

# SMT Terms of Reference

## **The Senior Management Team:**

- Ensures the effective leadership, coordination and management of the activities of the University
- Prepares draft plans, strategies and budgets for consideration and approval by Council, where appropriate, and other key committees of Council
- Ensures that University plans and associated strategies are implemented
- Advises on policy and executive decisions in accordance with an agreed scheme of delegation and decision making
- Monitors the performance of the University against a range of performance indicators and, where necessary, members take corrective action
- Maintains a high-level understanding of the wider context and environment in which the University operates
- Ensures that the University responds in a timely way to emerging threats and takes advantage of new opportunities
- Ensures effective communication of policies, plans and decisions
- Ensures cooperation and provides opportunities for collaboration in giving-effect to policies and plans.

## **The role of SMT collectively is to:**

- Provide advice to the Vice-Chancellor
- Change to collaborative problem solving of important key issues
- Share information so that information may be shared as appropriate
- Provide support to one another
- Create opportunities for networking

## **The role of each member of SMT is to:**

- Inform, represent or advocate about a particular matter
- Learn and contribute to problem solving
- Seek endorsements or approval for a plan of action
- Promote a collaborative culture

## **Feedback and observations from SMT include:**

- SMT are ambassadors for the University externally.
- SMT aims to exert collective leadership, and to be seen in a coherent, collective way.
- SMT agendas are to be aligned with strategic and operational objectives.