



Executive Group Terms of Reference

1. Constitution and purpose

The Executive Group supports the Principal in developing and implementing Norland's strategy and plans.

2. Terms of Reference

The Executive Group will advise and assist the Principal in:

- understanding and interpreting the strategic environment in which Norland operates
- leading on the academic and development strategy, including commercial activities
- proposing the annual budget
- receiving, approving and monitoring operational and departmental plans in conjunction with the Senior Leadership Team
- ensuring compliance with national legislation including equality, health and safety, and data protection, and ensuring that Norland responds to the requirements of new legislation
- taking responsibility for effective communication and implementation of Norland's strategy, plans, policies and decisions
- developing, considering and recommending to the Board of Directors new and revised strategies and plans
- ensuring the effective management of Norland's financial, human and physical resources

3. Membership

The membership shall include:

Principal

Vice Principal/Registrar

Chief Financial Officer

In attendance:

EA to the Principal

6. Frequency of Meetings

The Executive will meet at least once per month.

Additional meetings may be held with the agreement of the Principal.

7. Confidentiality

The records of the Executive are confidential and will not be published.