

**GUIDELINES ON THE ROLE OF CHAIRMEN AND OF CLERKS IN THE CONDUCT OF THE BOARD OF GOVERNORS AND ITS COMMITTEES AND ITS SUB-COMMITTEES**

1. This section of the Handbook should be read in conjunction with the Articles of Government.
2. The Board of Governors (the Board) and the Board's committees and sub-committees (the committees) will be supported as indicated below.

**The Chairman and/or Vice-Chairman if appropriate**

3. The Chairman of the Board or of one its committees will:
  - (i) lead the business of the Board/Committee in accordance with its Terms of Reference (See Section 3iv) and Standing Orders (See Section 4ii);
  - (ii) approve agendas and minutes for issue and provide such guidance to authors of papers as may reasonably be expected

**The Clerk to the Governors**

4. The Clerk to the Governors, assisted by the Assistant Clerk to the Governors, will support the work of the Board itself and its committees. This will involve:
  - (i) providing the Chairman with advice as to the professional nature of the business to be covered. This can be achieved either via a formal meeting or by meeting informally prior to a meeting;
  - (ii) producing an agenda to be agreed by the Chairman of the Board/Committees;
  - (iii) advising authors on the content of papers for the Board/Committees as appropriate;
  - (iv) advising the Chairman on the Terms of Reference of the Board/Committees;
  - (v) advising on the optimum timing of meetings and the rhythm of business of the Board/Committees;
  - (vi) ensuring that relevant matters are considered by the Board/Committees;
  - (vii) drafting for and/or presenting papers to the Board/Committees as appropriate;
  - (viii) advising others responsible for drafting papers for the Board/Committees of the format of such papers and the deadline for their submission;
  - (ix) arranging briefings for the Chairman prior to meetings of the Board/Committees;
  - (x) attending all meetings of the Board/Committees;
  - (xi) taking action on any matters referred to the Clerk at a meeting of the Board/Committees;

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- (xii) ensuring the inclusion in the University's annual calendar of meetings of the dates and times of meetings of the Board/Committees;
- (xiii) ensuring that all papers for the Board/Committees are available for circulation no later than five days before a meeting;
- (xiv) attending and taking the minutes of the Board/Committees;
- (xv) producing draft minutes for the agreement of the Chairman of the Board/Committees no later than ten working days after the meeting of the Board/Committees; and
- (xvi) arranging for a copy of the agreed minutes to be circulated to members of the Board/Committees.

**Committee Clerks**

5. Each committee of the Board of Governors will have a Committee Clerk who will be responsible for the activities indicated in paragraph 2 above. The Committee Clerk for each committee of the Board is indicated below.

(i)	Audit Committee	The Clerk to the Governors
(ii)	Governance Committee	The Clerk to the Governors
(iii)	Remuneration Committee	The Clerk to the Governors
(iv)	Resources Committee	The Clerk to the Governors
(v)	Student Liaison Committee	The Clerk to the Governors

6. Committee Clerks may seek advice/assistance from the Clerk to the Governors and the Assistant Clerk as appropriate.