant, recommended for an offer of a place, who is declaring a criminal conviction on whether the applicant should:
- (i) be admitted;
 - (ii) be admitted but stated conditions should be attached to the admission;
 - (iii) be refused admission.
- (c) to validate a proposal to refuse admission where a previous conviction would preclude an applicant from obtaining a professional placement;
- (d) to reach a decision on an applicant who acquires a criminal conviction, or for whom a conviction comes to light, between having been made an offer and registering, on whether the applicant should:
- (i) still be admitted;
 - (ii) be admitted but stated conditions should be attached to the admission;
 - (iii) have the offer of admission rescinded.
- (e) to consider the case of students who acquire a criminal conviction, or for whom a conviction comes to light, during their studies at the University, and to decide:
- (i) where the student's studies have been interrupted by a period of intermission whether to allow the student to resume their studies (with or without stated conditions);
 - (ii) where the student's studies have not been interrupted, whether or not to permit continued registration (with or without stated conditions)
- Where a student is on a social work course and acquires a criminal conviction, or for whom a conviction comes to light, the Termination of Training procedures take precedence. If termination is not enacted then any decision relating to the conviction should be validated by the Criminal Convictions Panel.
- (f) to liaise with the Student Discipline Committee where appropriate;

Composition

Membership

- Chair appointed by the Vice-Chancellor;

- Director for the Student Experience;
- Head of University Housing Services;
- Deputy Director for the Student Experience and Head of Student Wellbeing

The following appointed by the Chair for a period of three years (renewable):

- One member of the Law Department with experience of admissions;
- One member of either the Education or Social Work Departments;
- One representative of the Trade Unions;
- Two Elected Officers (Full-Time) of the Students' Union appointed by the President of the Students' Union (usually the Welfare Officer and Society and Citizenship Officer)

In attendance

- Chair of Student Discipline Committee as an observer

Reports to

Senate

7.6. Research Degree and Professional Doctorate Appeals Board

Terms of Reference

On behalf of Senate, to consider appeals against decisions of the Research Degree Examination Board and the Professional Doctorate Examination Board.

Composition

Membership

- Vice-Chancellor;
- Two of the other Pro-Vice-Chancellors (excluding the Pro-Vice-Chancellor (Research));
- Two other members of the academic faculty appointed by and from Senate.

Any three members should constitute a quorum and no member of the Research Degree and Professional Doctorate Appeals Board should be a member of the Research Degree Examination Board or of the Professional Doctorate Examination Board.

Reports to

Senate

8. Examination Boards

8.1. Professional Doctorates Examination Board

Terms of Reference

For the taught component of the course

- (a) to set, conduct and mark the examinations for Professional Doctorates;
- (b) to approve, on behalf of the Senate, the results of the examination of course-work of candidates and the progress of candidates to proceed to the research component of the course;
- (c) to report to Doctoral Studies Committee on the conduct of that year's examinations and on the plans for the following year's examinations;
- (d) to establish sub-groups to make recommendations to the Board on late submissions, and to decide on extensions to submission deadlines and on special arrangements for candidates;
- (e) to consider and forward recommendations on candidates who successfully complete Phase 1, or Phases 1 and 2 (the taught component), to the Chair of the Doctoral Studies Committee in accordance with the University Regulations for Professional Doctorates.

For the research component of the course

- (a) to appoint examiners (the appointments normally to be approved on behalf of the Board by the Chairperson or the Vice-Chair);
- (b) to consider examiners' reports and to forward recommendations on candidates to the Chair of the Doctoral Studies Committee in accordance with the University Regulations for Professional Doctorates;
- (c) to report annually to the Doctoral Studies Committee;
- (d) to formulate instructions and communications to candidates about the results of any examination for Professional Doctorates. The Board will hold full meetings only to consider those cases where a candidate has failed under Regulations 56(b), 56(c), 57(c), 57(d), 57(e), 57(f), 60(b), 60(c) and 61(b) for the award of a Professional Doctorate. Notwithstanding this, the Chair has discretion to call a meeting to consider any cases where the recommendation does not appear to be straightforward. In all other cases the examiners' recommendations are forwarded by the Chair, on behalf of the Board, in consultation with the Vice-Chair, where appropriate.

Composition

Membership

- Two senior members of the academic faculty as Chair and Vice-Chair, nominated by the Doctoral Studies Committee and appointed by University Education Committee. Normally the two members appointed under this category will be the Chair or the Vice-Chair of the Research Degree Examination Board and also a relevant Director of Doctoral Studies;
- The Director(s) of Doctoral Studies of the relevant School(s);
- The Course Convenor(s);

- The internal examiners nominated by the Director of Doctoral Studies for appointment by the School Teaching and Learning Committee;
- The external examiner(s) appointed by University Education Committee for each course.

Reports to

Doctoral Studies Committee

8.2. Research Degree Examination Board²⁹

Terms of Reference:

- a) to appoint examiners, on behalf of Senate. The appointments normally to be approved on behalf of the Board by the Chair or one of the specialist members;
- b) to consider examiners' reports and to forward recommendations on candidates to the Doctoral Studies Committee in accordance with the University Regulations for Research Degrees; the recommendations normally to be forwarded on behalf of the Board by the Chair or one of the specialist members
- c) to report annually to the Doctoral School Board;
- d) to formulate instructions and communications to candidates about the results of any examination for a research degree; the communication normally to be forwarded on behalf of the Board by the Chair or one of the specialist members.

The Board will hold full meetings annually to discuss trends in examination outcomes and to review examination outcome categories. Notwithstanding this, the Chair has discretion to call a meeting to consider any cases where the recommendation does not appear to be straightforward. In all other cases the examiners' recommendations are forwarded by the Chair or one of the specialist members, on behalf of the Board, in consultation with the other Board members, where appropriate. In cases where the Board is required to meet there will be a quorum of at least three members of the Board in addition to the Chair, including all of the specialist members.

Composition:

Three senior members of the academic faculty as specialist members, one with experience of graduate work at research degree level in the humanities, one with experience in social sciences, and one with experience in science or engineering, nominated by the

²⁹ Last updated Version 4.6 - Approved by Doctoral Studies Committee updated September 2017

Doctoral Studies Committee and appointed by Doctoral School Board. The Chair to rotate annually between the three specialist members.

Up to three senior members of the academic faculty, with experience of graduate work at research level, nominated by the Doctoral Studies Committee after consultation with the appropriate Directors of Doctoral Studies in order to ensure coverage and balance of expertise, and appointed by Doctoral School Board.

Reports to: Doctoral Studies Committee.

8.3. Brighton and Sussex Medical School Examination Boards

8.3.1. Module Examination Boards

Terms of Reference

The Module Examination Boards are required to:

- (a) ensure that justice is done to the individual students considered;
- (b) ensure that the standard of levels within the subject area is maintained through its role in the approval of the assessments and monitoring students' performance in assessments;
- (c) ensure that all appropriate academic regulations are met;
- (d) make a judgement in relation to any breaches of regulations reported to it;
- (e) make final decisions regarding the level of performance on the assessments for the modules within its remit for all students who are registered for those modules, taking into account all relevant information received but without reference to students' overall performance or performance on any other modules concurrently or previously studied;
- (f) make arrangements for students permitted to be reassessed for any element of assessment in any module within its remit, and the mechanisms for considering and approving the results of such assessments;
- (g) agree what actions the Chair, or any approved sub-group, may take on behalf of the Board;
- (h) review the operation of assessment procedures for each module and recommend changes where appropriate.

Composition

- (a) The Module Leader, at least one member of staff responsible for the teaching and the external examiner(s) with responsibility for the module;
- (b) The members of the Module Examination Board who are responsible for the teaching and assessment of the modules are known collectively as the internal examiners.

8.3.2. Phase Examination Board

Terms of Reference

The Phase Examination Board is required to:

- (a) ensure that justice is done to the individual students considered and that the standard of awards is maintained;

- (b) ensure that all academic regulations are met;
- (c) consider all information received which is pertinent to reaching a decision on the performance of any student, including: the marks or grades awarded by the relevant Module Examination Boards; any specific and general credit which has been accredited to students on enrolment (including marks where appropriate); reports of meetings of any sub-sets of the Board at which students' grades and/or their progress on the course are discussed; details of late submission of assessed work and any extensions to deadlines granted for submission of assessed work; and any mitigating circumstances submitted by the student;
- (d) make recommendations for the conferment of the approved awards for those students who have completed the course (either through meeting the course requirements, or through having studied for the maximum number of credits or time permitted, as stipulated in the course regulations);
- (e) make decisions about whether a student's overall performance may compensate for failure at intermediate stages or final assessment, in accordance with the course-specific regulations;
- (f) make decisions on students' eligibility for progression to the next stage, including whether, under exceptional circumstances, a student may progress to the next stage trailing up to the equivalent of 30 credits (or, exceptionally, 60 credits where mitigating circumstances have been upheld);
- (g) make final decisions regarding students' eligibility to continue their registration on the course;
- (h) make recommendations for the conferment of any subsidiary award in the case of eligible students who have withdrawn from the course, or who have transferred to another course within either University if their remaining credit, after transfer, is sufficient;
- (i) consider the reports from Module Examination Boards which have taken action when a student is found to have cheated or in any way attempted to gain an unfair advantage. If a student has been found to have cheated in more than one module considered by different Module Examination Boards, then the Phase Examination Board has authority to take further action in respect of that particular student and to determine whether or not the student should be permitted to be reassessed;
- (j) make a judgement in relation to any breaches of regulations reported to it;
- (j) agree what actions the Chair, or any approved sub-group, may take on behalf of the Board;
- (k) receive and comment upon any amendments to regulations pertaining to the award which have been approved by the School for future use;
- (l) review the operation of Phase Examination Board procedures and recommend changes where appropriate.

Composition

Membership

- A senior member of BSMS academic staff who has not been significantly involved with the teaching and assessment of the course;
- The relevant Module Leader(s);
- At least two members of staff responsible for the teaching and assessment of some modules in the course, normally the compulsory or required modules;
- One member of staff who has not been significantly involved with the teaching and assessment of the course, or any of the work under consideration, who should be from another School or Faculty;
- The external examiner(s) assigned to the module under consideration
- the chief external examiner.

8.3.3. Brighton and Sussex Medical School MRes Course Examination Board

Terms of Reference

The Course Examination Board is required to:

- (a) ensure that justice is done to the individual students considered and that the standard of awards is maintained;
- (b) ensure that all appropriate University and course regulations are met;
- (c) make final decisions regarding the level of performance on the assessments for the modules/units within its remit for all students who are registered for those modules/units, taking into account all relevant information received but without reference to students' overall performance or performance on any other modules/units concurrently or previously studied;
- (d) make arrangements for students permitted to be reassessed for any element of assessment in any module/unit within its remit, and the mechanisms for considering and approving the results of such assessments;
- (e) make decisions on the basis of applications or proposals for the deferral of any element of assessment for a particular student;
- (f) make recommendations for the conferment of the approved awards to both Universities for those students who have completed the course;
- (g) make decisions about whether a student's overall performance may compensate for failure at intermediate stages or final assessment, in accordance with the course-specific regulations;
- (h) make decisions on students' eligibility for progression to the next stage;
- (i) make final decisions regarding students' eligibility to continue their registration on the course;

- (j) make recommendations for the conferment of any intermediate award in the case of eligible students who have withdrawn from the Universities, or who have transferred to another course within the Universities if their remaining credit, after transfer, is sufficient;
- (a) make a judgement in relation to any breaches of regulations reported to it;
- (l) detail what actions the Chair, or any approved sub-group, may take on behalf of the Examination Board;
- (m) receive and comment upon any amendments to regulations pertaining to assessment which have been approved by the Faculty for future use;
- (n) review the operation of assessment procedures for each module/unit and recommend changes where appropriate.

Composition

Membership

- Senior member of BSMS staff (Chair);
- Acting Head of School (Deputy Chair);
- Member of the academic staff of the University of Brighton nominated by the Dean of the Faculty of Health and Social Sciences;
- Member of the academic staff of the University of Sussex nominated by either the Head of School of Psychology or the Head of School of Life Sciences;
- Advisor for Joint Postgraduate Regulations;
- Course Leader of the MRes Medical Research;
- Module leaders for mandatory course modules;
- External Examiner for the MRes Medical Research;
- One member of BSMS staff not significantly involved with teaching on the course.

In attendance

- Registrar & Secretary (or nominee) of the University of Brighton
- Chief Operating Officer (or nominee) of the University of Sussex.

9. Appointing Committees

9.1. Professorial Appointing Committees³⁰

Terms of Reference

In accordance with the procedures approved by Senate, to make an appointment(s) to a professorship or professorships in respect of which a Committee has been established.

Composition

Membership

- Vice-Chancellor (Chair) or the Vice-Chancellor's nominee;
- The relevant Head of School;
- At least two permanent, non-probationary member of the academic staff of the relevant School;
- At least one permanent, non-probationary member of the professorial academic staff of another School;
- At least one external assessor appointed by the Vice-Chancellor in consultation with the foregoing members of the Committee.

If the internal membership of the Committee does not include a representative of the relevant discipline or field of interest, a second external assessor should be appointed. In the case of BSMS Clinical Professors, the panel must be constituted in accordance with separate guidance on clinical academic appointments.

9.2. Appointing Committees for Lecturers A and B and Research and Teaching Fellow equivalents

Terms of Reference

To be responsible to the Vice-Chancellor, to function within the procedures approved by Senate for the appointment of academic staff, and to execute the power of Senate to appoint non-professorial members of the teaching staff.

Composition

Membership should be confined to permanent members of the academic staff and to external assessors of academic staff status from other institutions and should include at least the following: A Chair appointed by the Vice-Chancellor (the Vice-Chancellor will normally appoint the Head of the relevant School who may choose to nominate another Head of School in their place); the relevant Head of School if they are not Chair; up to two members of the teaching faculty of the School, one of whom should be the Head of Department in a multi-discipline School and one of whom should be elected by the teaching faculty of the School. The Chair may co-opt up to two further members of the teaching faculty of the School, in the light of the particulars of the post. If the Committee contains no one from the relevant field of interest: at least one external assessor, who should be appointed by the Vice-Chancellor after consultation with the relevant Head of School and the Department.

³⁰ Last updated version 3.2 - Approved by Senate March 2017.

The Vice-Chancellor is an ex-officio member of all committees in the University and may therefore take part in the work of Appointing Committees at their discretion.

In the case of vacancies in academic units outside the Schools and Departments, the membership of the Appointing Committees should follow the principles and patterns set out above as far as possible.

9.3. Appointing Committees for Senior Lecturers and Research and Teaching Fellow equivalents

Terms of Reference

To be responsible to the Vice-Chancellor, to function within the procedures approved by Senate for the appointment of academic staff, and to execute the power of Senate to appoint non-professorial members of the teaching staff.

Composition

Membership should be confined to permanent members of the academic staff and to external assessors of academic staff status from other institutions and should include at least the following: A Chair appointed by the Vice-Chancellor (the Vice-Chancellor will normally appoint the relevant Pro-Vice-Chancellor); the relevant Head of School; up to two members of the teaching faculty of the School, one of whom should be the Head of Department in a multi-discipline School and one of whom should be elected by the teaching faculty of the School. The Chair may co-opt up to two further members of the teaching faculty of the School, in the light of the particulars of the post. If the Committee contains no one from the relevant field of interest: at least one external assessor, who should be appointed by the Vice-Chancellor after consultation with the relevant Head of School and the Department.

The Vice-Chancellor is an ex-officio member of all committees in the University and may therefore take part in the work of Appointing Committees at their discretion.

In the case of vacancies in academic units outside the Schools and Departments, the membership of the Appointing Committees should follow the principles and patterns set out above as far as possible.

9.4. Academic Promotions, Advancements and Titles Committee³¹

Terms of Reference

- (a) to award the title of Reader, whether on the recommendation of an Academic Promotion Board or following direct application from an individual;
- (b) to award the title of Professor;
- (c) to note all promotions approved by the Academic Promotion Boards up to the level of Grade 9, but excluding Readership.

³¹ Last updated version 3.2 - Approved by Senate March 2017.

- (d) The Committee may delegate to its Chair, or any other member of staff, for the purpose of implementing policy, powers and functions that it is itself competent to perform.

The Committee will meet at least once per academic year. A prior meeting to the substantive meeting will also take place, chaired by the Vice-Chancellor's nominee at which applications will be considered in order to establish whether there is a prima facie case. If there is a prima facie case, references will be sought and considered with the respective cases at the substantive meeting.

Composition

Membership

- Vice-Chancellor (Chair);
- Provost;
- Pro-Vice-Chancellors;
- One Head of School from each Cluster appointed by the Chair, each serving for three years;
- One Professorial member of Senate from each Cluster elected by the academic members of Senate, each serving for three years, in which time an individual will remain on the Committee irrespective of whether they continue as a member of Senate.

In attendance

Human Resources representatives as required, one of whom (usually the Director of Human Resources) will act as Secretary to the Committee.

The division of Schools into Clusters for the above purposes is set out in the entry for Academic Promotion Board.

If no nominations are forthcoming for an elected place on the Committee, the Chair may appoint an appropriate individual meeting the criteria.

The Chair may co-opt other academic members to the Committee in order to redress gender imbalances in the membership at any time

10. Committees of the Schools of Studies

10.1. School Meetings

Terms of Reference

To disseminate information, encourage discussion on issues of common interest and take soundings on proposed University policies. Senate has agreed that School meetings are an appropriate formal forum for discussing strategic and academic plans. Positions agreed or views presented at such meetings will not be binding on Heads of Schools and School Meetings will be advisory to Heads of Schools rather than formal committees of the University. However, Heads of Schools may decide to communicate the outcomes of School Meetings to Senate or other University committees.

Composition

Membership

- Head of School (Chair);
- All academic and Professional Services staff in the School;
- All School Student Representatives in the School.

Quoracy

- A third of members for any formal decisions to be take

Frequency

- At least one per committee cycle (three times per year)

10.2. School Health, Safety and Environment Committees

Key Role

The provisions made for health, safety and environment matters will vary from School to School depending on the School's structure and the hazards and risks associated with its activities. For some Schools these matters may be handled outside of the following formal committee arrangements.

Terms of Reference

To advise the Head of School on all relevant matters relating to safety, health and environment.

Composition

The composition of the committee will vary with the structure of each School but should be modelled on the following composition:

- Head of School (or nominee);
- School Health and Safety Advisor;
- Director of Health, Safety and Compliance (or nominee);
- Trade Union Representatives;
- Heads of Departments (or nominees) as appropriate;
- Local Health, Safety and Environmental Specialists (Biological Safety Officer, Radiation Protection Supervisor).

Quoracy

- A third of members for any formal decisions to be taken

Frequency

- At least one per committee cycle (three times per year)

Reports to

Health, Safety and Environment Committee

10.3. Academic Promotion Boards

There will be three Cognate Area based Academic Promotion Boards as follows:

- *Science* (covering the Brighton and Sussex Medical School, the School of Engineering and Informatics, the School of Life Sciences, the School of Mathematical and Physical Sciences and the School of Psychology).
- *Social Sciences* (covering the University of Sussex Business School, the School of Education and Social Work, the School of Global Studies and the School of Law, Politics and Sociology).
- *Arts* (covering the School of English, the School of History, Art History and Philosophy and the School of Media, Film and Music).

Terms of Reference

(a) to approve promotions from Grade A Lectureships to Grade B Lectureships and from Grade B Lectureships to Senior Lectureships (and their research equivalents) in accordance with the criteria described in the document on career progress;

(b) to make recommendations to the Academic Promotions, Advancements and Titles Committee on the award of the title of Reader, in accordance with the criteria described in the document on career progress, when also considering that same individual for promotion to a Senior Lectureship.

Each Board will meet annually.

Composition

Membership

- The relevant Pro-Vice-Chancellor (Chair);
- The relevant Heads of Schools within the Cluster;
- One member from each School within the Cluster, at Senior Lecturer level (and its research equivalent) or above, elected by the entire academic staff of the School, each serving for three years;
- One other Pro-Vice-Chancellor appointed by the Chair;
- One member from one of the other Academic Promotion Boards appointed by the Chair.

In attendance

Human Resources representatives as required, one of whom will act as Secretary to the Board.

If no nominations are forthcoming for an elected place on the Committee, the Chair may appoint an appropriate individual meeting the criteria.

The Chair may co-opt other academic members to the Board in order to redress gender imbalances in the membership at any time.

Reports to

Academic Promotions, Advancements and Titles Committee

10.4. School Research Committees

Key Role

The School Research Committee will support the Head of School and Director of Research and Knowledge Exchange in formulating and implementing the School Research Strategy, promote a strong research and knowledge exchange culture and ethos across the School, review the progress of Departments/Groups and individuals in the context of the School Research Strategy and develop activities that enhance research.

Terms of Reference

- (a) to agree the School Research Strategy for approval by Research Committee;
- (b) to monitor School progress against the parameters set out by Research Committee;
- (c) to receive and approve Department research strategies;
- (d) to receive regular reports from each Department research committee (where it exists) about progress against the Department strategy;
- (e) to facilitate interaction between Departments and Schools to promote interdisciplinary research;
- (f) to manage the School's engagement with key funding initiatives;
- (g) to promote and exchange best practice in relation to the enhancement and management and conduct of research and knowledge exchange activities.

Composition

Membership

- Director of Research and Knowledge Exchange (Chair)
- A representative cross-section of staff from the School, this encompassing the range of research groups / themes / activities pursued by individuals and a range of experience including representation from at least one member of postdoctoral research staff.

In attendance

- Director of Research and Enterprise (or nominee)

Quoracy

- A third of members for any formal decisions to be taken

Frequency

- At least one per committee cycle (three times per year)

Reports to

Research and Knowledge Exchange Committee

10.5. School Research Degree Committees

Terms of Reference

- (a) to determine arrangements for selection, admission and induction of research degree students in accordance with the requirements of Doctoral Studies Committee;
- (b) to consider and monitor the delivery of provision for postgraduate research students and postdoctoral staff within the School (in accordance with the requirements of Doctoral Studies Committee);
- (c) to determine and monitor arrangements for training and support for postgraduate research student and postdoctoral research staff in accordance with requirements of the Research Councils and the Doctoral Studies Committee;
- (d) to monitor the outcomes of the annual review of progress for postgraduate research students, taking action as appropriate and to submit a report to Doctoral Studies Committee;
- (e) to monitor (against targets) the performance of Departments in terms of admission, progression, granting extensions to, and completion rates of, research degree students;
- (f) to consider arrangements for the appointment of supervisors in accordance with national requirements and those of Doctoral Studies Committee;
- (g) to recommend changes to University policies and procedures governing research degree and professional doctorate courses
- (h) to consider arrangements for the management of research students acting as Associate Tutors.

Composition

Membership

- Director of Doctoral Studies (Chair);
- Heads of Departments (or nominees; or, in single-Department Schools, two members of academic faculty with substantial experience of postgraduate and/or postdoctoral research supervision appointed by the Director of Doctoral Studies following consultation with the Head of School);
- At least one postgraduate research School Student Representative;
- At least one Postdoctoral Researcher.

In attendance

- School Administrator (or nominee)

Quoracy

- A third of members for any formal decisions to be taken

Frequency

- At least one per committee cycle (three times per year)

Reports to

Doctoral Studies Committee

10.6. School Student Experience Groups

Terms of Reference

- (a) to discuss matters related to the student experience in the School including:
- (i) feedback from Student Representatives;
 - (ii) issues for information or consultation referred by the Head of School or other School Officers;
 - (iii) informal complaints or concerns that can be resolved locally;
- (b) to refer relevant issues to:
- (i) School Management Team;
 - (ii) School Teaching and Learning Committee;
 - (iii) Student Experience Forum.

Composition

Membership

- Student Representative elected by the School (Chair);
- Head of School;
- Director of Teaching and Learning;
- Director of Doctoral Studies;
- Director of Student Experience;
- Director of Research and Knowledge Exchange;
- School Administrator;
- All Student Representatives in the School.

In attendance

- Head of Student Support and Experience (or nominee)

Quoracy

- A third of members for any formal decisions to be taken

Frequency

- At least one per committee cycle (three times per year)

Reports to

School Teaching and Learning Committee and Student Experience Forum.

10.7. School Student Progress Committees (SSPCs)³²

Terms of Reference

- (a) in accordance with University regulations, to note cases where a student voluntarily temporarily interrupts their studies, and to note that the School Progression and Award Board will confirm the return to study date and any assessments required to complete a stage of study;

³² Last updated version 3.0 - Approved by Teaching and Learning Committee June 2016.

- (b) in accordance with University regulations, to require that a student discontinue their registration, either temporarily or permanently, noting that temporary withdrawal may not be agreed for a student on a repeat stage of study, except where this has been approved by the Director for the Student Experience.
- (c) to submit a termly statistical report on temporary and permanent withdrawals determined under (a) and (b) above to the School Teaching and Learning Committee. This should include data about the profile of students (ethnicity, disability, age etc.);
- (d) to receive reports from the Director of the Student Experience on the status of all students who have voluntarily taken temporary withdrawal or been required to temporarily interrupt their studies;
- (e) in the case of de-registration within the teaching term as a result of non-payment of fees, to determine if re-entry is appropriate, dependent upon the teaching missed;
- (f) to receive status reports from the Director of Student Experience on students with a Learning Agreement to ensure that the conditions are being adhered to;
- (g) to receive reports from the Director of Student Experience on students flagged with poor attendance and/or engagement;
- (h) to receive reports from the Director of Student Experience on one-to-one exceptional circumstances review meetings held with students;
- (i) To receive a status report from the Director of Student Experience listing students referred to the Academic Practice Workshop who have not attended or successfully completed the associated assessments.
- (j) to receive a report from the Director for the Student Experience regarding students on a course owned by the School on the 'cause for concern' list;
- (k) to refer, as appropriate, issues relating to student welfare and the student experience which require School or university attention.
- (l) to meet at least once a term.

Composition

Membership

- Director of Student Experience (Chair);
- Director of Teaching and Learning;
- Director of Doctoral Studies;
- Heads of Departments (or nominees).

In attendance:

- School Administrator (or nominee)

Reports to

School Teaching and Learning Committee

10.8. School Teaching and Learning Committees³³

Terms of Reference

- (a) working within the context of the institutional framework set by the University, to approve the School Learn to Transform Strategy and associated operational plans for recommendation to University Education Committee and to monitor progress towards achieving objectives;
- (b) to oversee the annual review of undergraduate and postgraduate courses, through review of reports and assessments of quality in teaching and learning in the School, including peer observation of teaching, and having responded appropriately, to approve an aggregate annual report, incorporating recommended changes of policy and noting any aspects of good practice;
- (c) having reviewed reports from departments on all aspects of student performance with particular attention to issues of equality and diversity, and having responded appropriately to departments, to report to the University Education Committee, incorporating recommended changes of policy and noting any aspects of good practice;
- (d) having reviewed annually enrolment and graduate destinations data for all taught courses and modules, and having noted in particular the courses and modules recruiting/enrolling below threshold, to oversee the quality assurance of School decisions with respect to withdrawal, suspension or continuation, and to make recommendations to the Portfolio Approval Committee or University Education Committee as appropriate;
- (e) to recommend to Portfolio Approval Committee changes in title of courses or the introduction of alternative modes of study;
- (f) to approve, in accordance with procedures laid down by University Education Committee, new modules, changes to existing modules and minor changes to courses;
- (g) to recommend annually to University Education Committee for approval the membership of examinations boards within the School;
- (h) to consider applications made for accreditation of prior learning and recommend approval to the Pro-Vice-Chancellor (Education and Students) as appropriate;
- (i) to approve action plans arising from external examiner reports and monitor the completion of agreed actions; to recommend nominations for external examiners within the School;
- (j) to recommend to University Education Committee amendments to assessment regulations and procedures;
- (k) to approve Periodic Review action plans and to ensure their implementation;
- (l) to advise the Head of School on all matters relating to Teaching and Learning as they affect the annual planning round;

³³ Last updated version 4.6 - Approved by Teaching and Learning Committee October 2018

- (m) to produce termly reports to University Education Committee on University-wide matters arising from reports from External Examiners, Periodic Review and annual course review, and other matters as appropriate;
- (n) to receive reports and recommendations from School Boards of Study, as appropriate to the terms of reference of Boards of Study;
- (o) to receive reports from School Suitability for Professional Practice Panels, where appropriate;
- (p) to receive an annual report from the School Progression and Award Board on the conduct and outcomes of assessment;
- (q) to receive reports from Professional and/or Statutory Bodies, as appropriate;
- (r) to receive reports from School Student Experience Group and the School Student Progress Committee.

The Committee may delegate to its Chair or other members of the Committee for the purpose of implementing policy, powers and functions that it is itself competent to perform.

Composition

Membership

- Director of Teaching and Learning (Chair);
- Head of School; Director of Student Experience;
- Heads of Departments within the School (or, in single-Department Schools, two members of academic faculty drawn from across the School appointed by the Director of Teaching and Learning following consultation with the Head of School);
- One undergraduate School Student Representative;
- One postgraduate taught School Student Representative;
- Other members invited by the Director of Teaching and Learning, as appropriate.

Quoracy

- A third of members for any formal decisions to be take

Frequency

- At least one per committee cycle (three times per year)

Reports to

University Education Committee

11. Other University Committees

11.1. University of Sussex / University of Brighton Joint Planning Group

Terms of Reference

The University of Sussex and the University of Brighton have established a formal agreement to co-operate in matters of academic planning, provision, validation and development and in the provision of services wherever desirable, appropriate and feasible. A Joint Planning Group is responsible for the oversight of all aspects and issues arising under the agreement and reports as appropriate to the Vice-Chancellor.

Composition

Membership

- Vice-Chancellor;
- Provost;
- Pro-Vice-Chancellors;
- Chief Operating Officer;
- Director of Finance;
- Academic Secretary;
- Director of Human Resources (University of Sussex);
- Vice-Chancellor;
- Deputy Vice-Chancellor;
- Pro-Vice-Chancellors;
- Registrar & Secretary;
- Director of Finance; Director of Planning (University of Brighton).

The Chair rotates between Vice-Chancellors of the University of Sussex and the University of Brighton.

11.2. Military Education Committee

Managed by Brighton University. Please contact Brighton University for Terms of Reference and Composition.

12. Staff Negotiating Committees

12.1. UCU Joint Negotiating Committee

Terms of Reference

To be responsible for consultation and negotiations between the University and the UCU in accordance with the Procedure Agreement for the time being approved by Council and to report as appropriate to the Human Resources Committee; University negotiators shall conduct such consultation and negotiations within any relevant parameters which may have been set by Council and taking account of any guidance given by the Strategy and Performance Committee.

Composition

- (a) Up to four members appointed by Council; Up to four members appointed by the UCU;
- (b) the membership may vary from item to item, provided that no more than four are present at any time. By agreement between the two sides, either side may in addition invite an advisor or advisors to take part in the negotiations on particular items;
- (c) the Chair of the meeting will alternate and a quorum shall be two members from each side. The Chair shall have an ordinary vote.

12.2. Combined Joint Negotiating Committee³⁴

Terms of Reference

To be responsible for discussions and negotiations between the University and Unite and UNISON in accordance with the Procedure Agreement for the time being approved by Council and to report as appropriate to the Human Resources Committee; University negotiators shall conduct such consultation and negotiations within any relevant parameters which may have been set by Council and taking account of any guidance given by Strategy and Performance Committee.

Composition

- (a) Unions:
 - two representatives from each of UNITE and UNISON
 - a full time officer from each of the unions or another representative, where this is more appropriate or when a full time officer is not available.
- (b) Employers:
 - Chief Operating Officer,
 - Director of Human Resources,
 - Director of Technical Services,
 - Director of a professional services department, appointed by the Chief Operating Officer and
 - Two other members of staff appointed by the Chief Operating Officer.

³⁴ Last updated version 4.1 JNCs for Unite and UNISON were combined during 2017.

- (c) By agreement between the two sides, either side may invite an advisor or advisors to take part in the discussion of particular items.

13. Advisory Groups

13.1. IT Consultative Group

Terms of Reference

To advise the Director of IT Services on computing issues and to provide a forum for the discussion of computing facilities and provision, including, but not limited to, the computing services provided by IT Services, and the level at which they are provided.

Composition

Membership

- Director of IT Services (Chair);
- Heads of Schools (or nominees);
- Librarian (or nominee);
- Head of the Teaching & Learning Development Unit (or nominee);
- Director of Estates Services (or nominee);
- School Administrators;
- Undergraduate Education Officer of the Students' Union;
- Postgraduate Education Officer of the Students' Union;
- One undergraduate School Student Representative from each School;
- One postgraduate School Student Representative from each School.

The Group may co-opt other members as necessary.

In attendance

- Head of Client Services;
- IT Manager of the Students' Union.

13.2. Library Consultative Group

Terms of Reference

To provide a forum for the discussion of Library facilities and services, and thereby a channel of communication between Library users, their representatives, and those responsible for Library policy.

Composition

Membership

- Librarian (Chair);
- Representatives from the Schools of Studies (One member of academic staff from each School;
- One undergraduate School Student Representative from each School;
- One postgraduate School Student Representative from each School);
- Representatives from the Brighton and Sussex Medical School (One member of academic staff;
- One level 3/4 Student Representative); Representatives from the University of Sussex Students' Union (two representatives nominated by the President).

In attendance

- IT Services representative;
- Library Management Team.

13.3. Attenborough Centre for the Creative Arts International Advisory Group**Terms of Reference**

- to promote actively the work of the Centre, and to enhance and support its aim of exploration, presentation and study of creativity and creative arts;
- to facilitate links with key external agencies and possible stakeholders in order to enhance the Centre's profile locally, nationally and internationally;
- to facilitate, advise and encourage development of new ideas and trends within the Arts arena and to facilitate opportunities for active dialogue between theory and practice based research;
- to promote socially and economically valuable synergies with artists, creative industries, and cultural and scientific institutions, and the development of innovative research with digital tools;
- to report annually on new developments to the Attenborough Centre for the Creative Arts Management Committee.

Composition*Membership*

- Vice-Chancellor (Chair);
- Two Pro-Vice-Chancellors;
- One member of the Attenborough family;
- Up to eight external members representing expertise and involvement in relevant creative arts activities.

The Committee may co-opt members as necessary.

In attendance

- Director of the Attenborough Centre for the Creative Arts;
- Two Heads of Schools.

14. Vice-Chancellor's Committees

14.1. University Executive Group³⁵

Terms of Reference

- (a) to advise and assist the Vice-Chancellor in the day-to-day management of the University, in the initial formulation of policy and in the preparation of business for consideration by University statutory and other committees;
- (b) to provide a formal management link between members of the Executive and the Heads of the Schools and other operating units.

Composition

- Vice-Chancellor;
- Provost;
- Pro-Vice-Chancellors;
- Chief Operating Officer
- Director of Finance;
- Director of Human Resources.

14.2. Executive Liaison Group³⁶

Terms of Reference

- (a) to provide a formal link between members of the Executive, senior members of the Professional Services, and the President and Sabbatical Officers of the Students' Union;
- (b) to provide a forum for the discussion of issues of key importance within the University and the Students' Union;
- (c) to provide a forum for feedback from informal liaison groups between the Students' Union and the University, such as the Facilities ELG and Sustainability ELG.

Composition

Membership

- Vice-Chancellor and President of the Students' Union (Chair of alternate meetings);
- Members of the University Executive Group
- Activities Officer of the Students' Union;
- Undergraduate Education Officer of the Students' Union;
- Postgraduate Officer of the Students' Union;
- Welfare Officer of the Students' Union;
- Society & Citizenship Officer of the Students' Union;
- Director of the Students' Union.

³⁵ Last updated version 4.0 – Updated to reflect the appointment of the Deputy Vice-Chancellor and Chief Operating Officer in August 2017

³⁶ Last updated version 3.2 - Approved by ELG March 2017

14.3. Capital Projects (Executive) Board

Key Role

The overarching role of the Capital Projects (Executive) Board (CPEB) is to take a holistic overview of all the delivery of the outcomes of the Capital Programme approved by Council.

Terms of Reference

- a) to consider and review the development and management of the University's physical resources, including development of the Estates Strategy and Roadmap and the ITS Strategy and Roadmap;
- b) to consider and approve any New Project Proposals identified as Major or Significant² and appoint the Chair and Senior Responsible Owners for these Projects.
- c) to receive and review relevant Business Cases at each Gateway and recommend progression to Capital Programmes Committee and SPRC.
- d) to approve, within the Financial Regulations, all capital projects above £1m within the current Capital Programme;
- e) to approve recommendations from the Capital Projects (Infra & IT) Board and any Major and Significant Project Boards.
- f) to receive monitoring reports including the following:
 - Highlight Reports for all Major Projects
 - Project information from the Capital Projects (Infrastructure & IT) Board in relation to the portfolio of infrastructure works and IT Investment Fund works
 - Any other information as requested
- g) to make regular reports to Capital Programmes Committee and the Strategic Performance and Resources Committee.

Composition

Membership

- Vice-Chancellor (Chair)
- The Deputy Vice-Chancellor
- The Pro-Vice-Chancellors
- Chief Operating Officer
- Director of Finance
- Director of Estates and Facilities Management

² Note: Significant Projects are a sub-set of Major projects and are those which have onward progression to CPC and Council.

- Director of Information Technology

Committee Management

Secretary

Provided through Estates and Facilities Management

Frequency of meetings

Termly, aligned to the Capital Programmes Committee

Reports to

Capital Programmes Committee and the Strategic Performance and Resources Committee.

14.3.1 Capital Projects (Infrastructure & IT) Board

Key Role

To take an overview of the development, enhancement and maintenance of the University's buildings, environment, physical infrastructure, IT and services. To oversee the delivery of projects agreed under the £30m (Masterplanning & Infrastructure) and £3m (Technology Investment Fund) approved by Council in June 2018.

Terms of Reference

- a) to consider and review the development and management of the University's physical resources, including review of the strategies in relation to key Campus services (i.e. heat, power, water, gas, IT);
- b) to approve, within the Financial Regulations, all capital projects below £1m within the current Capital Programme;
- c) to consider and approve recommendations from the Capital Projects Working Group and IT.
- d) to receive monitoring reports from the Director of Estates and Facilities Management including the following:
 - Project information from the Capital Project Working Group in relation to the portfolio of infrastructure works
 - Progress reports from the Annual Plan Programme Board
 - Any other information as requested
- e) To receive monitoring reports from the Director of IT on the Technology Investment Fund and any other information as requested.
- f) to approve the Long-Term Maintenance programme by developing a co-ordinated programme for the maintenance and planned replacement of the University physical resources, and to oversee its implementation;

- g) to advise the Capital Projects (Executive) Board of financial implications and seek approvals where required by financial regulations;
- h) to make regular reports to Capital Projects (Executive) Board

Composition

Membership

Chief Operating Officer
 Director of Finance
 Director of Estates and Facilities Management
 Deputy Director of Estates (Capital and Development)
 Director of Information Technology Services
 Deputy Director of Information Technology Services
 Director of External Affairs
 General Counsel
 Head of Estates Portfolio and Business Services
 Head of Procurement and Commercial Services

Committee Management

Secretary
 Provided through Estates and Facilities Management

Frequency of meetings

Monthly

Reports to

Capital Projects (Executive) Board

14.3.2 Life Sciences Research Project Board

Terms of Reference for Project Boards are established by the Chair.

14.3.3 Estates Balfour Beatty Partnership Portfolio Board

Terms of Reference for Project Boards are established by the Chair.

14.3.4 SAAT Programme Board

Terms of Reference for Project Boards are established by the Chair.

14.3.5 SAAT Programme Board

Terms of Reference for Project Boards are established by the Chair.

Terms of Reference for Project Boards are established by the Chairs.

15. University Management Committees reporting to University Executive Group

Following a review by Council in July 2017, the Performance Committee was disbanded. The reporting lines for the Human Resources Committee, the Equality and Diversity Committee and the Health, Safety and Environment Committee were moved to become committees of the University Executive Group. A review of the structure and composition of these committees and their sub-committees is in progress during autumn 2017.

15.1. Human Resources Committee³⁷

Key Role

- a) The role of the HR Committee is to provide strategic advice and direction on the University's People Strategy, policy and practice, to ensure that the University is managing its people issues effectively, and monitoring how people strategies contribute to improved organisational performance. To this end, to provide advice and guidance to UEG, with respect to the University's strategic priorities in relation to people management.
- b) To also exercise governance oversight for the HR Continuous Improvement Programme. To this end, these Terms of reference are divided into two sections, giving due regard to the importance of both these functions.

Terms of Reference

2. People Strategy

- a) To be proactive in providing advice and guidance on the strategic direction of the University's overall People objectives and the policies designed to achieve them.
- b) To encourage innovation with respect to the University's employment policies.
- c) To receive advice from and provide support to the Director of Human Resources in relation to matters of corporate interest and provide a forum for input, discussion and feedback on contemporary people practice.
- d) To identify external and internal developments and drivers which are relevant to the University's success to help inform its strategic people priorities.
- e) To ensure the University's People Strategy and its implementation continues to be consistent with stakeholder expectations.
- f) To give due consideration to issues of equality diversity and inclusion in all areas of work.
- g) To monitor the University's key performance indicators with regard to its agreed Strategic People objectives.

³⁷ Last updated version 4.9 UEG agreed Terms of Reference in May 2019 and that HR Committee would replace People and Organisational Development Committee

- h) To provide advice on the effective management of the key risks the University is seeking to manage in the context of realising its People Strategy.
- i) To make regular reports to UEG on the delivery and implementation of the University's People Strategy to provide assurance to Council.

3. Continuous Improvement Programme

- a) To act as the Project Board for the Digital HR Transformation Programme.
- b) To plan and monitor the delivery of continuous improvements to the services and functions provided by HR
- c) To ensure that all processes within HR are clear, simple, effective and efficient – achieving more for the same/less
- d) To develop a rolling programme of service enhancements, prioritised to enable the broader University to deliver its strategic objectives
- e) To establish a culture within HR of continuous improvement
- f) To ensure a focus on customer service within schools and divisions, which includes clarity of the levels of service being provided
- g) To monitor service enhancements through the identification and monitoring of key management information (benchmarking to sector/industry wherever possible)
- h) Monitor value for money of continuous improvement projects in HR
- i) The Committee may delegate to its Chair or any member of staff, for the purposes of implementing policy, powers and functions which it is itself competent to perform.

Composition

- Chair appointed by the Vice-Chancellor
- Director of Human Resources (or deputy)
- Two Academic Representatives including one Head of School (or deputies)
- Two Directors of Professional Services (or deputies)
- Finance Representative

- Secretary to the Committee: HR Associate

Appointment of members will be at the discretion of the Chair and deputies will be accepted by agreement with the Chair.

Quorum

At least three members

Frequency

Three times per year with additional meetings at the request of the Chair

Reports to

UEG (and Capital Projects Executive Board in relation to the Digital HR Transformation Project Board)

15.2. Equality, Diversity and Inclusion Committee³⁸**Key Role**

To assure the Vice Chancellor, via the University Executive Group, on the delivery of the University's Equality, Diversity and Inclusion Strategy.

Terms of Reference

- (a) to monitor the implementation of University policies, schemes and practices for the promotion of equality, diversity and inclusion to ensure they support the strategy;
- (b) to receive regular reports from the Campus Accessibility Forum (CAF) and the Equality, Diversity and Inclusion Champions Group (EDICG) and
- (c) to receive feedback from staff networks and the Students' Union to review how policies and procedures are working in practice and to consider any suggested changes;
- (d) to agree items for escalation to University Executive Group and to approve an annual report for the Vice Chancellor to provide assurance to Council.

The Committee may delegate to its Chair or any member of staff, for the purposes of implementing policy, powers and functions which it is itself competent to perform.

Composition

- Deputy Pro-Vice-Chancellor (Equalities & Diversity) (Chair)
- Director of Human Resources
- Representative of the Trade Unions
- Welfare Officer of the Students' Union
- One Education Officer of the Students' Union
- Director for the Student Experience
- Two School/Professional Services EDI Champions
- Chair of the Campus Accessibility Forum
- Head of the Equality, Diversity and Inclusion Unit

In attendance

Other invited members from the University community, as required.

³⁸ Last updated version 4.6 – updated ToR agreed by UEG

Reports to

University Executive Committee

15.3. Health and Safety Committee³⁹**Key Role**

To provide assurance to Council that the University is meeting its obligations in matters of health and safety and to recommend any changes to improve performance.

Terms of Reference

- (a) recommend the University's Health and Safety Policy;
- (b) approve the policies and procedures to ensure the health and safety of all members of staff, students and of visitors whilst they are in the University park, buildings or University managed premises;
- (c) consider and approve where appropriate recommended actions from (i) reports from sub-committees, Schools and the Professional Services, and (ii) audit reports;
- (d) Submit termly reports to UEG and submit an annual report on the health and safety performance of the University to Council via UEG;
- (e) act as the consultative body of the University on matters of health, safety and environment;
- (f) consider, implement, advise or make recommendations on:
 - accident, incident and notifiable disease statistics and trends;
 - reports from safety representatives in the University;
 - the promotion of publicity within the University aimed at establishing good safety and environmental practice, accident prevention and to monitor its effectiveness;
 - the adequacy and effectiveness of staff training programmes;
 - the establishment of a comprehensive inspection programme;
 - the provision of a link with inspectors of the enforcing authorities;
 - ways of supporting the University's safety representatives in the discharge of their duties.

The Committee may delegate to its Chair, or any member of staff, for the purposes of implementing policy, powers and functions which it is itself competent to perform.

Composition*Membership*

- Pro Vice-Chancellor (appointed by the Vice-Chancellor) (Chair)
- Chief Operating Officer
- Director of Estates and Facilities Management
- Director of Health, Safety and Compliance
- Risk and Business Continuity Manager

³⁹ Last updated version 4.1 - Approved by Vice-Chancellor October 2017

- Director of Human Resources
- HR Lead on Wellbeing
- Three Health and Safety Representatives (representing Arts, Science and Social Science Clusters) appointed by Heads of Schools
- One Technical Services Manager
- One representative of each of the following Trade Unions: Unite, UCU and UNISON
- University Occupational Health Advisor
- One representative of the Students' Union appointed by the President of USSU
- The Head of Quality, Health, Safety and Environment (Sussex Estates and Facilities)

In attendance

- Safety and Radiation Protection Officer
- Fire Safety Advisor (Sussex Estates and Facilities)

Reports to UEG

15.3.1. Biological Safety Committee⁴⁰

Terms of Reference

- To review their own membership in the light of current guidance.
- To ensure that the premises where the work is to be done are correctly registered with the HSE as a centre for genetic modification and that the HSE is aware of that work with Hazard Group 2 agents and specific Hazard Group 3 Biological Agents is undertaken on the premises;
- To review the microbiological safety arrangements in each laboratory to be used for GM work, and work with Hazard Group 2 and Hazard Group 3 Biological Agents, and to determine the Containment Level facilities which are required for the work;
- To receive proposals for GM projects, and to review the classifications proposed for Genetically Modified Organisms (containment level and class) and review the proposals for containment measures of all GM agents based on safety and environmental risk assessments;
- To receive and review project proposals involving the use of HG2 and HG3 wild type biological agent based on risks to human health and, where appropriate, animal health and recommend the appropriate containment level;

⁴⁰ Last updated version 3.1 - Approved by Health, Safety and Environment Committee October 2016

- (f) To give approval where the committee is satisfied regarding the classification and containment proposals for GM containment level/class 1 operations and in other cases (eg GM Class 2 and 3) to forward the proposal to HSE (and where appropriate DEFRA) with recommendations and ensure payment of the appropriate GM fee (Class 4/Containment Level 4 activities are not permitted at SU);
- (g) To advise the University if any proposal brought to it appears to be subject to the Genetic Modification (Deliberate Release and Risk Assessment) Regulations 1997 so that appropriate policies, procedures and notifications can be put in place;
- (h) To verify that where a risk assessment indicates a requirement, the names of GM workers involved in or affected by GM work and all workers working with HG3 Biological Agents have been notified to the University Medical Adviser with such project data as may be necessary for any health surveillance and/or the compilation of occupational health records;
- (i) To make recommendations to individual Departments / Schools / Institutes and to the University on suitable forms of information, instruction and training (and the recording of such) for workers performing experiments involving GM and HG2/HG3 Biological agents;
- (j) To consider accidents and incidents in any GM/CL2/CL3 laboratory, to advise accordingly, and to confirm that Appropriate University authorities and the HSE are notified (if necessary), of any significant release of genetically modified organisms and wild-type HG2/HG3 biological agents which present a hazard;
- (k) To consider the findings of inspections and incident investigations and to monitor progress with remedial actions;
- (l) To consider the significant risks and approve or recommend suitable risk controls for working with research animals, including fish, amphibians, reptiles and insects;
- (m) To ensure that appropriate data are obtained from project operators and that returns are made to statutory authorities at the required intervals;
- (n) To send Minutes of its meetings to the University Health and Safety Committee.

Composition

Membership

- Chair – Director of Health & Safety & Compliance
- Vice Chair – SEF QSHE Officer
- Ancillary Unit Manager
- 3 x Biological Safety Officers – Genome, Life Sciences, BSMS
- Biological Safety Consultant – TTASS Consultants
- Controlled Drugs Officer

In attendance (as required)

- Director of Estate Services,
- Bio-engineering representative,
- Nano representative,
- Psychology representative.

Frequency of Meetings

Two hour meetings to be held twice yearly May & September

Reports to

Health, Safety and Environment Committee

15.3.2. Radiation Protection Committee⁴¹Terms of Reference

- (a) To advise on and monitor the use of ionising and non-ionising radiation within the University.
- (b) To advise the Health, Safety and Environment Committee on compliance with statutory regulations and the health implications for users of ionising and non-ionising radiation.
- (c) To monitor all reports of incidents involving ionising and non-ionising radiations, and to review all reports of investigations into serious or reportable accidents involving ionising and non-ionising radiation

Composition*Membership*

- Radiation Protection Officer (Chair)
- University Director of Health and Safety and Compliance
- Radiation Protection Advisor (Aurora Physics)
- Radiation Advisor (Aurora Physics)
- Radiation Protection Supervisors*
- Laser Protection Supervisor (Physics and Astronomy)
- QHSE Compliance Manager (Sussex Estates Facilities)

In attendance

- Medical Physics Expert (nominated by CISC)
- Staff Trades Union safety representatives (UCU and Amicus)

*Currently six, JMS/CRPC, GDSC, Physics and Astronomy, Engineering and Informatics, CISC, ESW.

Reports to

Health, Safety and Environment Committee

15.3.3. Environmental Forum⁴²Terms of Reference

- a) To provide a forum for the discussion of environmental issues and to act as a consultative body on environmental matters

⁴¹ Last updated version 3.1 - Approved by Health, Safety and Environment Committee October 2016

⁴² Last updated version 3.1 - Approved by Chair of Health, Safety and Environment Committee October 2016

- b) To encourage the involvement of student and staff members in site development and refurbishment (master and conservation plans) to ensure their views are collated centrally
- c) To promote environmental initiatives within Schools
- d) To provide feedback to the wider staff population highlighting University successes in relation to carbon reductions and environmental improvements
- e) To suggest creative ways for the University to communicate and celebrate successes

Composition

Membership

- Energy and Environmental Manager (Chair)
- Secretary (to be appointed from Sussex Estates and Facilities Staff),
- Director of Estates Services
- Director of Health, Safety and Compliance
- Estates and Maintenance Manager
- VFM Commercial Contract & Risk Manager
- Transport Manager
- Logistics Manager
- Catering Services Manager
- Representative members from the Schools (academic members or Professional Services staff)
- Grounds Manager
- Representatives from Technical Services
- IT Support Manager
- Internal Communications Manager
- UNISON Environmental Officer
- Representatives from the Students' Union (Society and Citizenship Officer and the Environmental Administrator)

Reports to

Health, Safety and Environment Committee

15.4. SUSTAINABILITY COMMITTEE

Key Role

To provide assurance to UEG and to Council that the University is meeting its obligations in matters of sustainability and environmental performance, and in particular that the University will meet its carbon emissions reduction target; and to recommend any changes to improve performance.

Terms of Reference

The committee will:

- a) approve or where appropriate recommend to UEG for approval the University's environmental and sustainability policies;

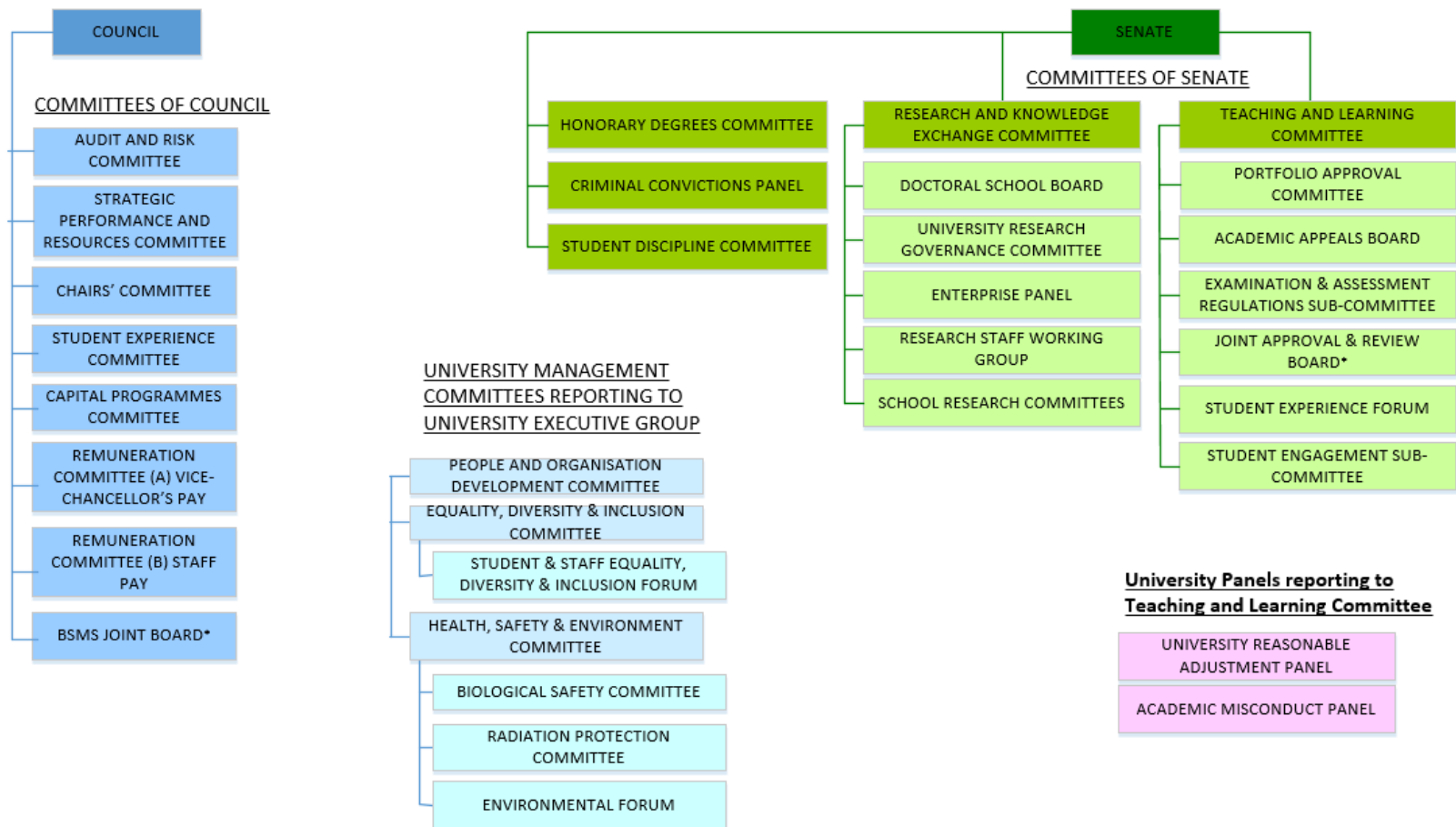
- b) approve the University's Carbon Management Plan;
- c) approve or where appropriate recommend to UEG for approval targets and performance measures relating to environmental performance and the action plans and business cases required in order to achieve these;
- d) submit termly reports to UEG and submit an annual report on the sustainability and environmental performance of the University to Council via UEG, which should include energy use, water use, waste and transport;
- e) consider and approve where appropriate recommended actions from (i) reports from sub-committees, (including the Environmental Forum), Schools and the Professional Services, and (ii) audit reports;
- f) consider, implement, advise or make recommendations on the promotion of publicity within the University aimed at establishing good environmental practice;
- g) take any other actions as the committee deems fit.

The Committee will be a management committee of UEG. The Committee may delegate to its Chair, or any member, for the purposes of implementing policy, powers and functions which it is itself competent to perform.

Membership

- The Vice-Chancellor(Chair)
- The Director of Estates and Facilities Management
- One representative of the Sussex Sustainability Research Programme (nominated by the Director of the Sussex Sustainability Research Programme)
- Additional academic representative(s) as agreed by the Chair
- One representative of ITS (nominated by the Director of IT)
- One representative of Procurement (nominated by the Assistant Director of Finance, Supply Chain and Systems)
- One representative of Communications (nominated by the Director of External Relations)
- One representative of the Students' Union (usually the Society and Citizenship sabbatical officer)
- The Energy and Environment Manager (SEF)
- One representative of Chartwells

16. Principal Committees of the University



PART THREE: ROLES⁴³

1. Formal Officers of the University

The formal officers of the University are:

- Chancellor
- Pro-Chancellor
- Vice-Chancellor (or President when representing the University Internationally)
- Provost
- Pro-Vice-Chancellor (or Vice-Presidents when representing the University Internationally)
- Chief Operating Officer & University Secretary

The details of the roles and responsibilities, tenure and method of appointment for these officers is set out in University Regulation 7.

2. Heads of Schools of Studies

The details of the role and responsibilities, tenure and method of appointment for Heads of School is set out in University Regulation 13.

3. Dean of the Brighton and Sussex Medical School

The details of the role and responsibilities, tenure and method of appointment for Heads of School is set out in University Regulation 14.

4. Deputy Pro-Vice-Chancellors

- (1) *Appointed by:* Vice-Chancellor.
- (2) *Tenure:* determined by the Vice-Chancellor.
- (3) *Responsible to:* the Vice-Chancellor or a Pro-Vice-Chancellor
- (4) *Role:* under the direction of the Vice-Chancellor, to provide dedicated leadership on a specific area of responsibility

There are currently 5 Deputy Pro-Vice-Chancellors:

- Equality & Diversity
- Interdisciplinary Research
- Education and Innovation
- International
- Research Excellence Framework

⁴³ Last updated version 4.6 – section updated to cross reference to regulations for formal officerships

5. School Directors of Student Experience

- (1) *Appointed by:* the relevant Pro-Vice-Chancellor on the recommendation of the Head of School in consultation with the School's senior management team.
- (2) *Tenure:* the duties will normally be undertaken for a period of 3 years, with the possibility to extend for up to a further 3 years.
- (3) *Responsible to:* the appropriate Head of School.
- (4) *Role:* to assist the Head of School in ensuring that the University's and School's strategic and operational plans for undergraduate and postgraduate support are achieved; to provide leadership in developing and contributing to policy determined at University level under the direction of the Pro-Vice-Chancellor (Education and Students) and also by the School's senior management team, in the areas of student support and the student experience, to include helping ensure consistent practice across the University.

6. Directors of Teaching and Learning

- (1) *Appointed by:* the relevant Pro-Vice-Chancellor on the recommendation of the Head of School in consultation with the School's senior management team.
- (2) *Tenure:* the duties will normally be undertaken for a period of 3 years, with the possibility to extend for up to a further 3 years.
- (3) *Responsible to:* the appropriate Head of School.
- (4) *Role:* to assist the Head of School in ensuring that the University's and School's strategic and operational plans for taught provision are achieved, to include meeting the growth agenda; to provide leadership in developing new initiatives and contributing to the formulation of University policy on matters relevant to teaching and learning, under the direction of the Pro-Vice-Chancellor (Education and Students).

7. Directors of Doctoral Studies

- (1) *Appointed by:* the relevant Pro-Vice-Chancellor on the recommendation of the Head of School in consultation with the School's senior management team.
- (2) *Tenure:* the duties will normally be undertaken for a period of 3 years, with the possibility to extend for up to a further 3 years.
- (3) *Responsible to:* the appropriate Head of School.
- (4) *Role:* to assist the Head of School in ensuring that the University's and School's strategic and operational plans for research students and postdoctoral staff are achieved, to include meeting the growth agenda; to play an essential role in ensuring that the standards set for doctoral students and supervision are maintained; to provide leadership in developing new initiatives and formulating policy on matters relevant to research students and postdoctoral staff.

8. Directors of Research and Knowledge Exchange

- (1) *Appointed by:* the relevant Pro-Vice-Chancellor on the recommendation of the Head of School in consultation with the School's senior management team.
- (2) *Tenure:* the duties will normally be undertaken for a period of 3 years, with the possibility to extend for up to a further 3 years.
- (3) *Responsible to:* the appropriate Head of School.
- (4) *Role:* to assist the Head of School in ensuring that the University's and School's strategic and operational plans for research and knowledge exchange are achieved, to include meeting the growth agenda and attaining successful outcomes to external assessments; to provide leadership in developing research capacity, capability and policy relating to research staff development; to support new initiatives and research impact as well as developing policy on research and knowledge exchange activity.

9. Directors of Recruitment and Admissions

- (1) *Appointed by:* the Pro-Vice-Chancellor (Education and Students) on the recommendation of the Head of School in consultation with the School's senior management team.
- (2) *Tenure:* the duties will normally be undertaken for a period of 3 years, with the possibility to extend for up to a further 3 years.
- (3) *Responsible to:* the appropriate Head of School.
- (4) *Role:* to assist the Head of School in maintaining oversight of all admissions and recruitment activity for taught courses within the School; to ensure close liaison with the admissions office; to monitor management data; to develop and take leadership for the School recruitment strategy; to manage recruitment materials; to maintain oversight of the School's engagement in Admissions and Recruitment events and Clearing and to deputise for the Head of School where appropriate on Admissions and Recruitment matters.

10. Director of Year Abroad (American (Arts)), Director of Year Abroad (European (Arts))

- (1) *Appointed by:* PVC (Education and Students) after consultation with the relevant Head of School.
- (2) *Tenure:* 3 years.
- (3) *Responsible to:* Director of the Sussex Centre for Language Studies, the Head of the School of History, Art History and Philosophy.
- (4) *Role:*
 - (a) determining (with the Head of International Programmes) the distribution of students among exchange places;

- (b) providing academic advice to students preparing for both voluntary and integrated study abroad, including participation in orientation courses;
- (c) approving, in consultation with Departments and Language Area Representatives as appropriate, the study plans of students intending to study abroad;
- (d) providing academic and pastoral advice to students who are studying abroad;
- (e) undertaking visits to partner institutions and students studying abroad;
- (f) debriefing returning students;
- (g) checking transcripts of returning students;
- (h) involvement (with the Head of International Programmes) in promotion of study abroad opportunities to prospective and current students;
- (i) Participating in visit programmes from current and prospective partner institutions with the Director of International Programmes (Europe);
- (j) serving on the Student Mobility and Employability MAB.

11. Study Abroad Language Area Representatives

- (1) *Appointed by:* PVC (Education and Students) and the relevant Head of School.
- (2) *Tenure:* 3 years.
- (3) *Responsible to:* the Director of the Sussex Centre for Language Studies.
- (4) *Role:*

Providing academic advice to students preparing for integrated and voluntary study abroad in the relevant language area(s), including participation in orientation programmes.

- (a) Advising such students on suitable destination universities.
- (b) With Executive Officer (European Programmes) and Head of International Programmes, determining the distribution of students among exchange places.
- (c) Identifying new links for student exchange in Italian speaking countries, and working with Director of International Programmes (Europe) and Head of International Programmes on establishing and developing these links.
- (d) Approving such students' choice of destination university.
- (e) Approving such students' Study Plans and courses to be taken at host universities, and consulting with Subject Group/Departmental Representatives over approval of Study Plans and changes of course while students are abroad in the case of voluntary study abroad in the relevant language area(s).

- (f) Contacting the subject Group Representative/Departmental Representative for dissertation supervision (where permitted e.g. Assistants and Work Placements).
- (g) Providing academic and pastoral advice to students who are studying abroad in the relevant destination area(s).
- (h) Undertaking visits to partner institutions and students studying abroad as appropriate.
- (i) Debriefing returning students from the relevant destination area(s), including monitoring debriefing reports.
- (j) Assisting with issues around returning students' marks with Year abroad Director.
- (k) Serving on the Student Mobility and Employability MAB.

12. Study Abroad Work Placement Coordinator

- (1) *Appointed by:* the PVC (Education and Students) and the relevant Head of School.
- (2) *Tenure:* 3 years.
- (3) *Responsible to:* the Director of the Sussex Centre for Language Studies.
- (4) *Role:*
 - (a) Approve students' work placements along with responsible department
 - (b) Liaise with responsible Departments of students planning to undertake work placements regarding Departmental permission and academic requirements;
 - (c) providing specific work-placement advice to students intending to undertake work placements, including participation in orientation courses;
 - (d) Structure Work Report / Pedagogic Report and provide written guidelines for students as well as academic briefing late in second year.
 - (e) With academic advisor/LAR, supervision of Pedagogic Reports for work placement students and language assistants.
 - (f) Assist report markers with academic queries relating to the guidelines and supervision provided to students
 - (g) providing specific work-placement advice to language assistants and work placements who may require it while abroad;
 - (h) undertaking visits to partner institutions and students abroad in connection with the work-placements as appropriate;
 - (i) reviewing debriefing reports of students who have undertaken work-placements;

- (j) developing and maintaining contacts with partner institutions;
- (k) participating in visits from current and prospective partner institutions.

13. Biological Safety Officers

- (1) *Appointed by:* the Head of School or Director of the Research Institute in which either pathogenic or genetically modified organisms are used.
- (2) *Tenure:* 3 years renewable but not full-time.
- (3) *Responsible to:* the Head of School or Director, and professionally to the Director of Health, Safety and Compliance.
- (4) *Role:* to be responsible, in collaboration with the Director of Health, Safety and Compliance, for advising Heads of Schools and Directors on all aspects of biological safety.

14. Radiation Protection Supervisors⁴⁴

- (1) *Appointed by:* the Head of School or Director of the Research Institute in which ionising radiation and radio-active substances are used.
- (2) *Tenure:* 3 years renewable but not full-time.
- (3) *Responsible to:* the Head of School or Director, and professionally to the Director of Health, Safety and Compliance.
- (4) *Role:* to be responsible, in collaboration with the Director of Health, Safety and Compliance, for advising the Radio Protection Officer, Heads of Schools and Directors on all aspects of radiation safety.

15. School / Unit Health and Safety Co-ordinators⁴⁵

- (1) *Appointed by:* each Head of School or Director.
- (2) *Tenure:* permanent.
- (3) *Responsible to:* the relevant Head of School or Director.
- (4) *Role:* to liaise with the Director of Health, Safety and Compliance and the Sussex Estates and Facilities Quality, Health, Safety and Environment Team and to advise the Head of School / Director on all appropriate matters of health and safety; to act as the co-ordinator of appropriate health and safety management systems both within the School / Unit and in accordance with the University Health and Safety Policy.

⁴⁴ Last updated version 4.0

⁴⁵ Last updated version 4.0

16. Director of the Attenborough Centre for the Creative Arts

- (1) *Appointed by:* an Appointing Committee for the post.
- (2) *Tenure:* 5 years.
- (3) *Responsible to:* A Pro-Vice-Chancellor designated by the Vice-Chancellor.
- (4) *Role:*
 - (a) to develop a vision for the University's creative arts spaces and provide strong academic, professional, and organisational leadership; to lead on the University's creative arts strategy;
 - (b) to engage in professionally-led research activity;
 - (c) to develop and play an active role in creative arts teaching courses;
 - (d) to participate in the governance of the Centre;
 - (e) to be responsible for financial and strategic planning.

17. Director of Research Staff Development

- (1) To chair the joint research staff working group ensuring it operates to its terms of reference and that actions are implemented and reported appropriately.
- (2) To promote the interests of research staff within the University;
- (3) To oversee the University's implementation of the principles of the UK Concordat to Support the Career Development of Researchers in order to maintain the University's European Commission HR Excellence in Research Award;
- (4) To improve the employability of research staff (both within and out-with the academy);
- (5) To contribute to national and international debates, respond to external consultations and keep up to date with policy and strategy developments/initiatives which have implications for research staff at Sussex;
- (6) To facilitate interaction and the sharing of best practice between the Academic Schools in relation to research staff;
- (7) To contribute to University level and cross School bids for early career research staff funding (e.g. bids to the EC);
- (8) To oversee University level relations with research staff networks and groups (e.g. Sussex Postdoc Network and Research Staff Representatives);
- (9) To undertake other duties and responsibilities commensurate with the post, as reasonably directed by the Pro-Vice-Chancellor, Research.

The Director of Research Staff Development is Chair of a joint Human Resource and Research & Knowledge Exchange Committee working group. The post will be expected to contribute to a number of sub-committees and working groups. On a day-to-day basis the post-holder will work with:

- (1) Pro-Vice-Chancellors,
- (2) Heads of School and
- (3) Professional services staff in human resources, research and enterprise division and Schools.

18. Director of the Doctoral School

- (1) To chair the Doctoral Studies Committee ensuring it operates to its terms of reference and that actions are implemented and reported appropriately.
- (2) To consult with appropriate members of the University's Executive team and senior professional services staff on policy relating to postgraduate admissions, teaching, learning, research and assessment;
- (3) To mentor and support the Directors of Doctoral Studies in the delivery of their roles;
- (4) To promote the interests of postgraduate research students within the University;
- (5) To contribute to University level and cross School bids for postgraduate funding (e.g. institutional bids to individual Research Councils or other funders);
- (6) To contribute to national and international debates, respond to external consultations and keep up to date with external developments/initiatives which have implications for postgraduate studies at Sussex;
- (7) To engage with postgraduate research recruitment initiatives both in the UK and overseas;
- (8) To facilitate interaction and the sharing of best practice between the Academic Schools in relation to postgraduate research students;
- (9) To be an active member of the Doctoral School Board.
- (10) To undertake other duties and responsibilities commensurate with the role, as reasonably directed by the Pro-Vice-Chancellor, Research.

The Director of the Doctoral School will sit on the Doctoral School Board and chair the Doctoral Studies Committee. The post will include work with a number of sub-committees and working groups. On a day to day basis the post-holder will work with:

- (1) Pro-Vice-Chancellors,
- (2) Heads of School and Directors of Doctoral Studies and
- (3) Professional services staff in the Academic Registry, Research & Enterprise Services Division and the Schools.

19. Directors of Doctoral Training Grants/Centres and Partnerships⁴⁶

- (1) To provide academic leadership for one or more doctoral training grants, liaising with and reporting to the funder of the grant as required;
- (2) To consult with appropriate members of the University's Executive team and senior professional services staff with respect to the delivery of the grant and the submission of future bids;
- (3) To maximise the benefit of the grant to the University of Sussex's research environment;
- (4) To position the University to be successful in future doctoral training grants or funding schemes;
- (5) To represent the University's doctoral training grant internally and in the wider academic and professional community. To establish a national and international profile for the award. To build and establish relationships with subject communities, policymakers, non-HEIs and other regional, national and international HEIs to ensure Sussex is recognised for the quality of its research training environment;
- (6) To represent the University's interests in governance bodies associated with the grant, collaborating with colleagues in partner organisations (where appropriate);
- (7) To be an active member of the Doctoral School Board and its working groups or sub-committees thereof as required;
- (8) To undertake other duties and responsibilities commensurate with the role, as reasonably directed by the Pro-Vice-Chancellor, Research.

A Director of a Doctoral Training Grant will sit on the Doctoral School Board. The roles will include work with a number of sub-committees and working groups. On a day to day basis the post-holder will work with:

- (1) Pro-Vice-Chancellor (Research),
- (2) Heads of School and Directors of Doctoral Studies and
- (3) Professional services staff in the Academic Registry, Research & Enterprise Services Division and the Schools.

⁴⁶ Last updated version 4.0 – Approved by Assistant Director (Doctoral School) August 2017

20. PRINCIPAL OFFICERS OF THE UNIVERSITY

