



EXECUTIVE TEAM STANDING ORDERS

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List of Terminology

- **Board of Trustees** – a governing body, ensures that the university is well managed and the strategy for the future of the university ensures its sustainability. The composition will reflect the stakeholder interests in the university, this being the investors as well as the community to which the university serves.
- **Collective responsibility** – is the convention whereby individual members of the University are held accountable for the actions and decisions of University as a whole.
- **Executive Team Standing Orders** – the standard operating procedures explain the conduct and responsibilities of Executive Team and must be approved by the Board of Trustees.
- **Ex-officio** – are members holding an official position or role as defined by the agreed organizational structure, e.g. Rector, Deputy Academic Administration, Deputy Academic Development, Deputy Student Engagement.
- **Statutes** – set out the objects and powers of the University, and define the Statutory Officers, the Board of Trustees, Academic Council and the Executive Team. The Statutes may only be amended following a process of consultation by the Board of Trustees. Any amendments require the approval of the Board of Trustees. The Statutes give the power to the Executive Team to develop rules and laws that could be implemented in the University.

EXECUTIVE TEAM

Executive Team (ET) - is the senior management body of the University, in overseeing the strategic direction for the University and delivering its vision with corporate responsibility for managing the business of the institution. Executive Team ensures there is effective leadership, management and co-ordination of all the major academic and support activities undertaken by the University. The ET monitors and interprets external events, including financial or political developments, to understand any likely impact on the University.

Executive Team reports to and works in partnership with the Board of Trustees to determine the character, identity and strategic direction of the University. It also advises the Board on all decisions and actions necessary for the conduct of the University and for the achievement of its objectives.

Executive Team primary focus is to consider, approve and monitor the effectiveness of University strategic objectives and operations, delegating budgetary responsibilities to departments and developing institutional plans and performance indicators, including:

- developing the detailed strategies to deliver the University Plan. Strategies are designed around key areas for the University including: teaching and learning, research, the student experience, estates and campus development, finance, human resources, business and community, governance and management.
- the effective strategic management of the University's resources (such as: people, finance, technology and estates), organisation (such as: structures, policies and decision-making) and services (such as systems, projects and service delivery)
- setting and monitoring of targets and benchmarks for the University and faculties
- assessment and monitoring of institutional external and internal risks

Executive Team takes key executive decisions and ensures that the institution operates efficiently. The ET supplies the Board of Trustees and its committees with executive reports, draft budgets and accounts, key performance indicators, benchmarking information on capital investment and reports on risk management.

Executive Team:

- I. Ensures the effective leadership, coordination and management of the activities of the University
- II. Ensures effective communication with and support for the Board of Trustees and other key University committees
- III. Prepares draft plans, strategies and budgets for consideration and approval by Board of Trustees and other key committees
- IV. Ensures that the University Plan and associated strategies are implemented
- V. Sets policy and takes executive decisions in accordance with an agreed scheme of delegation and decision making
- VI. Monitors the performance of the University against a range of performance indicators and where necessary takes corrective action
- VII. Maintains a high-level understanding of the wider context and environment in which the University operates
- VIII. Ensures that the University responds in a timely way to emerging threats and takes advantage of new opportunities

1. Membership and Officers

1.1 Executive Team consists of representatives from the following areas:

- Academic Representative
- Academic-Administration Representative (Registrar, Admission, Policy, Quality Assurance)
- Student Engagement Representative (Learning and Resources Centre, Students Service, Extracurricular Activities)
- Finance Representative
- Professional Support Representative (Human Resources, Marketing, Finance, IT)

- Secretary of the Executive Team (non-voting) - a member whose main role is to support the Chair in ensuring the smooth functioning of the Executive Team.

Responsibilities:

- Ensuring meetings are effectively organised and minuted
 - Maintaining effective records and administration
 - Upholding the legal requirements of governing documents
 - Communication and correspondence
- 1.2 The membership of the Executive Team should consist of up to 7 person – all ex-officio members of Executive Team.
- 1.3 Executive Team members are appointed and re-appointed in accordance with the provisions of University Statutes and the appointment arrangements specified in the Executive Team Standing Orders.
- 1.4 Any Executive Team member who resigns during their term of office should submit their resignation in writing to the Chair of Executive Team.
- 1.5 Executive Team members are not members in any representative capacity and should exercise the responsibilities of Executive Team in the best interests of the University as a whole. They should abide by the principle of collective responsibility.

The membership of Executive Team is:

EX-OFFICIO		
№	Position	Full Name
1.	Rector - Chair	Alisher Khasanov
2.	Deputy Rector Academic-Administration – Deputy Chair	Aleksey Semyonov
3.	Deputy Rector Academic	Lobar Babakhodjaeva
4.	Deputy Rector Student Engagement	Victoria Levinskaya
5.	HR Director	Olga Park
6.	Finance Director	Aleksandra Tolmacheva
7.	Program Manager	Nora Gavalyan

2. Attendance

- 2.1 In the absence of the Chair, the Deputy Chair will assure all the functions of the Chair, and in the absence of the Deputy Chair, ET must elect a member to take that role.
- 2.2 Executive Team members should make every endeavor to attend all meetings of the ET. When they are unable to attend a meeting, their apologies should be submitted in advance to the Secretary together with any comments on the agenda so that these may be shared at the meeting.
- 2.3 Attendance statistics will be published on an annual basis.
- 2.4 The failure of Executive Team member to attend any meetings of the ET or its committees for a period of six months will result in their automatic removal from the ET, unless mitigating circumstances have been approved by the Chair.
- 2.5 Executive Team members are normally expected in person however, exceptionally and at the Chair’s discretion, may attend virtually, providing that sufficient notice has been given to allow appropriate arrangements to be put in place. Executive Team member attending in a virtual

capacity will be deemed to have attended the meeting, will be counted in the quorum, and can vote. However, the minutes will record the nature of their attendance.

- 2.6 Attendance at all or part of the Executive Team meeting for anyone other than the ET members, is by invitation only, subject to the approval of the Chair.

3. Quorum

- 3.1 The quorum for any meeting of the Executive Team will be two-thirds of its membership, including the Chair at the time of the meeting.
- 3.2 The members of the Executive Team may participate in a meeting from separate locations by means of conference telephone or other communication equipment, which allows those participating to hear each other, and will be entitled to vote or will be counted in the quorum accordingly.

4. Meetings

- 4.1 Executive Team meetings are held minimum once a week and as required.
- 4.2 Special meetings of the Executive Team can be convened by the Chair, or on the formal signed request of a minimum of 40% of the ET members, to dispose of any urgent and unforeseen business that cannot wait until the next ordinary meeting of the Executive Team.
- 4.3 Special meetings must take place no sooner than 24 hours and no longer than 14 days after the Secretary has issued notice of the meeting to the Executive Team.
- 4.4 The Chair has the power to adjourn a meeting temporarily, or to another date. The reasons for doing so must be notified to the Executive Team and recorded in the minutes.

5. Agenda and Supporting papers

- 5.1 The Secretary compiles the agenda and meeting papers for all meetings of the ET in conjunction with the Chair of the Executive Team. Authors of papers should follow guidance for the preparation of ET papers. The paper of **Policy Content Checklist** <https://drive.google.com/file/d/1kacVctdOI5oNO3lLqNWvuxWldR2NTNzi/view?usp=sharing> will act as a guidance.
- 5.2 The Secretary must issue a formal notice of an ordinary Executive Team meeting, along with an agenda and papers, no later than three days before the date of the meeting. The deadline for special meetings is 48 hours before the meeting.
- 5.3 Executive Team is “digital by default”. All circulations will therefore be in electronic format, unless a request for a paper copy is submitted to the Executive Team no later than 14 days before the date of the meeting.
- 5.4 The Chair has discretion over the inclusion of proposed items of business on the agenda, though must advise the Executive Team of the basis for any decision for inclusion or rejection.
- 5.5 No business can be considered at a special meeting except that which gives rise to the meeting and is specified within the notice of meeting issues by the Secretary. All other matters must be retained for consideration at the next ordinary meeting of the UET.

6. Decision-Making

- 6.1 Decisions should normally be made on the basis of consensus. A formal vote can be held where the Chair deems it appropriate, or if requested by the ET member. The process of institutional internal decision-making is illustrated in the Appendix 1.
- 6.2 Formal voting normally takes place by show of hands, with the Secretary acting as teller. Only the ET members can vote, unless they are precluded from doing so by a conflict of interest.
- 6.3 Voting is normally by simple majority of those present and voting with the Chair making a second or casting vote in case of equality of votes.

- 6.4 The Secretary must record the number of votes cast for and against any proposition, and the number of abstentions, in the minutes of the meeting.
- 6.5 In exceptional cases, if an urgent decision of the ET is required between meetings, a decision can be taken electronically providing that all ET members have been consulted, and a minimum of 2/3 have responded; the 2/3 members must include the Chair of the Executive Team.
- 6.6 The Secretary is responsible for the conduct of any decisions taken by correspondence, including keeping accurate records, and reporting the decision to the subsequent meeting of the Executive Team.

7. Minutes

- 7.1 The Secretary is responsible for the recording of the minutes of proceedings of all formal meetings of the ET.
- 7.2 Minutes of ET meetings must be approved by the Chair before being circulated to the Executive Team. The minutes must then be approved [as amended] by the Executive Team at the subsequent meeting as a true and accurate record.
- 7.3 Minutes of the Executive Team Meetings are published on the main Google allocated university documents storage resource of TEAM University, specifically in the folder called "Executive Team" as soon as practicable after they have been approved by the ET, with redactions made under criteria set out in the ET minutes.

8. Confidentiality

- 8.1 Executive Team operates on the principle of transparency, unless there is good reason to impose confidentiality.
- 8.2 Executive Team documents should NOT contain any confidential information.
- 8.3 Executive Team members are responsible for ensuring the secure storage of the ET documents, whether in electronic or paper form.

9. Amendments to the Executive Team Standing Orders

- 9.1 Amendments to Standing Orders can be made by a simple majority of Executive Team members and transmitted to the Board of Trustees for final approval.
- 9.2 Amendments to Standing Orders do not take effect until the conclusion of the meeting of the Board of Trustees at which the decision to amend them was taken.
- 9.3 The Standing Orders should be considered by the Executive Team at its first ordinary meeting of each new academic year.

Owner: Khulkar Pulatova

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Appendix 1

Decision-Making Diagram

