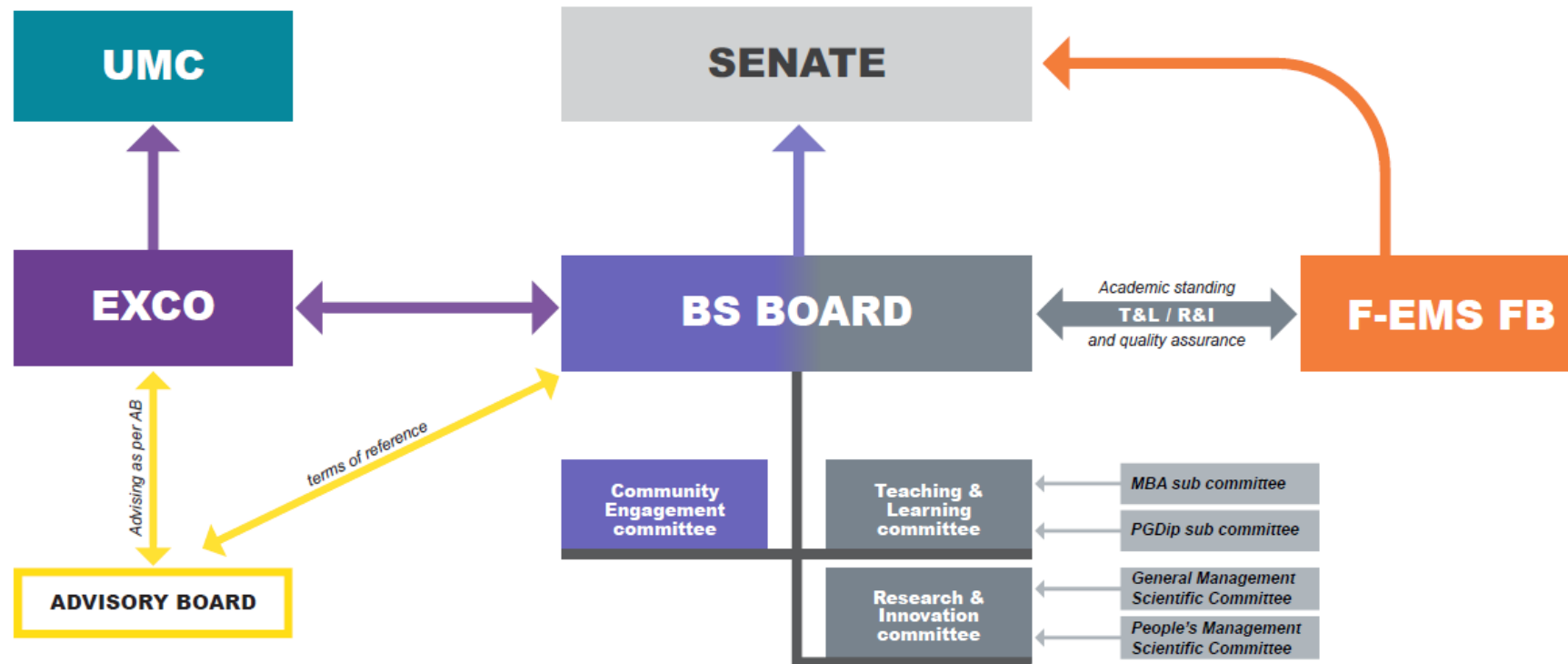




TERMS OF REFERENCE

BUSINESS SCHOOL BOARD [BSB]

1. Establishment

The Business School Board (“BSB”) is a Senate standing committee, accountable to the Senate, established in terms of the provisions of the Statute of the North-West University (“Statute”) as the highest decision-making body of the NWU Business School (the “School”).

2. Functions

- 2.1. The BSB functions through monitoring and oversight of the following aspects within the ambit of the School:
- Teaching and Learning (with oversight regarding formal programmes to the Faculty Board: Faculty of Economic and Management Sciences: F-EMS)
 - Research (with oversight to the Faculty Board: Faculty of Economic and Management Sciences: F-EMS)
 - Community engagement.

As Senate standing committee the BSB may only exercise functions that fall within the domain of the Senate as more clearly defined in the Statute.

- 2.2. To make proposals through the Admission Requirements Committee to the Senate regarding rules for the requirements for each degree and diploma offered by the School after consultation with the Faculty Board of F-EMS, including the requirements for admission and readmission of students.
- 2.3. To make proposals through the Senate Committee for Academic Standards to the Senate regarding amendments to existing formal qualifications and development of new qualifications offered by the School after consultation with F-EMS.
- 2.4. To advise the Chief Director of the School on all teaching and learning, executive education, research, academic support and student matters pertaining to the School, as well as appropriate quality-assurance measures.
- 2.5. To perform the following functions as assigned by the Statute and delegated by the Senate:

Function in the Statute	
Appointment of academic employee	An academic employee must be appointed after consultation with the Senate.
Student enrolment	After the completion of the necessary internal processes (e.g. Enrolment Planning, ICAS, consultation with DVC TL, Integrated Planning Department), determination of the maximum number of students to be registered for an academic programme, for recommendation by the Senate to Council.
Admission requirements	Approval of selection tests or a particular standard of academic competence as further admission requirements for studies at the university for recommendation to Council.
Award of qualifications	Recommendation, after consultation with the F-EMS Faculty Board, on the programmes leading to the awarding of the degrees, diplomas and certificates that had been approved, accredited and registered

	and that are contained in the rules as contained in faculty yearbooks to Council.
Revocation of qualifications	Recommendations to the F-EMS Faculty Board and then Senate after the completion of an internal process and upon advice of the BSB in instances where a degree is to be revoked or a diploma or certificate be withdrawn through plagiarism, theft, fraud, bribery or any other dishonest or unlawful act.
Conferring and awarding of qualifications	Recommendations to F-EMS Faculty Board and then Senate after the completion of the prescribed internal administrative process and sign-off by the BSB on the extent to which persons who have completed their studies have satisfied all the requirements for a particular degree, diploma or certificate.

- 2.6. To perform any functions assigned or delegated to it by the Senate.
- 2.7. To establish, by resolution, committees of the School, and to appoint as members of such committees', employees and students whether they are members of the School Board or not.
- 2.8. In addition to the above, it is mandated to fulfil the following functions and to report to Senate on the mentioned matters and other matters as deemed important by the BSB:
- The appointment of module, mini-dissertation, dissertation, and theses examiners and moderators for recommendation to the relevant committee in F-EMS;
 - Approval of the final results of students in all formal programmes for recommendation to F-EMS;
 - Approval of the final results of students in all non-formal programmes;
 - Considering Internal Programme Evaluation (IPE) / External Programme Evaluation (EPE) reports and the improvement plans pertaining to formal programmes related to these reports for recommendation to F-EMS;
 - Considering IPE/EPE reports and the improvement plans pertaining to non-formal programmes;
 - Considering and approving honorary and extra-ordinary appointments in the School's environment;
 - Considering and making recommendations regarding nominations for honorary awards in the School's environment;
 - Approving and monitoring the implementation of the strategic plan of the School;
 - Initiate, when appropriate, any investigation regarding matters related to teaching-learning, research, community engagement and commercialisation activities in the School in collaboration with F-EMS where appropriate to the formal programmes offered by the School;
 - Considering and approving the School rules to be included in the F-EMS yearbook, and making recommendations regarding the general academic rules for consideration at the appropriate committee of F-EMS, when concerned with the formal programmes offered by the School; and
 - Considering reports as tabled by relevant structures within the School.

3. Authority

The BSB has the authority granted to it by the Senate in terms of the Statute and is accountable to the Senate for the monitoring and oversight of all teaching, learning, research, and academic support functions.

4. Membership

4.1. Composition

- 4.1.1. The BSB comprises of at least the following members:

Category of membership	Term of office
Chief Director (chairperson of the BSB)	Per appointment contract
Deputy Director	Per appointment contract
Senior Manager: Accreditation and Quality	Permanent
Research Manager	Per appointment contract
Programme Leaders	Per appointment contract
Manager: Executive Education	Permanent
Business School Academic employees	Permanent
Senior School Administrator	Per appointment contract

4.2. Chairperson and acting chairperson

- 4.2.1. The Chief Director is the chairperson of the BSB.
- 4.2.2. In the absence of the Chief Director at a particular meeting, a Deputy Director serves as acting chairperson.
- 4.2.3. In the absence of both the Chief Director and the relevant Deputy Director, the BSB must elect a chairperson for the meeting from among its members.

4.3. Termination of membership

The membership of the BSB terminates if the member concerned:

- 4.3.1. resigns in writing to the chairperson;
- 4.3.2. ceases to be an employee of the university;
- 4.3.3. is absent from three consecutive ordinary meetings of the BSB without prior apology for absence having been made to and accepted by the chairperson;
- 4.3.4. is declared insolvent by a court of law;
- 4.3.5. is convicted of any offence involving dishonesty or for which the sentence is imprisonment without the option of a fine;
- 4.3.6. 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
- 4.3.7. is found guilty of contravening an applicable code of conduct or the rules in disciplinary proceedings against a member in terms of the university’s behavioural manual.

4.4. Observers and visitors

- 4.4.1. Only members of the BSB attend board meetings.
- 4.4.2. From time to time, the Chief Director may, with the permission of the BSB, invite persons to attend a meeting or meetings of the BSB as observers.
- 4.4.3. In the instance that acting office bearers, who are members of a BSB, have been appointed, such persons have the same duties, functions, powers and responsibilities as the functionaries in whose stead the acting persons have been appointed.

4.4.4. For the sake of BSB meetings, a record of delegation/appointment of such members needs to be made available to the secretariat in good time before a BSB meeting.

4.5. Voting rights

- 4.5.1. All standing members of the BSB have the right to vote, also those members who have been formally appointed into acting positions.
- 4.5.2. Each BSB member only has one vote.
- 4.5.3. Observers and visitors do not have voting rights.
- 4.5.4. The BSB takes decisions by a majority of votes of members present, each member having one vote, but in the event of a parity of votes, the chairperson may exercise a casting vote.
- 4.5.5. In the event that the Chief Director or Deputy Director of the School is not present for a meeting and a member of the board are to be elected as chairperson, such member shall not have a casting vote.

5. Meeting arrangements

- 5.1. A BSB meets at least twice per semester at the times determined by the Board and included in the annual university calendar.
- 5.2. The Chief Director may convene an extraordinary meeting of the BSB and such an extraordinary meeting must also be convened at the written request of at least one-third of the members of the BSB.
- 5.3. The quorum for a meeting of the BSB is fifty percent plus one of the members of the relevant BSB; and if (for any reason) there is no quorum, the meeting is adjourned after one hour to a date not more than 14 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.

5.4. The following meeting procedures apply:

Diarising of meetings of the BSB	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 14 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 seven days prior to the meeting, the Secretariat 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 amended 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 an equality 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 BSB is to table a formal written request for rescission, motivating the reason for the review of the resolution in question, as well as providing a suggestion for a resolution.
Conflict of interest	A BSB 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 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, or 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 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 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 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. Such a resolution is equivalent to a resolution of the BSB and must be submitted to the next extraordinary meeting of BSB for ratification and review if necessary.
Action list	Within a reasonable time after the meeting, an action list is electronically provided to members.
Resources and Budget	BSB members must make budgetary provision for travel and subsistence costs. A central budget regarding the provision of refreshments is managed within Corporate and Information Governance Services.
Records management	All records of the committee (terms of reference, membership list, agendas, minutes, attendance register, correspondence, etc.) will be kept electronically and hard copy and the hard copy will be 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.
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6. Executive Committee of the BSB

- 6.1. There is an executive committee (“EXCO”) of the BSB of which the Chief Director is the chairperson that may exercise any power and perform any function of the BSB.
- 6.2. The executive committee must inform the BSB of all actions and decisions taken on behalf of it, and the BSB at its next ensuing meeting must consider and, where applicable, ratify all actions or decisions taken by the executive committee on behalf of the BSB.
- 6.3. The composition of the executive committee of the BSB is determined by the BSB. The permanent and non-permanent members forming part of the executive committee in the School are:

The EXCO shall comprise at least the following permanent members:

	Category of membership	Term of office
6.3.1.1	Chief Director (chairperson of the EXCO)	Per appointment contract
6.3.1.2	Deputy director	Per appointment contract
6.3.1.3	Programme Leader MBA	Per appointment contract
6.3.1.4	Programme Leader PGDM	Per appointment contract
6.3.1.5	Manager: Research & Innovation	Per appointment contract
6.3.1.6	Programme Leader Research	Per appointment contract
6.3.1.7	Manager: Accreditation and Quality	Per appointment contract
6.3.1.8	Chief Administrative Officer	Per appointment contract
6.3.1.9	Manager: Executive Education	Per appointment contract

Non-permanent members of EXCO

6.3.2.1	Community and Stakeholder Engagement	Ad Hoc
6.3.2.2	Marketing and Communication	Ad Hoc
6.3.2.3	Africanisation and Internationalisation	Ad Hoc

7. Standing committees of the BSB

- 7.1. The BSB may establish BSB standing committees which standing committees will remain responsible towards the BSB.
- 7.2. The purpose of such standing committees is to perform the tasks assigned to such committees by the BSB.
- 7.3. At least the following standing committees are established, each with its Terms of Reference approved by Senate:

Committee name	Committee type	Reporting schedule
Research and Innovation committees	General Management Scientific Committee (Feeding into R&I F-EMS)	All BSB meetings
	People’s Management Scientific Committee (Feeding into R&I F-EMS)	
Teaching and Learning committees	MBA	All BSB meetings
	PGDip	
	Admission	
Community Engagement committee	Community and Stakeholder Engagement	All BSB meetings

8. Reporting

- 8.1. Reports from BSB standing committees are tabled 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 BSB.
- 8.2. Reports from each of the BSB are tabled at Senate after each meeting that had been held in accordance with the planned meeting schedule of the BSB. In the instance that reports from BSB are not tabled; an acceptable reason is to be provided to Senate. Minutes of the meetings of standing committees of Senate will not be deemed appropriate for reporting purposes.

9. The role of the BSB in the appointment process of academic employees

- 9.1. Academic employees may only be appointed by the Council after consultation with the Senate.
- 9.2. The BSB needs to establish an appropriate process and procedure to ensure compliance to the requirements of the Higher Education Act and Statute in this regard.
- 9.3. In addition to the relevant stipulations in the NWU Rules for the Appointment of Office Bearers that determine that a member of Senate is designated to form part of the selection panels of all office-bearers, the same practice is extended to the appointment of all academic employees in the School.
- 9.4. The relevant Chief Director, after consultation with the BSB, is to ensure that the selection panels for the appointment of academic employees include a staff member who is a member of Senate.
- 9.5. In order to give effect to the stipulation that the appointment of academic employees is to take place after consultation with Senate, a delegation from the Senate to the Chief Director acts as a mandate to such a Chief Director.
- 9.6. A BSB confirms the appointment of academic employees and includes a report on the appointment of academic employees to each ordinary meeting of Senate as part of its regular reporting as Senate standing committee.

10. Secretariat

Secretariat services are provided by the School.

11. Steering

The following documents steer the operations of the BSB:

- Higher Education Act 101 of 1997;
- Relevant national legislation and directives;
- NWU Statute;
- Terms of reference of the BSB and its standing committees;
- NWU Strategy;
- NWU Annual Performance Plan; and / or
- Applicable NWU policies and rules.