

## Senior Leadership Team Meetings

### Terms of Reference

1. Purpose
  - 1.1. The Senior Leadership Team (SLT) is the University's most senior, executive decision-making body. It is the body responsible for designing and delivering the University's strategy, and the efficient, effective and cost-effective management of the institution.
  - 1.2. Its agenda is set by the Vice-Chancellor to monitor performance against plan, implement timely interventions, and elicit deliberation on issues and opportunities confronting or potentially confronting the university.
  - 1.3. Its membership brings together the senior leaders of the academic and professional services who are directly accountable to the Vice-Chancellor for their performance, and who are responsible for implementing the University strategy both as it relates to their areas of responsibility and collectively.
2. Principles
  - 2.1. Members of the SLT are expected to act according to the principles of collective responsibility and act as ambassadors for KU internally and externally.
  - 2.2. Members of the SLT are expected to embody the University's values of being inclusive, innovative, ambitious, and enterprising in their decision-making and behaviour.
  - 2.3. The decisions taken by SLT are binding upon its members and unless this compromises commercial confidentiality and/or personal privacy, are communicated in an open, timely and transparent way to the University's staff and students.
  - 2.4. SLT members have a responsibility to work collaboratively and collegially for the collective good of the institution.
  - 2.5. Members will support the Vice-Chancellor in fulfilling his/her responsibilities to the Board of Governors and will help to ensure the efficient and effective management of Board business.
3. Membership
  - 3.1. The following are members of the SLT:
    - 3.1.1. Vice-Chancellor
    - 3.1.2. Deputy Vice-Chancellor
    - 3.1.3. Provosts
    - 3.1.4. Chief Operating Officer and Chief Financial Officer
    - 3.1.5. Executive Director for Student Services
    - 3.1.6. University Secretary
  - 3.2. The Vice-Chancellor may vary the membership of SLT at any time.
  - 3.3. The following are normally in attendance:
    - 3.3.1 Head of Brand, Communications & Public Affairs
  - 3.4. The Vice-Chancellor may invite other attendees to assist discussion, inform deliberations and facilitate communication.
4. Quorum
  - 4.1. The meeting shall be quorate with 50% of its members plus the Vice-Chancellor (or his/her nominated deputy).

## 5. Responsibilities and Accountabilities

### 5.1. Strategic planning

5.1.1. Develop and implement the university strategy and any underpinning operational plans at an institutional level.

5.2. Maintain an understanding of the external environment and the University's position in that context, to inform and shape strategy and planning.

5.2.1. Ensure the appropriate design and implementation of operational plans at a faculty and directorate level.

5.2.2. Monitor and deliver performance against institutional-level KPIs.

5.2.3. Lead or delegate as appropriate management of large-scale or cross-institutional change projects.

### 5.3. Students

5.3.1. Have oversight of and look to improve the student experience and student outcomes continuously.

5.3.2. Have oversight of student recruitment and retention, receiving and considering any matters that may be escalated for decision.

### 5.4. Academic performance

5.4.1. Monitor academic performance against agreed levels and ensure they are achieved.

### 5.5. People

5.5.1. Develop and instill a culture that delivers the University's four values.

### 5.6. Risk, finance and governance

5.6.1. Have oversight of the efficient and effective use of the University's resources.

5.6.2. Review, amend and agree the strategic risk register and plans for business continuity.

5.6.3. Ensure all legislative and regulatory requirements are met.

5.6.4. Develop the five-year financial plan and annual budget and recommend them to the Board for approval.

5.6.5. Monitor the University's financial performance and take action as required to deliver the financial plan.

## 6. Mode of operation

6.1 SLT will discharge its responsibilities through such a cycle of meetings as the Vice-Chancellor, in consultation with SLT, deems fit, and will coordinate its actions with meetings of the Senior Leadership Executive, Board of Governors and Academic Council as appropriate. Additional SLT meetings may be scheduled to accommodate business needs.

6.2 The format of the 'Formal Business' SLT meetings is characterised by its members submitting a concise paper at a strategic level of no more than five pages. A succinct and meaningful executive summary of the report with clear actions for the SLT to consider is to be provided in all cases. Further detailed information to support executive summaries can be included in the items for information section of the agenda.

6.3 Papers will be taken as read.

6.4 SLT will additionally meet in a less formal manner, an Open Forum, to exchange information, share views, and develop proposals for formal consideration.

6.5 Agenda items for the Open Forum are to be shared with the V-C no less than three days before the meeting.

6.6 If a member is unable to attend a meeting, any comments or questions in relation to the papers should be submitted to the V-C/Chair prior to the meeting.

7. Secretariat services

7.1 Agreement of the SLT agenda will be no later than one week prior to the meeting.

7.2 Distribution of SLT papers will be no later than three working days prior to the meeting.

7.3 Distribution of SLT minutes will be no later than five working days after the meeting.

8. Frequency of meetings

8.1. Formal Business meetings will occur every fortnight.

8.2. Open Forum meetings will occur weekly.

9. Review of terms of reference to be annual or as necessary.