TERMS OF REFERENCE

NWU BUSINESS SCHOOL EXECUTIVE COMMITTEE

1. Establishment and purpose of the Committee

The NWU Business School Executive Committee (hereinafter “EXCO”) is established as a standing committee of the NWU Business School Board (BSB) accountable to the NWU University Management Committee (UMC). The NWU Business School (“School”) derives its academic standing through the Faculty of Economic and Management Sciences (“F-EMS”) and NWU Senate with respect to all matters related to the formal academic offering, research activities, academic support functions and the quality assurance thereof.

The EXCO has operational autonomy and authority delegated by the BSB in all matters related to management oversight of the planning and strategy, financial and business, and people and infra-structure operations of the School.

2. Responsibility of EXCO

The EXCO, as the operational decision-making body of the School, is established to oversee the following matters:

- Strategic and Corporate Positioning: The development and review of the strategic planning processes within the School, including recommending matters to take forward to the UMC in relation to the School’s strategic direction in alignment with the NWU Strategy and inputs of relevant stakeholders;
- Strategy and Risk: The monitoring and mitigating of risks associated with the management and operations of the School;
- Financial management: To develop and compile a comprehensive financial- and budgeting plan and to manage all allocated financial resources within the budget and strategic direction of the School to ensure that management actions and recommendations are addressed in an appropriate and timely manner;
- People Management: To provide input on and monitor all staff related matters for the School;
- Administrative matters: To develop, oversee and implement all administrative processes within the School;
- Technology: To develop, oversee and implement all technology within the School;
- Africanisation and Internationalisation: To ensure that the strategic focus on Africa is emphasised, ensure that all national and international engagements adhere to its relevant prescriptions and to provide continuous oversight and review of existing and new partnerships and or engagements;
- Professional body liaison and accreditation matters: To monitor and provide general oversight in respect to, internal quality and accreditation related requirements for the School; to furthermore monitor and ensure that applicable national and international accreditation and quality requirements pertinent to the School are met; To monitor and provide general oversight in respect to liaisons with professional bodies;
- Executive Education: To develop, oversee and implement all executive education programmes within the School through Senate Committee for Academic Standards;
- Marketing: To develop, oversee and implement all marketing activities within the School in alignment with NWU Policy and inputs of relevant stakeholders; and
- Any other matters that may be required by the BSB or the UMC to manage and oversee.

4. Reporting Authority

The EXCO reports in all matters relevant to the operation of the School through the BSB for ratification or notice, to the UMC, via the office of the Deputy Vice-Chancellor Teaching and Learning. The EXCO engages with the BSB from which it receives non-binding strategic advice to strengthen governance, inform strategy and support management to monitor quality.

5. Membership

5.1 Composition

5.1.1 The EXCO comprises the following members:

	Category of membership	**Term of office**
5.1.1.1	Chief Director (chairperson of the EXCO)	Per appointment contract
5.1.1.2	Deputy director	Per appointment contract
5.1.1.3	Programme Leader MBA	Per appointment contract
5.1.1.4	Programme Leader PGDM	Per appointment contract
5.1.1.5	Manager: Research & Innovation	Per appointment contract
5.1.1.6	Programme Leader Research	Per appointment contract
5.1.1.7	Manager: Accreditation and Quality	Per appointment contract
5.1.1.8	Chief Administrative Officer	Per appointment contract
5.1.1.9	Manager: Executive Education	Per appointment contract

5.1.2 Non-permanent members of EXCO

4.1.2.1	Community and Stakeholder Engagement	Ad Hoc
4.1.2.2	Marketing and Communication	Ad Hoc
4.1.2.3	Africanisation and Internationalisation	Ad Hoc

5.2 Chairperson and acting chairperson

5.2.1 The Chief Director is the chairperson of the EXCO.
5.2.2 In the absence of the Chief Director at a particular meeting, the Deputy Director serves as acting chairperson.

5.3 Termination of membership

The membership of an EXCO member terminates if the member concerned –

(a) ceases to be an employee of the University for whatever reason including termination of employment;

(b) is suspended as a result of or convicted of any offense involving dishonesty as a result of internal disciplinary procedures followed by the NWU;

(c) is convicted of any offense involving dishonesty or for which the sentence is imprisonment without the option of a fine;

(d) becomes incapacitated, or his/her continued membership is deemed improper after a due process has been followed by the relevant line function within the university; and / or

(e) Is declared insolvent by a court of law and remain un-rehabilitated in excess of the minimum prescribed period dertermined by applicable law.

5.4 Non-permanent members of EXCO, observers and visitors

5.3.1 From time to time any permanent member may invite with the prior permission of the Chairperson, invite non-permanent members or other persons to attend a meeting or meetings of the EXCO.

5.3.2 For the sake of EXCO meetings, a record of delegation/appointment of such members needs to be made available to the secretariat within a period of at least 24 hours, before an EXCO meeting. Should any invitation be presented to the Chairperson in less than the prescribe time of 24 hours, the Chairperson will have prerogative to condone such late request.

5.5 Voting rights

5.5.1 All permanent members of the EXCO have the right to vote, as well as those members who have been formally appointed into acting positions.

5.5.2 Each qualifying EXCO member has only one vote.

55.3 Non-permanent members, observers and visitors do not have voting rights.

5.5.4 The EXCO takes decisions by a majority of votes of permanent members present at a duly constituted meeting. Each member attending such a duly constituted meeting shall have one vote, but in the event of a parity of votes, the chairperson may exercise a casting vote.

6. General meeting arrangements

	GENERAL ARRANGEMENTS
Frequency of meetings	An EXCO meets at least once a month at the times determined by the EXCO.
Extraordinary meetings	The Chief Director may convene an extraordinary meeting of the EXCO, and must do so at the written request of at least one-third of the members of the EXCO.
Quorum for meetings	The quorum for a meeting of the EXCO is 50% plus one of the permanent members of the EXCO; of which ether the Chief Director or Deputy Director must form part of. If (for any reason) there is no quorum, the meeting is adjourned after one hour to a date not more than five calendar days later, at which meeting the members present form a quorum. The secretariat must ensure that each member is given notice of the date, time, and place of such an extraordinary meeting.
	MEETING PROCEDURES
Diarising of meetings of the EXCO	All the meetings are electronically scheduled at the end of a year for the following year (members including their personal assistants).
Notice of meetings	At least 7 days before the meeting date, the secretariat electronically notifies of the time and place where the meeting is to be held. At least two days before an extraordinary meeting, the secretariat electronically notifies and provides the reason for the extraordinary meeting; and also indicates the time and venue where the extraordinary meeting is to be held.
Agenda packs	At least one day prior to the meeting, the secretariat/school administrator provides the complete agenda pack electronically to all members.
Confirmation of minutes	An ordinary meeting, after being constituted and opened, commences with reading and confirmation (by means of the chairperson signing) of the minutes of the previous meeting(s). Any objection to the minutes is raised and disposed of before the minutes are confirmed. The minutes of the previous meeting are to be enclosed in agenda packs and it would be required from members to provide the secretariat with any inputs on the minutes at least 48 hours prior to the meeting. Should no response be received by this time it would be assumed that the member agreed with the record.

Decision-making process	Matters are decided by means of general consensus. The Chairperson might, however, decide when a decision should be taken by means of a voting procedure. The number of votes in favour of or against any proposal is not recorded in the minutes unless the meeting or the Chairperson so decides. The Chairperson has an ordinary vote, but must, in addition, exercise a casting vote in the event of a deadlock of amount of votes on any matter. The Chairperson may decide that voting must be by secret ballot, provided that voting for persons must always be by secret ballot.
Revoking of a resolution	The revoking of any resolution entails a formal process by means of which a member of the EXCO is to table a formal written rescission request to the Chairperson for consideration at the following meeting of the EXCO. Such a request must motivate the reason for the review of the resolution in question, as well as provide a suggestion for a revised resolution.
Conflict of interest	An EXCO member may not take part in the discussion of or vote on any matter in which the member has a direct financial or other interest **unless** the member had first disclosed the nature and extent of the interest to the Chairperson and had obtained the leave of the meeting to take part in the discussion or to vote.
Point of order	A point of order, clarification of information may be raised against any member, in which instance the ruling of the Chairperson is binding and cannot be challenged. Should the above point of order, clarification of information be immediately challenged by a member, the ruling is put to the meeting for determination – without it being discussed, and the decision of the meeting is final.
Disrespectful / disorderly conduct	Anyone attending a meeting who, after having been requested to refrain from disrespectful or disorderly conduct, continues to disobey a ruling from the Chairperson, must be requested to leave the meeting. If that person does not leave the meeting immediately, such a person could be removed from the meeting with the assistance of NWU Protection Services.
Apology	An apology will be noted when a member electronically submits it to the secretariat and/or the chairperson, at least one day prior to the meeting. Members absent from the meeting without the above-mentioned apology are noted as “without apology”. The views of a member who is unable to attend a meeting may be submitted in writing, but may not count as a vote of such a member.
Recording of meeting	A recording of the meeting will be made for minuting purposes.
Round-robin process	The Chairperson may grant permission for the electronic submission of urgent matters in the time between scheduled meetings. The secretariat will assist in this process. At least two-thirds of the members have to electronically confirm their involvement in the process by giving feedback, approval or non-approval. The secretariat shall continue submitting the request for round-robin until a response had been received from at least two-thirds of the members. When a majority of members reach an agreement, it is taken as a resolution. Any such resolution must be submitted to the relevant committee having authority for ratification or review in accordance with the relevant requirements of the applicable delegation of authority. .
Action list	Within a reasonable time after the meeting, an action list is electronically provided to members.

Resources and budget	EXCO members must make use of the budgetary provision for travel and subsistence costs as per the School budget.
Records management	All records of the committee (terms of reference, membership list, agendas, minutes, attendance register, correspondence, etc.) will be kept electronically and in hard copy and the hard copy sent to the Archives and Museum for permanent preservation. Committee members have automatic access to all records of the committee. All other interested parties must complete a request form in terms of the Promotion of Access to Information Act, which will be assessed in terms of the prescriptions contained in the Act.
Revision	This terms of reference will be revised within a period of no more than 3 years

7. Standing committees of the EXCO

7.1 The EXCO may establish standing committees which standing committees remains responsible towards EXCO.

7.2 The purpose of such standing committees is to perform the tasks assigned to such committees by the EXCO.

7.3 At least the following standing committees are established, each with its terms of reference approved by EXCO:

Committee name	**Committee type**	**Reporting schedule to the EXCO**
Research and Innovation standing committees	General Management Scientific Committee (Feeding into R&I F-EMS)	All EXCO meetings
	People's Management Scientific Committee (Feeding into R&I F-EMS)	
Teaching and Learning standing committees	MBA	All EXCO meetings
	PGDip	
	Admission	
Community and Stakeholder Engagement	Community and Stakeholder Engagement	*Ad Hoc*
Accreditation and Quality	Compliance National and international standards	*All EXCO meetings*
Africanisation & Internationalisation	Increasing the footprint in Africa and selected international hubs. (BRICS)	*Ad Hoc*
Marketing and Communication	Maintenance & selling of BS brand	*Ad Hoc*
Executive Education Committee	All BS executive and short learning programmes	All EXCO meetings
	Small Business Advisory Bureau	*Ad Hoc*

8. Reporting

8.1 Reports to EXCO from standing committees are tabled to the EXCO after each meeting that had been held in accordance with the planned meeting schedule of such committees. In the instance that reports from standing committees are not tabled, an acceptable reason is to be provided to the EXCO.

8.2 Reports from EXCO must be tabled to BSB and / or UMC however relevant. After each meeting that had been held in accordance with the planned meeting schedule of the EXCO. In the instance the reports from the EXCO are not tabled, an acceptable reason is to be provided to the relevant committee having authority.

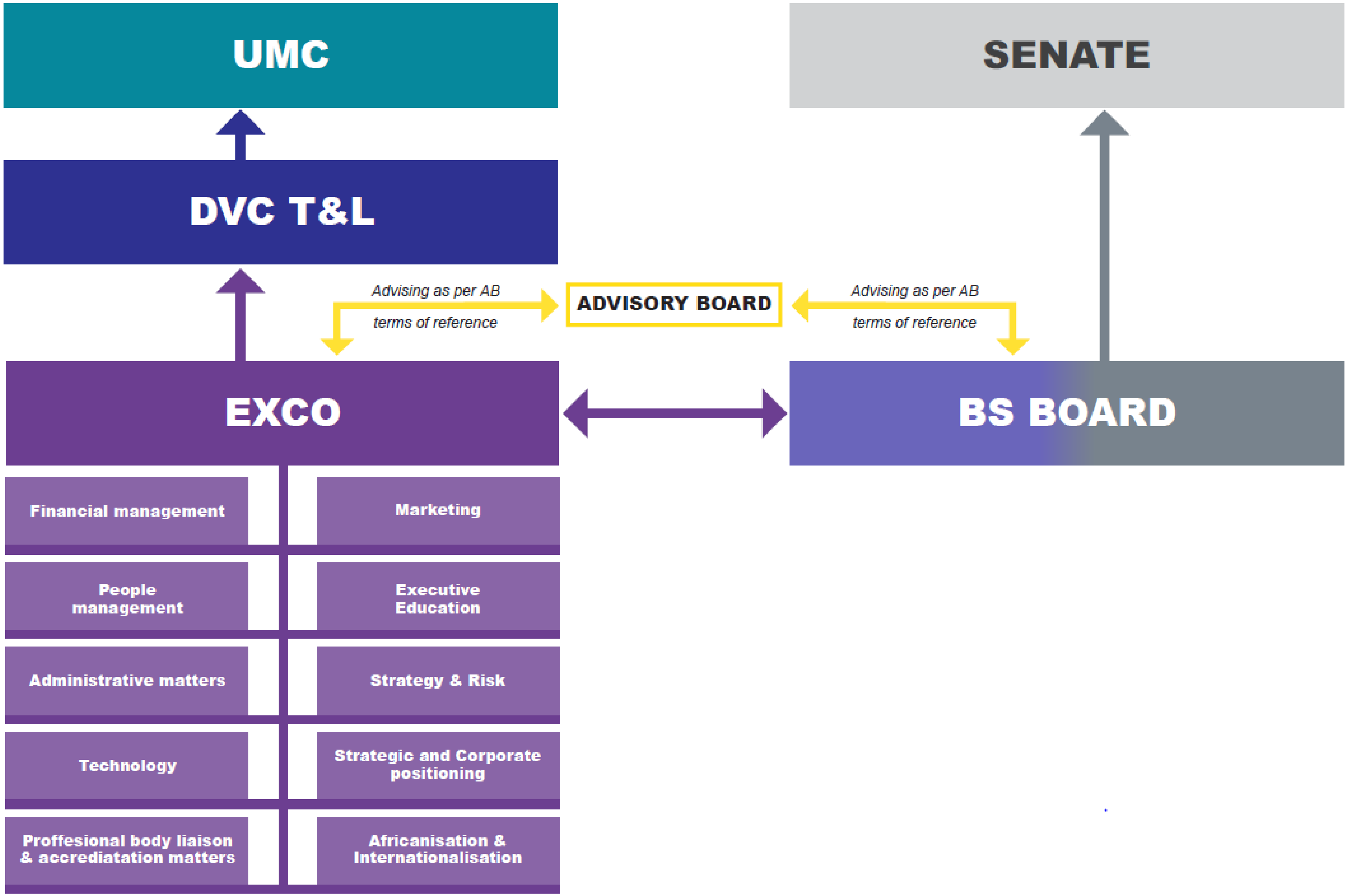
9. Secretariat

The School will provide for its own secretariat services.

10. Steering

The following documents steer the operations of the EXCO:

- Terms of reference of its standing committees;
- NWU Strategy;
- NWU Annual Performance Plan; and
- Applicable NWU policies and rules.


UMC
SENATE
DVC T&L
Advising as per AB
terms of reference
ADVISORY BOARD
Advising as per AB
terms of reference
EXCO
BS BOARD
Financial management
Marketing
People management
Executive Education
Administrative matters
Strategy & Risk
Technology
Strategic and Corporate positioning
Proffesional body liaison & accrediatation matters
Africanisation & Internationalisation