



**Faculty of Humanities**  
**Handbook on committees and groups**  
**Overview for all staff**

Last updated April 2018



## Contents

1. Introduction
2. Governance within the Faculty of Humanities
3. Terminology of committees and groups
4. Role of the Committee Chair
5. Role of the Committee Secretary
6. Role of the members
7. Quoracy
8. Chair's action

## Appendices

- A. Items to include in Terms of Reference
- B. Example agenda template
- C. Coversheet for committee papers
- D. Quick tips for writing minutes
- E. Template for writing minutes and recording actions
- F. Committee actions log
- G. Further sources of information and training
- H. Glossary



## 1. Introduction

This Handbook is intended to support the operation of committees and groups in the Faculty of Humanities, by assisting the Chair, secretaries and members to understand their role in ensuring that committee business is carried out in a way which supports and ensures effective channels of communication across the Faculty.

## 2. Governance within the Faculty of Humanities

### Committees and sub-groups

The Faculty is governed through a combination of formal committees and sub-groups which ensure that we fulfil our strategic objectives and are compliant with external requirements. We also have a number of networks and groups set up to share best practice and facilitate communication.

### Senior Manager groups

The Faculty is governed through a single senior manager committee which is the [Faculty Leadership Team \(FLT\)](#). The remit of the Faculty Leadership Team (FLT) is to ensure that the Faculty has strategies, policies and structures to meet the overall objectives of the University; to develop approve and lead implementation and monitoring of the Faculty's strategic and operational plans and associated budgets, and to oversee and monitor the development of Academic and Professional Support Services (PSS) activities of the Faculty.

Membership of the Faculty Leadership Team consists of The Dean, The Director of Faculty Operations, Vice Deans for Research, Teaching & Learning and Social Responsibility, Heads of Schools and Faculty Heads of Function.

### Professional Support Services (PSS) manager groups

We have a number of Faculty groups attended and chaired by PSS managers, such as the [PSS Leadership Team](#). These ensure senior colleagues can work together effectively on key strategic goals across the Faculty. Ad-hoc projects defined by PSS managers also take place throughout the year and these are supported by a variety of PSS staff across the Faculty.

## Other networks and groups

A number of formal and informal networks and groups support the work of the Faculty. These include the [Intake Management Group \(IMG\)](#) and Web Board. Other groups might be formed for a short time to oversee work on a particular issue or on behalf of another committee, such as a working group or task and finish group.

## Academic committees

There are a number of academic function committees, chaired by a Faculty Vice-Dean or Associate Dean and with representatives from each of the Schools (eg [Teaching and Learning Committee](#) and [Postgraduate Research Committee](#)).

The Faculty's governance and management structure can be found on Humnet via the following link:

<http://www.humanities.manchester.ac.uk/humnet/committees/faculty-governance-management-structure/>

## 3. Terminology of committees and groups

**Board** – usually defined as a decision-making body such as an Examination Board which determines students' progression and results. Within Humanities, we also have School Boards which are not decision-making bodies and are formally defined as 'having the power to consider and advise the Head of School' on a number of matters and to advise the Dean on the appointment of Head of School. Each School Board determines its own modus operandi.

**Committee** – has decision-making powers, for example, Faculty Leadership Team (FLT), Humanities Teaching and Learning Committee (HTLC), Research Committee. The exception would be School Promotion Committee, which can only make recommendations to Humanities Promotion Committee.

**Sub-committee** - sits below a committee to address a particular area. It will include members of the main committee and can also include others (for example Employability Sub-Committee (HESC) of Humanities Teaching & Learning Committee). They make recommendations to the committee to take a decision.

**Group** – usually sits below a committee to address a particular area, and will include members of the main committee and can also include others for example Portfolio Advisory Group (PAG). They make recommendations to the committee for the committee to take a decision.

**Task and finish group** – is established to undertake a specific task that is time limited, and is disbanded once the task is completed and any output approved by a committee.

**Network/forum** – main purpose is to share and disseminate information, highlight best practice and used for consultation.



## 4. Role of the Committee Chair

The Committee Chair has overall responsibility for the committee's business.

In particular, the Chair should have knowledge of the Terms of Reference of the committee, including a full understanding of its remit and limits of its business and powers. Training is available through Staff Learning and Development.

Specifically, the role involves:

- having overall responsibility for taking forward the committee's business;
- approving the agenda with the Committee Secretary;
- ensuring that the committee is quorate, where appropriate (see section 7 below);
- ensuring that actions from the previous meeting have been undertaken;
- appointing members/delegates, and along with the Secretary, briefing new members (as agreed between the Secretary and Chair);
- managing the meeting by keeping to the agenda, keeping the meeting to time;
- facilitating discussion and ensuring all members have the opportunity to contribute, especially, for example, inviting comments from student members;
- asking 'difficult' questions, while working for consensus/decisions;
- summarising key points and decisions and ensuring that the Committee Secretary has clarity on agreed actions;
- ensuring responsibility for actions is allocated appropriately;
- approving the draft minutes, including an accurate record of actions;
- representing the committee at other committees;
- taking 'Chair's action' on decisions between meetings, if this is delegated by the committee to the Chair.





## 5. Role of the Committee Secretary

The Committee Secretary has responsibility for supporting the committee by planning meetings and ensuring that all follow-up work is undertaken. The Secretary should have knowledge of the business of the Committee, including a full understanding of its remit, membership and schedule of its meetings.

Specifically, the role involves:

### Preparation at the beginning of the academic year

- Ensuring that the membership and terms of reference are reviewed at the first meeting of the academic year, as well as a plan of discussion topics for meetings throughout the year, if appropriate. *See Appendix A for guidance on drafting Terms of Reference.*
- Agreeing the schedule of meetings with members/the Chair for the academic year, considering the dates of meetings to which the committee reports.
- Where appropriate, agree a plan of business for the meetings with the Chair, based on items discussed at various points throughout the year in previous years, and other priority issues that are likely to arise. It is important to be aware of current, relevant issues within the University and higher education, and how these might influence the committee's agenda. Agreeing any 'standing items' which should be placed on the agenda, ie items which will require discussion or update at every meeting.
- Agreeing where the paperwork for the committee (including minutes) are to be stored. This might be via a shared area, such as Sharepoint.
- Ensuring that the online StaffNet page for the committee is kept up-to-date, including information on forthcoming meeting dates, membership and minutes of previous meetings. (Keep minutes online for the current year and up to two years prior.)
- Agreeing the format and the level of detail to be provided in the minutes with the Chair/committee at the start at the academic year ie does a formal, detailed minute need to

be taken, or would a running action-log suffice? (See Appendix E for examples of these.) When agreeing this, the secretary should take into account:

- confidentiality, especially with respect to personal data regarding specific individuals which is covered by the [General Data Protection Regulation \(GDPR\)](#);
- committee secretaries must also be aware of the requirements of the [Freedom of Information Act \(FOIA\)](#) with regard to minutes;
- ensure that records and archives are maintained in accordance with the [Records Retention Schedule](#) published by the University's Information Governance Office;
- 'reserved' business (ie business from which student members are excluded, as it relates to individual staff members or students), should be recorded in special 'starred' minutes. This might include matters affecting the appointment, promotion and personal affairs of individual members of staff of the University and matters affecting the admission of individual students, their academic assessment and the consequences thereof, or their personal affairs or circumstances.

### **Planning of meetings**

- Alongside the Chair, briefing any new members to the committee (as agreed between the Secretary and Chair).
- Briefing any student representatives and ensuring that they are aware of their role in the committee.
- Meeting with the Chair in advance of the meeting to discuss the draft agenda and brief the Chair on any developments since the last meeting. This will involve being aware of any standing items which should be considered every meeting/annually etc.
- Requesting agenda items from committee members at an appropriate point in advance of the meeting.
- Paperwork will normally be circulated electronically in PDF form unless there is a good reason not to (for example, programme approval or promotions committees). However, it is good practice to ask members whether they would prefer to receive a hard copy.
  
- Booking the venues for meetings, ensuring appropriateness in terms of size, accessibility, location and facilities (eg AV equipment required).
- Requesting that papers are submitted in good time so that they can be collated, copied if necessary and sent to members in good time to allow them to read them. A [coversheet](#) for each paper should be completed and supplied by the person submitting the item (*See Appendix C for a coversheet template*).
- Considering whether refreshments are required. If so, the Secretary should make the order and ensure that committee members are informed if such arrangements have been made.
- Considering if any visitors to the committee are to be invited to attend.

### **Tasks during the meeting**

- Ensuring that the Chair is aware of the most important agenda items in advance of the meeting so that these can be prioritised in terms of timing on the agenda, time allocated to the discussion and accommodating the movements of committee members. The most important business should generally be placed at the top of the agenda.
- Ensuring that relevant paperwork is available at the meeting. This might include having spare copies of the committee papers and supplementary papers that may be required for reference.
- Ensuring that the minutes are agreed at the start of each meeting.
- Asking for clarification of points/committee decisions during the meeting to ensure that an accurate minute can be taken.
- Reviewing with the Chair any actions that have been agreed and ascertain whether they are within the powers of the committee or should be referred elsewhere.
- Communicating to members the expected timeframe for writing up the minutes of the meeting and actions arising.

### **Actions following the meeting**

- Drafting the minutes and send to the Chair for review before circulation to members and any other interested parties. Ensuring actions are communicated to members, or followed up with others as promptly as possible. *Appendix D contains some tips for writing minutes.*
- Following up on progress with actions (including ensuring that 'return to' items are monitored) with the action owner in advance of the next meeting. Keeping a running log of actions throughout the year where appropriate. *See Appendix F for an example actions log.*
- Ensuring that an electronic set of agreed minutes is kept alongside an electronic set of committee papers for transfer to the University Archives upon request.
- Ensuring that agreed minutes are added to the appropriate place on the Faculty or School website.

### **Archiving of committee papers**

Some of the Faculty/School records are categorised as archival records, which means they must be kept permanently. These records are transferred to the custody of the University Archives when they are no longer required by the Faculty/School for its business purposes.

Committee records have been identified as having archival value; these records include the agenda, minutes and presented papers of senior committees. It is important that these records are a complete and authentic record of the committees.



Documents such as rough, draft and annotated copies of minutes and lists of meeting attendees do not need to be kept for archival purposes, and can be disposed of once the Faculty/School has no further need to them.

Committee records can be deposited at the University archives in either paper or digital form. However, the University Archives prefer that records for each committee are deposited in one format only (not a mix of digital and paper), the preference being for committee records to be deposited in a digital format. The Archives can accept records in most digital file formats including PDF and Microsoft Office applications. Ideally, the preference is for the agreed minutes of each committee to be kept in a PDF format, as this format supports the integrity and authenticity of the record. It is recognised that PDF may not be a practicable option for the committee's presented papers.

It is recommended that the agenda, minutes and supporting papers are merged into one PDF document with the name to include School, name of committee, date of meeting.

According to the [Records Management Guidance](#), all Faculty and School committee minutes, agenda and reports must be retained within the archives for the current year + ten years prior.

As digital records can be subject to obsolescence, the Archivists would appreciate timely deposit of committee records. Ideally, this would be on an annual basis, and the Faculty/School should deposit all committee records with the Archives at a maximum of **five** years after their year of creation.



## 6. Role of committee members

The *committee members* enable the committee to discharge its responsibilities, through:

- ensuring that they prepare themselves properly for meetings by reading the committee papers in advance, giving them due thought and consulting others where appropriate;
- using their shared knowledge, skills and ideas in constructive debate of challenging issues;
- using their combined deliberations and judgement to achieve an objective appraisal of a problem, and a rational solution to it;
- acting as a channel of communication by transmitting timely information and ideas to other relevant bodies and individuals. Good practice for some committee might be to have a standing agenda item 'wider communication of decisions/consolation'
- promoting mutual understanding, team-work and cooperation among colleagues, by bringing together staff from different areas in pursuit of common objectives;
- accepting collective responsibility for decisions, and ensuring that powers are not concentrated in, or used inappropriately by, individuals;
- improving the commitment and enthusiasm of their fellow members by encouraging them to contribute their ideas and take part in debate;
- using their membership of the committee to learn through experience and to achieve a more integrated view of the challenges facing the University, and possible solutions and how this impacts/relates to individual schools/faculties/agenda;
- understanding the committee's remit and know the limits of its business and powers;
- being willing and able to attend the committee's meetings or nominating an appropriate delegate to represent them in the event that they are unable to attend;
- ensuring that they observe any markings of confidentiality that are applied to committee documents and do not disclose beyond the committee any confidential business or other information that is considered by the committee;
- ensuring they act impartially in the best interests of the University and are not influenced by any personal business or social relationship. If members have any personal or family interest in any matter being discussed by the committee, they should declare this conflict of interest at the start of the meeting and take no part in the committee's discussion or decision-making on that subject.

A list of those colleagues who are acting as Faculty representatives on the various committees and groups can be found via the following link:

<http://www.humanities.manchester.ac.uk/humnet/committees/faculty-representation/>

## **7. Quoracy**

Quoracy is the minimum number of members of a committee needed in order to legitimately make decisions or take actions on items. For most committees the quorum should normally be half the membership plus one. A committee may establish additional requirements for quoracy (such as requiring a certain number of lay members or particular officers/representatives to be present).

## **8. Chair's action**

Depending on the nature of the committee, there may be a need for the Chair to consider items between meetings on the committee's behalf to expedite business. Normally only minor and non-controversial items should be considered in this way. If the committee foresees a need for urgent consideration of major and/or controversial items between planned items, the committee may consider explicitly delegating the matter to its Chair at the previous meeting or alternately a special meeting might be called. Where Chair's action on significant items does take place, the Chair may wish to consult the views of members by email before taking his/her decision. All decisions taken by Chair's action should be clearly reported to the committee at its next meeting for information. The Chair may on occasion have to use his/her discretion on whether to take Chair's action, advised if appropriate by the secretary and relevant University officers.

The Terms of Reference for the Faculty's committees are kept online at:

<http://www.humanities.manchester.ac.uk/humnet/committees/>

As an example of good practice, the Terms of Reference for the Humanities Postgraduate Research Committee can be viewed via the following link.

<http://www.humanities.manchester.ac.uk/humnet/committees/humanities-pgr-committee/#d.en.422627>

## Appendix A: Items to include in Terms of Reference

1. Committee name
2. Membership and constitution

As well as the committee membership, there may also be people who are there by virtue of the role they hold (Ex-officio members) and those who may be invited to certain meetings or for certain items, so that they can inform or be kept aware of relevant discussions.

3. Terms of Reference (the remit of the committee)
4. Sub-committees or sub-groups
5. Committees or groups to which the committee reports. It may be helpful to draft an organogram to display this, such as in the example below.
6. Frequency of meetings
7. Date of last revision

Example organogram showing reporting lines:



NB, Faculty committees report to University committees as required.

The Terms of Reference for the Faculty's committees are kept online at:

<http://www.humanities.manchester.ac.uk/humnet/committees/>

As an example of good practice, the Terms of Reference for the Humanities Postgraduate Research Committee can be viewed via the following link.

<http://www.humanities.manchester.ac.uk/humnet/committees/humanities-pgr-committee/#d.en.422627>

## Appendix B: Agenda template

As a guide, business should be ordered and organised as follows, but this can be agreed and adapted as appropriate by the committee Chair and Secretary.

1. The date, time and place of the meeting.
2. Membership, including welcome to new members or attendees.
3. Apologies (the names of the attendees who could not be present at the meeting).
4. Confirmation of minutes of the previous meeting.
5. Consideration of matters arising from these minutes and review of action list
6. The main agenda items for discussion. For many committees this may include:
  - a. Unreserved Business
    - i. Chair's report
    - ii. Student business
    - iii. Items requiring resolution by the committee
    - iv. Items for approval without discussion
    - v. Reports from sub-committees or from members
    - vi. Receipt of minutes of sub-committees
  - b. Other matters for information only. Usually a 'starred item' by adding an asterisk\* to the item (but can be unstarred if requested of the Secretary / Chair in advance of the meeting).
  - c. Any other business
7. The date and time of the next meeting
  - a. Reserved business (see page 4)

For less formal meetings, such as weekly team get-togethers, the agenda may simply provide a list of the main agenda items.

### Creating main agenda items

Following the suggestions outlined below will help you to prepare **main agenda items** effectively.

- **Prioritise your agenda.** The most important points should be addressed at the start of the meeting, with more time allocated to them than to lower-priority issues. These should be addressed towards the end of the meeting.
- Establish how much time is available for the meeting and then **allocate a period of time** in which to address each agenda point. Doing this will help to ensure that all the necessary issues are addressed in the time available.
- For each agenda point, clarify **what** exactly will be discussed, and **how** it will be addressed. For example, 'brainstorm ideas for new business generation' would be a more helpful agenda point than 'new business ideas'.
- Before finalising the agenda, it is a good idea to **invite the members to contribute** items to the agenda. This will ensure that everything is covered and help attendees feel more involved and engaged with the meeting.
- The agenda and any other relevant documentation should be circulated among all attendees and any other interested parties at an appropriate point in advance of the meeting, usually a week before. This will provide others with the chance to read the papers, reflect on the agenda items and prepare effectively for the meeting.

- It is good practice to **bring a spare copy** of the agenda and papers with you, in case anyone forgets to print their own copies.

Informed by 'Top Tips for Using Agendas and Minutes' on the Staff Learning and Development Unit's 'Learning and Development Toolkit' at: <https://app.goodpractice.net/#/manchester-tfl/s/42537cea>

## Example agenda template

### The University of Manchester

#### Faculty of Humanities Postgraduate Research Committee

A meeting of the above Committee will be held on [DATE], [TIME], and [VENUE]

For any queries, please contact [\[Email\]](#)

### Agenda

#### Unreserved business

Item	Topic	Purpose <sup>1</sup>	Paper
1.	<b>Apologies for absence</b> [List any apologies received in advance]	For info	
2.	<b>Minutes and actions</b> Confirmation of minutes of the meeting held on 6 December 2017	To approve	✓
2.1.	<b>Matters arising</b>		
2.2.	<b>HEFCE Catalyst Fund Supporting PGR mental health bid</b>	For info	
3.	<b>Exit survey</b>	For discussion	
4.	<b>PGR review process</b>	For discussion	✓
5.	<b>SoSS follow-up response from PGR review</b>	For info	✓
6.	<b>Scopus data – Stephen Pearson to attend</b>	For info	
7.	<b>PGR-Research alignment</b>	For discussion	✓
7.1.	<b>Annual monitoring</b>	For info	
8.	<b>PRES action plan</b>	For info	To be tabled
9.	<b>First Generation Project report</b>	For info	✓
10.	<b>Summary of award recommendations</b>	For info	✓
11.	<b>Report/issues from schools</b>		
12.	<b>Report/issues from student representative</b>		
13.	<b>Chair's report</b>	For info	✓

<sup>1</sup> The coversheet for any papers should outline the purpose of the discussion.



14.	<b>Activities' reports:</b> <ul style="list-style-type: none"> <li>• Researcher development</li> <li>• Internationalisation (incl PGR exchange programmes)</li> <li>• Placements</li> </ul>	For info	✓
15.	<b>Recruitment data</b>	For info	✓
15.1.	<b>Any other business</b>		
16.	<b>Themes for future PGR Committee strategy meetings</b>	For discussion	
17.	<b>Item for future discussion</b>		
18.	<b>Date of next meeting</b>		

**Reserved business**

Item	Topic	Purpose	Paper
19.	<b>List of Chair's Actions (special permission)</b>	For info	✓

**Circulation:**

List names of members

List names of colleagues to whom papers should be sent for information

## Appendix C: Cover sheet for committees and meetings template

1. Title of paper submitted:
2. Author:
3. Intended recipient(s) (please delete/add meeting title as appropriate)
  - DAG
  - SMT
  - HPRC
4. Date of meeting:
5. Purpose of document (please delete as appropriate):
  - For information
  - For discussion and/or feedback
  - For endorsement before onward transmission to SMT or HPRC
  - For decision
  - For approval
  - \*Policy document – (i) draft for discussion/consultation;
  - \*Policy document - (ii) final version for approval and implementation
  - Private and Confidential
6. Please outline the key points for discussion, and specify the desired outcome of the paper being presented at the meeting.
7. Communication of outcomes and next steps:
  - To whom should decisions made at the meeting be communicated? (Eg the author of the paper, another committee...)
  - Who else should be notified of the decisions made, and by whom?
  - When will the decisions be shared?
8. **For policy documents only (Delete this section if not appropriate)**

For (i) draft policy documents, please indicate method of consultation – eg via AD committees, via HPRC, etc;

For (ii) final version policy documents for approval and implementation, please include the following information:

Implementation date	
Owner	
Review date	
To be communicated via	eg posted to the Faculty intranet; Faculty wide e-mail, via briefings e.g. core brief, school boards, SPRCs etc.

## Appendix D: Quick tips for writing minutes

Depending on the nature of the meeting, the minutes should capture some, or all of the following aspects:

- the date, time and venue of the meeting;
- the name of the person leading the meeting (Chair);
- the names of all the attendees (and full names, with initials, using initials for action points);
- agenda topics covered;
- definition of problems, issues or challenges discussed;
- the alternatives/solutions presented in the meeting;
- details of any decisions made;
- the agreed action points, the person(s) responsible for delivering them, and the timescales and/or deadlines identified;
- the date and time of the next meeting.

The format for your minutes should be consistent and ideally you should be working from one template (see appendix E for a suggested template).

### Taking effective minutes

Following these suggestions will help you, or an appointed attendee, to take minutes effectively during a meeting.

- Minutes can be taken **in a variety of ways**. Using pen and paper, typing straight into a laptop or hand-held device, and recording the meeting using a dictaphone are all valid methods of minute-taking (you may wish to inform the attendees if using the latter). As long as it doesn't disrupt the meeting, the Secretary should be allowed to use the method that works best for them.
- If you are new to the committee, **familiarise yourself** with previous minutes so you are aware of the acronyms, areas under discussion and action points. At the first meeting ask everyone to introduce themselves and draw a table plan so you can remember who is who.
- If you are not sure of a point that has been agreed, do not be afraid to ask for clarification during the meeting.
- Using the agenda, you may wish to start **drafting an initial outline** of the minutes in advance of the meeting. This can save valuable time during the meeting, allowing you to record information and participate in the meeting (if appropriate) more readily.
- Minutes should capture the **key discussion points and outcomes** of the meeting, rather than a word-for-word transcript of it.
- Do not summarise reports that have been circulated with the meeting, even if the author has summarised for the benefit of the committee attendees. Simply state that the paper was noted by the Committee and note any action points arising from the discussion.

### *Useful Phrases*

- *The paper/report was noted.*
- *The (name of the guest) briefed the committee*
- *The Committee members discussed the item and concluded....*
- *A decision was delayed until the next meeting*

- While it is acceptable to identify individuals where they are acting in their professional capacity such as presenting a report or other scheduled item, it is not recommended to identify individual participants together with their opinions. If it is necessary to note the opinions have a sub-heading 'Noted' and bullet the points beneath.
- It is good practice to write the minutes up **within 24 hours of the meeting**. The minute-taker is likely to find it easier to reflect the content of the meeting accurately when it is still fresh in their mind.
- Information in the minutes should be presented **clearly and concisely**; bullet points, headings and lists can all be useful ways of doing this.
- The wording of the minutes must be simple, precise and easy to read. Use plain English and avoid flowery language and keep your sentences short and to the point. Grammar should be past tense in the third person e.g. Donald Duck agreed to consult with undergraduate students and report back to the next meeting.
- The draft minutes should be sent to the chair to check for accuracy. They should be marked as 'unconfirmed' until they are approved at the next meeting, at which point they can be marked as 'confirmed'.
- Establish the most appropriate way for **sharing the finalised minutes** with the attendees and other interested parties. Depending on how it has been agreed that the minutes will be shared, you may wish to send them via email, add to Sharepoint, or post to the intranet.

*Informed by 'Top Tips for Using Agendas and Minutes' on the Staff Learning and Development Unit's 'Learning and Development Toolkit' at: <https://app.goodpractice.net/#/manchester-tfl/s/42537cea>*

**Appendix E: Template for writing minutes and recording actions**

**The University of Manchester  
Faculty of Humanities – XXXX Committee**

**(Un)confirmed minutes of the meeting held on [Date] [Example template]**

**Present:**

**Apologies for absence:**

	<b>Agenda item</b>	<b>Reported/noted</b>	<b>Actions, responsibility</b>
1.	Apologies for absence		
2.	Welcome to any new members or attendees		
3.	Confirmation of minutes of the previous meeting	Minutes approved	
4.	Matters arising and review of actions from the previous meeting		
4.1			
4.2			
5.	Chair's report	•	
6.	Student business	•	
7.	Items requiring resolution by the committee	•	
8.	Items for approval without discussion	•	

	<b>Agenda item</b>	<b>Reported/noted</b>	<b>Actions, responsibility</b>
9.	Reports from sub-committees or from members	•	
10.	Receipt of minutes of sub-committees	•	
11.	Other matters for information only	•	
12.	Any other business		
12.1.			
13.	Date of next meeting		



**Appendix F: Committee  
Actions log**

<b>Actions arising from meeting of 9 December 2015</b>				
<b>Item</b>	<b>Details of action</b>	<b>Responsibility</b>	<b>Notes</b>	<b>Status</b>
<b>Actions arising from meeting of 7 December 2016</b>				
<b>Item</b>	<b>Details of action</b>	<b>Responsibility</b>	<b>Notes</b>	<b>Status</b>
<b>Actions arising from meeting of 14 June 2017</b>				
<b>Item</b>	<b>Details of action</b>	<b>Responsibility</b>	<b>Notes</b>	<b>Status</b>

## Appendix G: Further sources of information and training

- [GDPR – Key Policies and Resources](#)
- [Records Retention Schedule](#)
- [Freedom of Information Policy](#)
- [SLDU Learning & Development Toolkit: Top Tips for Using Agendas and Minutes](#)
- [SLDU Minutes, Meetings and Agendas Training Course](#)

## Appendix H: Glossary

AD External Relations	Associate Dean External Relations
AHRC	Arts & Humanities Research Council
AHRC DTP	Arts & Humanities Research Council Doctoral Training Partnership
AHRC NWCDTP	Arts & Humanities Research Council North West Consortium Doctoral Training Partnership
AVP (Environmental Sustainability)	Associate Vice President (Environmental Sustainability)
BWPI	Brookes World Poverty Institute
CMIST	Cathie Marsh Institute for Social Research
CNW	Centre for New Writing
CoDE	Centre on Dynamics of Ethnicity
CPD	Continuing Professional Development
DAG	Dean’s Advisory Group
E&D	Equality & Diversity
ERA	European Research Area
ESID	Effective States and Inclusive Development research centre
ESRC DTC	Economic and Social Research Council Doctoral Training Centre
ESRC	Economic and Social Research Council
EU	European Union
FairWRC	Fairness at Work Research Centre

FBA	Fellows of the British Academy
FLT	Faculty Leadership Team
FOIA	Freedom of Information Act
FP	EU's Framework Programmes for Research
GDPR	General Data Protection Regulation
GRAs	Graduate Research Assistants
GTAs	Graduate Teaching Assistants
HCRI	Humanitarian and Conflict Response Institute
HE	Higher education
HEFCE	Higher Education Funding Council for England
HEFCE T income-	Higher Education Funding Council for England Teaching income
HESC	Humanities Employability Sub-Committee
HKFUM	Hong Kong Foundation for The University of Manchester
HPRC	Humanities Policy and Resources Committee
HR	Human Resources
HTLC	Humanities Teaching and Learning Committee
ICP	Institute for Cultural Practices
IMG	Intake Management Group
KPI	Key Performance Indicator
LPN	Low Participation Neighbourhood
MAP	Manchester Access Programme
MICRA	Manchester Institute for Collaborative Research on Ageing
MloIR	Manchester Institute of Innovation Research (formerly PREST)
MOOCs	Massive Open Online Courses
N8	The N8 Research Partnership is a collaboration of the eight most research intensive universities in the North of England: Durham, Lancaster, Leeds, Liverpool, Manchester, Newcastle, Sheffield and York.
NAFUM	North American Foundation for The University of Manchester

NSS	National Student Survey
NS-SEC	National Statistics Socio-Economic Classification (groups 4-7)
NWC	North West Consortium
NWDTC	North West Doctoral Training College
PAG	Portfolio Advisory Group
PASC	Programme Approval Sub-committee
P&DR	Performance & Development Review
PDRs	Performance & Development Reviews
PG	Postgraduate
PGR	Postgraduate Research
PGT	Postgraduate Taught
PhDs	Doctors of Philosophy
PSS	Professional Support Services
RAE	Research Assessment Exercise [replaced by REF]
RBESS	Research and Business Engagement Support Services
RCUK	Research Councils UK
REF	Research Excellence Framework [replaced RAE]
RoRFA	Review of Research Finance and Administration
SCI	Sustainable Consumption Institute
Shanghai Jiao Tong	world rankings at: <a href="http://www.shanghairanking.com/ARWU2013.html">http://www.shanghairanking.com/ARWU2013.html</a>
SMT	Senior Management Team
SSRs	Student Staff Ratio
STDU	Staff Training & Development Unit (Now SLD or Staff L&D – Staff Learning and Development)
UG	Undergraduate