

## Leadership structure at Brookes: new Vice-Chancellor's Group

□ Wednesday, 19 July 2017



An announcement was made earlier this week in relation to the creation of the Vice-Chancellor's Group. Below is the message from Professor Alistair Fitt on the changes to senior decision making committees at Oxford Brookes:

In recent months, the Senior Management Team and I have been giving considerable thought to the most effective leadership structure for the University at a time of considerable change and challenge.

The need to be an agile and ambitious organisation while remaining true to our guiding principles has never been more important. As such, there is a clear requirement for a single and unambiguous executive authority within the University which should be defined and visible both within and outside the organisation.

This is particularly important as we seek to define the next stage of University strategy and the decisions and investments associated with it. Additionally it is clear that our Board of Governors and its sub-committees and other external agencies expect to see this single and unambiguous authority as the body that makes decisions and recommendations on the direction and performance of the University, and is seen to be accountable for this.

The Instruments and Articles of Government require the University to have a Board of Governors and an Academic Board. All other decision making bodies and forums exist at the discretion of the Vice-Chancellor. Since August 2010, the Executive Board has been the nominal executive  
(<https://intranet.brookes.ac.uk/onstream/2017/jul/leadership-structure-at-brookes-new-vice-chancellor-s-group/?type=rolling#>)

authority within the University. Running alongside this has been the Senior Management Team. Both groups are chaired by the Vice-Chancellor.

It has become increasingly clear that the de-facto decision making authority within the University is the Senior Management Team (SMT). It brings together the principal leaders within the University and the primary sets of leadership competencies from across the University.

It is now proposed that in order to effect this change, a Vice-Chancellor's Group (VCG) be established. [See Terms of Reference](#)

(<https://intranet.brookes.ac.uk/Documents/About/News/Vice-Chancellor-s-Group-FOR/>) (PDF).

Two important points arise from this decision. Firstly, the commitment to sharing the deliberations and outcomes of the VCG discussions with colleagues across the organisation. Secondly, the opportunity to use the Heads of Department/Senior Staff Forum as a means of engaging, informing and opening up discussion. I will speak more on these points when Heads of Department/Senior Staff next meets - however it is anticipated that professional services directors, members of faculty executives and other staff will attend VCG as necessary.

As a consequence of this, at its meeting of 3 July 2017, SMT agreed that the Executive Board, Shadow Executive Board and SMT itself will be dissolved and groups currently reporting into the former will transfer their reporting to VCG. The VCG will assume the schedule of meetings already in place for the SMT.

The Board of Governors were informed of this decision at their meeting of 11 July 2017.

I am very grateful to colleagues from across the University who have worked so hard for the University as members of Executive Board.

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Oct 1, 2019



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