

Strategy, Research and Innovation Committee Terms of Reference

Purpose

The Strategy, Research and Innovation Committee is established to assist the Governing Body to oversee the strategic development of the University while at the same time ensuring the University's legal and compliance requirements are met.

Membership

The membership of the Committee shall be appointed by the Governing Body on the recommendation of the Nominations Committee. Consideration will be given to the available skills, expertise and the competencies required to fulfil the Committee's terms of reference. Any gaps in terms of skills required for the Committee may be filled by utilising section 18(4) of the Universities Act 1997 which permits members external to the University to be appointed by the Governing Body.

The Committee shall consist of twelve members including:

- Chair
- President
- The President, Students' Union (*Ex-Officio*)
- 2 internal members of GB
- 2 external members of GB
- 2 members external to the University
- 3 members elected by the Academic Council (at least two of whom shall be Professors)

Gender balance is a key element to membership composition. Accordingly membership of the Committee shall comprise of at least four members of any one gender.

The Chair and Deputy Chair of the Committee shall be members of the Governing Body. Gender balance will be maintained between these two roles. They shall be nominated by the President, following consultation with the Chair, and approved by the Governing Body.

Members are required to attend all meetings of the Committee. In the event a member does not attend 3 consecutive meetings, they may be replaced.

A Strategy, Research and Innovation Committee effectiveness review will be carried out after an 18 month to a 2-year period.

Responsibilities

The Strategy, Research and Innovation Committee will on behalf of the Governing Body:

- During a University Strategic Plan development cycle, oversee the development of the Strategic Plan and agree a set of SMART [Specific, Measurable, Achievable, Realistic and Timebound] Key Performance Indicators (KPIs) to enable its implementation;

- Regularly monitor and review the implementation of the University Strategic Plan and the achievement of strategic goals as measured by the KPIs;

Rights

The Committee is authorised by the Governing Body to:

- ensure processes are in place to develop and update the University's Strategic Plan and associated KPIs;
- ensure processes are in place to monitor and evaluate the performance and effectiveness of the institution against the University's Strategic Plan.

The Committee may:

- co-opt expertise to provide specialist skills, knowledge and experience; and
- procure specialist ad-hoc advice at the reasonable expense of the University, subject to budgets agreed by the Governing Body.

Meetings

- the Strategy, Research and Innovation Committee shall meet six times a year, three weeks in advance of Governing Body meetings. The Chairperson of the Strategy Research and Innovation Committee may convene additional meetings, as they deem necessary;
- a minimum of seven members of the Strategy, Research and Innovation Committee will be present for the meeting to be deemed quorate. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee;
- The following should attend for all or part of Committee meetings as required:
 - Vice-President for External Relations
 - Vice-President for Research & Innovation
- the Strategy, Research and Innovation Committee may ask any other officials or staff of the University to attend to assist it with its discussions on any particular matter;
- the Strategy, Research and Innovation Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters;
- private sessions, meeting time without executives present, should be included on the Committee's work programme to be a standing item at the start or the end of the agenda of two meetings per annum;
- the Governing Body may ask the Strategy, Research and Innovation Committee to convene further meetings to discuss particular issues on which they seek the Committee's advice; and
- administrative support to the Committee shall be provided by the Office of Corporate and Legal Affairs.

Information Requirements

On a regular basis, the Strategy Research and Innovation Committee will be provided with all documentation necessary for:

- University Strategic Plan;
- KPIs for Strategic Plan;
- UCC's Annual Plan.

As and when appropriate the Committee will also be provided with reports/presentations on university level strategies and Research Centres, Institutes and Units.

Period of Office

The period of office for members of the Strategy, Research and Innovation Committee shall be for a three-year period for a maximum of three consecutive terms (nine years).

Reporting

The Chair of the Strategy Research and Innovation Committee will submit a report to the Governing Body one week prior to each Governing Body meeting;

Version	1
Approved by:	Date
Governing Body	11 June 2019

Appendix A: Annual Work Programme

The Strategy, Research and Innovation Committee's annual work programme shall be communicated to Governing Body in advance of the coming year and shall include:

Each year at its first annual meeting, the Committee will:

- review the goals, strategies, actions, targets as set out in the current University Strategic Plan;
- giving due consideration to the responsibilities of other GB Committees, the Strategy, Research and Innovation Committee will determine their work plan for the year.

At each subsequent meeting during the year, the Committee will:

- address in detail one of the Strategic Goals and its associated strategies, actions and targets by reviewing performance against KPIs. The relevant person responsible for the goal to attend the meeting to provide a detailed status update;
- will receive and review a status report on progress, risks and issues for the remaining goals. This will enable the Committee to identify specific topics to be addressed at subsequent meetings;

A joint Finance Committee/Strategy, Research & Innovation Committee meeting to be held once a year to discuss income generation and other matters.