

# **Chapter 2**

## **Academic Committee Structure**

## **2. ACADEMIC COMMITTEE STRUCTURE**

This chapter provides details of the membership and terms of reference of Senate, the University's senior academic committee, and its Standing Committees. For ease of reference, a summary of the University's key management committees is also provided.

Senate and each of its Standing Committees may co-opt additional members as and when necessary. Unless otherwise stated, committees are quorate when at least one third, or the nearest higher whole number, of the total actual membership is present. The period of office for elected staff representatives is normally three years. Where a Standing Committee includes student representation, a member of staff from the Students' Union is permitted to attend as an observer.

Senate normally meets four times each academic session and its Standing Committees normally each meet between three and five times each academic session. Meetings may be held in a physical location or remotely. Where necessary, Standing Committees may establish their own sub-committees, steering groups or working groups to deal with operational issues that require action on a more frequent basis. A chart of key committees and their sub-committees can be found on the final page of this chapter.

Senate and its Standing Committees are chaired by senior officers of the University. Institute Boards are chaired by Deans of Institute. Other chairs are determined and appointed on an annual basis by the Chair of Senate and are usually drawn from the prescribed membership of the relevant committee.

The Academic Office provides the secretariat for Senate and for those standing committees (and sub-committees) with primary responsibilities that relate directly to the remit of the Office. The secretariat for other committees is normally provided by staff working in the area most directly relevant to the committee's work.

The University is working towards full governance and administrative integration with the University of Wales (UW). UW will continue to meet its obligations to students who are registered on programmes of study leading to UW awards. Such programmes will be managed through the committees of UW, the details of which are available from the University Registry in Cardiff.

### **2.1 Senior Directorate**

The Senior Directorate is responsible for supporting the Vice-Chancellor in the effective strategic management of the University, including overseeing all matters relating to the institutional budget and staffing. Its membership is determined by the Vice-Chancellor.

### **2.2 Academic Planning and Operational Leadership Teams**

The Senior Directorate is supported in its work by the Academic Planning and Operational Leadership Teams. Led by the Deputy Vice-Chancellors, the Teams are collaborative groups focused on ensuring efficient and effective day to day academic and operational leadership of the University in line with key strategic priorities, emerging issues and budgetary controls. They provide advice to the Senior Directorate in accordance with a programme of work and key deliverables that are determined annually, making decisions where appropriate. Their membership is determined by the Vice-Chancellor. Both Teams will be responsible for supporting Institutes, professional services and constituent colleges in ensuring that the goals and ways of working set out in the *Well-Being of Future Generations (Wales) Act 2015* are embedded in their strategic and operational planning.

## **Academic Planning Team (APT)**

### **Duties**

- (a) To provide holistic leadership of academic planning and delivery, monitoring and overseeing matters in line with the University's strategic and operational priorities. The APT will be responsible through collaboration for determining appropriate action as necessary to achieve successful outcomes.
- (b) To support the implementation, across the UWTSD Group, of the academic strategies approved by Senate.
- (c) To scrutinise and approve proposals for new academic policies or amendments to existing policies, except where such policies are the responsibility of Senate committees or Council.
- (d) To oversee the University's Teaching Excellence and Student Outcomes Framework submissions and action plans.
- (e) To approve proposals for the development of new programmes of study and new collaborative partnerships.
- (f) To monitor implementation of the Fee and Access Plan and to oversee the planning and reporting process.
- (g) To report to the Senior Directorate as appropriate, including through an annual self-assessment of performance against these Duties.

### **Membership**

Vice-Chancellor  
Deputy Vice-Chancellor (Chair)  
Associate Pro Vice-Chancellor (Academic Experience)  
Dean of Academic Planning  
Deans of Institutes

## **Operational Leadership Team (OLT)**

### **Duties**

- (a) To provide holistic leadership of service provision, monitoring and overseeing matters in line with the University's strategic and operational priorities. The OLT will be responsible through collaboration for determining appropriate action as necessary to achieve successful outcomes.
- (b) To establish appropriate workstreams, to specify their expected outputs and timelines, and to consider their reports.
- (c) To scrutinise and approve proposals for new corporate policies or amendments to existing policies, except where such policies are the responsibility of Senate committees or Council.
- (d) To oversee the University's arrangements for equality and diversity, legal compliance, risk management and business continuity.
- (e) To monitor the Internal Audit tracker and approve proposals for amendments to management responses.

- (f) To make decisions that facilitate and secure a seamless and integrated student experience journey across departments, referring to the Senior Directorate where appropriate.
- (g) To report to the Senior Directorate as appropriate, including through an annual self-assessment of performance against these Duties.

### **Membership**

Vice-Chancellor  
 Deputy Vice-Chancellor (Chair)  
 Associate Pro Vice-Chancellor (Academic Experience)  
 Provost (Carmarthen and Lampeter)  
 Provost (London and Birmingham)  
 Provost (Swansea and Cardiff)  
 Executive Director of Immigration Services and Visa Compliance  
 Director of Digital Services  
 Director of Financial Services  
 Director of Strategic Financial Planning and Business Analysis  
 Director of Student Services  
 Executive Head of Estates and Facilities  
 Executive Head of Human Resources  
 Executive Head of Registry

## **2.3 Senate**

Senate is responsible for advising the Vice-Chancellor on all academic matters pertaining to the work and mission of the University.

### **Terms of Reference**

- (1) To advise the Vice-Chancellor on all issues relating to the strategic development of the University, including recommending for final approval by the University Council the draft University Strategic Plan and its strategic priorities, and for approving related academic and corporate strategies;
- (2) To ensure that appropriate academic standards are maintained and to enhance the quality of the student experience for taught and research activities and provision in the University's own name or in partnership with validating and accrediting bodies;
- (3) To be responsible for ensuring that the University has and implements appropriate regulations, policies and procedures relating to taught and research provision for:
  - the admission of students,
  - the appointment and removal of internal and external examiners,
  - the assessment and examination of academic performance,
  - developing, monitoring and reviewing the academic curriculum,
  - assuring academic standards,
  - the award of academic qualifications and honorary titles,
  - the suspension or expulsion of students for academic reasons;
- (4) To consider and approve the University's academic portfolio and its research and commercialisation activities and the resources needed to support their delivery;
- (5) To advise on all such other matters as the Council or the Vice-Chancellor may refer to Senate.

### **Membership**

Vice-Chancellor or nominee (Chair)  
 Deputy and Pro Vice-Chancellors  
 Principal of Coleg Sir Gâr  
 University Secretary

Associate Pro Vice-Chancellors  
Provosts  
Deans of Institutes  
Two representatives from each Institute  
The Group President of the Students' Union  
Two representatives from the professional services  
Observer: representative from the Council  
Observer: Chief Executive Officer of the Students' Union

## **2.4 Senate Standing Committees**

Senate's standing committees are as follows:

- Student Experience Committee
- Academic Standards Committee
- International Affairs and Collaborative Partnerships Committee
- Research Committee
- Institute Boards

### **2.4.1 Student Experience Committee**

The Student Experience Committee (SEC) is responsible for overseeing the University's strategic priority 'Putting Learners First' and for monitoring progress against the strategies and targets relating to this priority, including across the UWTSD Group where appropriate.

*Specific existing strategies overseen by SEC are: Employment and Employability; Marketing and Communications; Retention; Learning, Teaching and Enhancement; Student Health and Wellbeing; and Widening Access and Community Engagement. Other strategies may be developed during the course of the year.*

#### **Terms of Reference**

- (1) To lead the development and review of academic strategies for approval by Senate, and to monitor their impact and progress against the relevant objectives;
- (2) To lead the development of, and to consider and approve, the academic policies that support the delivery of the academic strategies, and to monitor their impact, except where such policies are the responsibility of other Senate standing committees;
- (3) To oversee the development of arrangements relating to student welfare and well-being, the learning infrastructure and learning resources, and hence the provision of a high quality learning environment for students across the University; and to monitor the implementation and effectiveness of such arrangements, including through the use of student feedback and sector benchmarks;
- (4) To monitor the effectiveness of learning and teaching, oversee the enhancement of learning and teaching, and foster active student engagement with their learning experience;
- (5) To explore from a policy perspective opportunities for the enhancement of the University's academic provision, students' academic experience, and students' employability, and to make recommendations to Senate as appropriate;
- (6) To consider data reports relating to the University's academic performance, student satisfaction and league table performance, benchmarked where appropriate, and use these to provide strategic direction, confirm best practice and identify priority areas for action;
- (7) To ensure that the University meets its legal obligations in relation to students through monitoring the implementation of procedures for consumer protection, safeguarding, Prevent and other similar initiatives;
- (8) To oversee matters relating to the wider student experience;

- (9) To oversee the development and implementation of strategies for marketing, student recruitment and widening participation;
- (10) To report annually to Senate on its effectiveness, to respond to its requests and to advise on any matter that it considers relevant to the student experience.

### **Membership**

Chair, appointed annually by the Chair of Senate  
 Deputy Vice-Chancellors  
 Associate Pro Vice-Chancellor (Academic Experience)  
 Provosts  
 Deans of Institute or their nominees  
 Registrar or nominee  
 Director of Academic Experience  
 Director of Digital Services  
 Director of Student Services  
 Executive Head of Library and Learning Resources  
 Executive Head of Technology Enhanced Learning  
 Executive Head of Registry  
 Principal Administrative Officer (Student Hubs)  
 Student Experience Officer UWTSD London  
 Student Experience Officer Birmingham Learning Centre  
 One representative from the constituent colleges  
 Two Students' Union representatives  
 Observer: a Students' Union staff member, nominated by the Students' Union Chief Executive Officer

### **2.4.2 Academic Standards Committee**

In support of the University's strategic priority 'Putting Learners First', the Academic Standards Committee (ASC) is responsible for oversight of the academic standards of the University's awards and the quality assurance and enhancement of its academic provision, wherever delivered, and for overseeing the development and enhancement of the University's portfolio of apprenticeships and technical awards.

#### **Terms of Reference**

- (1) To oversee the development, implementation and review of the University's quality assurance and enhancement procedures and its regulatory framework for all taught provision;
- (2) To appoint External Examiners and other external academic representatives and to ensure appropriate action in response to their feedback;
- (3) To approve the validation of new taught programmes of study;
- (4) To oversee quality assurance procedures relating to the enhancement of the student experience and supporting student engagement in quality assurance and enhancement activities;
- (5) To oversee implementation of the University's regulations relating to the student cases framework;
- (6) To oversee the monitoring and review of all taught provision;
- (7) To monitor student attainment and academic standards;
- (8) To oversee the validation, monitoring and review of collaborative programmes, and other aspects of provision delivered in partnership with others;

- (9) To oversee the development and enhancement of the University's portfolio of work-based learning opportunities, including apprenticeships;
- (10) To consider reports from the Research Degrees Committee in respect of the quality and standards of research degrees provision and arrangements for research degree students;
- (11) To monitor the work of the Research Ethics Committee through the reports of the Research Degrees Committee and the consideration of an annual report from the Research Ethics Committee;
- (12) To evaluate institutional performance against internal and external criteria including by consideration of appropriate academic periodic and summative reports and recommending actions in response to the issues raised;
- (13) To encourage and facilitate the dissemination and promotion of sector best practice and quality enhancement across the University;
- (14) To report annually to Senate on its effectiveness, to respond to its requests and to advise on any matter that it considers relevant to issues of quality and academic standards.

### **Membership**

Chair, appointed annually by the Chair of Senate  
 Associate Pro Vice-Chancellor (Academic Experience)  
 Director of Academic Experience  
 Director of Student Services  
 One representative from each Institute and from UWTSD London with responsibility for quality  
 Executive Head of Registry  
 Head of Apprenticeship Unit  
 Head of Collaborative Partnerships (Operations)  
 Head of Academic Office  
 Head of Academic Services, Library and Learning Resources  
 One representative from the constituent colleges  
 One representative from the Research Degrees Committee  
 A University staff member of Y Coleg Cymraeg Cenedlaethol  
 One Students' Union representative  
 Observer: a Students' Union staff member, nominated by the Students' Union Chief Executive Officer  
 Observer: An Institute Principal Administrative Officer on an annual rotation basis

### **2.4.3 International Affairs and Collaborative Partnerships Committee**

In support of the University's strategic priority 'Creation of Opportunities through Partnerships', the International Affairs and Collaborative Partnerships Committee (IACPC) is responsible for providing advice and guidance to Senate on international issues and on matters relating to collaborative partnerships in the UK and abroad.

*Specific existing strategies overseen by IACPC are: Global Education. Other strategies may be developed during the course of the year.*

### **Terms of Reference**

- (1) To lead the development of the Global Education Strategy for approval by Senate and to monitor progress against the relevant objectives. This will include exploring opportunities for international activity; prioritising and directing the use of resources in developing international education; identifying the support infrastructure required to support each area of international activity; and managing the associated risks;
- (2) To lead the development and implementation of the University's procedures for managing collaborative partnerships as defined in its Procedural Framework for Collaborative Provision;

- (3) To establish, maintain and monitor the University's Register of Collaborative Provision in order to ensure:
  - that current, signed Memoranda of Agreement are in place for all of the University's collaborative partnerships;
  - that current, signed Articulation Agreements are in place for all partnerships within which students have direct entry with advanced standing into specified programmes of the University;
  - that complete and accurate public information is available in relation to the number and nature of University's collaborative partnerships;
- (4) To establish and monitor the implementation of robust procedures for the appointment and oversight of agents;
- (5) To monitor the academic quality, the academic standards and the quality of the student experience of the University's collaborative provision and international education, including study abroad arrangements, and to advise Senate and its standing committees on any actions necessary. In carrying out its work, the Committee may establish standing groups for specific partnerships;
- (6) To make recommendations on the continuation or termination of partnerships and to establish and monitor the exit process for partnerships that are being terminated;
- (7) To ensure compliance with the requirements of external and/or regulatory bodies such as the UKVI and QAA;
- (8) To report annually to Senate on its effectiveness, to respond to its requests and to advise on any matter that it considers relevant to the University's academic partnerships.

### **Membership**

Chair, appointed annually by the Chair of Senate  
 Deputy Vice-Chancellor (Academic)  
 Provost (London and Birmingham)  
 University Secretary  
 Executive Director of Immigration Services and Visa Compliance  
 Head of Collaborative Partnerships (Operations)  
 Head of Collaborative Partnerships (Partnership Relations)  
 Operational and Business Development Manager UWTSD London  
 Operational and Business Development Manager Birmingham Learning Centre  
 One Students' Union representative  
 Two representatives from the Institute of Management and Health  
 One representative from each of the other Institutes and UWTSD London

Membership may be extended to include other line managers and Institute representatives as and when required.

#### **2.4.4 Research Committee**

In support of the University's strategic priority 'Excellence in Teaching, Scholarship and Applied Research', the Research Committee (RC) is responsible for providing advice and guidance to Senate on research issues. It is charged with facilitating, encouraging and supporting quality research across the University in all its forms.

*Specific existing strategies overseen by RC are: Research. Other strategies may be developed during the course of the year.*



### **Terms of Reference**

- (1) To lead the development of the Research Strategy for approval by Senate, to monitor progress against the relevant objectives, and to drive and monitor implementation through Institute research strategies and activity and other sub-strategies;
- (2) To encourage, support and monitor research and scholarly activity and their associated outputs that make a significant contribution to the University's academic and financial standing;
- (3) To provide strategic oversight and direction of the University's knowledge transfer and research impact activities;
- (4) To provide strategic oversight and direction in the development of the University's research environment and infrastructure at staff and postgraduate research level;
- (5) To identify priority areas and provide strategic direction on the development of applications for external funding, and monitor performance targets for the associated external funding;
- (6) To monitor the research, scholarship and scholarly activity undertaken by the University's staff;
- (7) To receive reports from the Research Degrees Committee in relation to the research environment and facilities;
- (8) To oversee all work relating to the Research Excellence Framework;
- (9) To provide strategic direction on the development of major interdisciplinary research projects and funding applications;
- (10) To oversee postgraduate research student training and staff development related to research;
- (11) To monitor the work of the Research Ethics Committee in respect of staff research;
- (12) To approve all proposals for the appointment of Honorary research, post-doctoral and visiting research positions, to monitor the contribution such appointments make to the University's research performance, and approve their renewal or termination;
- (13) To report annually to Senate on its effectiveness, to respond to its requests and to advise on any matter that it considers relevant to issues of research and scholarly activity.

### **Membership**

Chair, appointed annually by the Chair of Senate  
Deputy Vice-Chancellor  
Chair of the Research Degrees Committee  
Provost (Swansea and Cardiff)  
Dean or Assistant Dean from each Institute  
One representative from UWTSD London  
Executive Research Development Officer  
Representative of the Centre of Advanced Welsh and Celtic Studies (CAWCS)  
Executive Head of Library and Learning Resources  
A University staff member of Y Coleg Cymraeg Cenedlaethol  
One representative from the constituent colleges  
External representative

Membership may be extended to include other relevant staff as and when required.

#### **2.4.5 Institute Boards**

Institute Boards are responsible for developing and implementing the Institute's strategic direction and for ensuring that the Institute engages appropriately with the University's regulatory and quality assurance framework.

## **Terms of Reference**

- (1) To lead the development of the Institute Strategic Plan for approval by the Senior Directorate and monitor its implementation;
- (2) To agree and recommend proposals for new and modified programmes for approval by the Senior Management Team;
- (3) To oversee the first stage of the validation process for new programmes of study;
- (4) To approve proposals for changes to existing programmes within the limitations of its remit in accordance with the requirements in Chapter 4 of this document;
- (5) To establish appropriate mechanisms for developing and monitoring the effective implementation of Institute arrangements for:
  - student recruitment and admission,
  - student progression, attainment and outcomes
  - student support and pastoral care
  - quality and standards,
  - the enhancement of learning and teaching,
  - research and commercialisation activities,
  - staff development,in accordance with the requirements set out in other chapters of this document and elsewhere;
- (6) To consider and make recommendations regarding proposals for new or amended collaborative partnerships in accordance with the requirements in Chapter 9 of this document; and to monitor the operation of all partnerships that fall within the scope of the Institute's responsibilities;
- (7) To oversee the annual programme review process within the Institute and to approve an annual report on the operation of the Institute and the Programmes of Study for which it is responsible;
- (8) To oversee attendance monitoring within the Institute;
- (9) To review annually the Institute's arrangements for Professors of Practice;
- (10) To consider and oversee risk management in the delivery and implementation of the Institute Strategic Plan, and to advise and report on any risk it considers may have a significant impact on Institute objectives to Operational Leadership Team;
- (11) To advise and report to Senate and its standing committees on any matters it considers relevant to the operation of the Institute and to respond to their requests;
- (12) To report annually to Senate on its effectiveness, to respond to its requests and to advise on any matter that it considers relevant to the operation of the Institute.

## **Membership**

Dean of Institute or nominee (Chair)

Assistant Deans

Institute representatives (maximum of eight), to include a University staff member of Y Coleg Cymraeg Cenedlaethol

Student Institute representatives appointed via Students' Union, the number of which shall be agreed annually by the Institute and the Students' Union

Head of Academic Services, Library and Learning Resources, or nominee

Student Services representative

Observer: a Students' Union sabbatical officer

Observer: a Students' Union staff member, nominated by the Students' Union Chief Executive Officer

## 2.5 Sub-Committees of Senate's Standing Committees

- Welsh Language Committee
- Research Degrees Committee
  - Research Ethics Committee (a sub-committee of the Research Degrees Committee)
- Recognition of Prior and Experiential Learning Board (see Chapter 6 for details)
- Safeguarding Forum (see Chapter 5 for details)
- Special Cases Committee
- Staff Student Committees (see Chapter 3 for details)

### 2.5.1 Welsh Language Committee

Reporting to the Student Experience Committee, the Welsh Language Committee (WLC) is responsible for overseeing all matters relating to Welsh-medium and bilingual provision and the experience of students studying through the Welsh language.

#### Terms of Reference

- (1) To develop the University's Welsh-medium and Bilingual Education Strategy for approval by Senate, and to monitor progress against the relevant objectives;
- (2) To establish effective methods for advertising and marketing the University's Welsh provision;
- (3) To consider and respond on behalf of the University to:
  - local, regional and national developments in the field of Welsh-medium and bilingual teaching within the higher education sector;
  - documents/policies from the Welsh Government or other bodies/agencies involved in Welsh-medium teaching within the higher education sector;
- (4) To monitor the implementation of the University's Welsh Language Standards and to oversee the Annual Monitoring Report for the Welsh Language Commissioner;
- (5) To receive regular reports from:
  - the Chair and Officer of the Trinity Saint David Branch of Y Coleg Cymraeg Cenedlaethol;
  - a representative from Y Coleg Cymraeg Cenedlaethol.

#### Membership

Chair, appointed annually by the Chair of Senate

Provost (Carmarthen and Lampeter)

One representative from each Institute

Director of the Welsh Language Services Centre

Director of Canolfan Peniarth

Director of Canolfan Yr Egin

Chair of the Trinity Saint David Branch of Y Coleg Cymraeg Cenedlaethol

Officer of the Trinity Saint David Branch of Y Coleg Cymraeg Cenedlaethol

Two representatives from the professional services

One representative from the Marketing Unit

One representative from the Translation Unit

Three Students' Union Welsh Language Part-time Officers, elected via Students' Union procedures, at least one of whom will normally attend each meeting

One representative from the constituent colleges

Observer: Chief Executive of Y Coleg Cymraeg Cenedlaethol

Observer: a Students' Union staff member, nominated by the Students' Union Chief Executive Officer

## 2.5.2 Research Degrees Committee

Reporting to the Academic Standards Committee, the Research Degrees Committee (RDC) is responsible for leading on all issues relating to research degrees provision, including provision offered in collaboration with partner institutions.

### Terms of Reference

- (1) To develop, monitor and review the University's academic regulatory framework for research degrees and other research awards, including those offered in partnership with other institutions;
- (2) To ensure the consistent application of the regulatory framework for all the University's research degree provision regardless of the student's location and mode of study;
- (3) To scrutinise, oversee and monitor appropriately all aspects of research degrees provision;
- (4) To develop, monitor and review procedures for collecting, reviewing and responding to feedback concerning postgraduate research programmes;
- (5) To oversee all examination processes for research degrees and confirm the award of research degrees on behalf of Senate;
- (6) To monitor the success of the University's postgraduate research programmes against appropriate internal and external indicators and targets, including for enrolment, progression, withdrawal and completion of candidates;
- (7) To provide reports as appropriate to the Academic Standards Committee on the quality and standards of research degrees provision and arrangements for research degree students, and to the Research Committee in relation to the research environment;
- (8) To monitor the work of the Research Ethics Committee in respect of research degree students;
- (9) To provide information as required in relation to candidates enrolled for University of Wales research degree programmes;
- (10) To consider reports from Research, Innovation and Enterprise Services (RIES) about training related to research degrees, both for staff and research degree students including the student's professional development planning;

### Membership

Chair, appointed annually by the Chair of Senate

Chair of the Research Committee

Chair of the Research Ethics Committee

Minimum of one representative from each Institute and from UWTSD London

Director of Academic Experience

A representative from Research and Innovation Services

A representative from the Centre of Advanced Welsh and Celtic Studies (CAWCS)

A maximum of three student representatives from different campus locations, elected in accordance with Students' Union guidance

Observer: A representative from each collaborative partner institution offering UWTSD research degree programmes

## 2.5.3 Research Ethics Committee

Reporting to the Research Degrees Committee, the Research Ethics Committee is responsible for determining the ethical acceptability or otherwise of proposals for University research and commercial projects, and projects for research degree programmes or postgraduate taught programmes, and for advising accordingly.

## **Terms of Reference**

- (1) To provide advice and guidance on established and evolving ethical issues and contribute to ethical awareness and training;
- (2) To ensure that Institute procedures for dealing with ethical issues raised by staff or student research are appropriate, and to monitor their effective and consistent implementation;
- (3) To consult whatever evidence and opinions it considers appropriate to ensure that decisions relating to approval of ethical aspects of research methods are based solely on ethical grounds;
- (4) To provide written approval for all relevant University research projects or research degree programme proposals with conditions or requirements where appropriate, or to provide written refusal with justification;
- (5) To receive regular reports from Institutes on ethical issues and to make recommendations in relation to ethical issues;
- (6) To consider and provide formal responses to cases referred to it in response to requests from Institutes;
- (7) To provide regular reports to the Research Degrees Committee and the Research Committee in respect of decisions made with regard to ethical issues pertaining to research degree students and staff research respectively;
- (8) To report annually in summary format to the Academic Standards Committee, Research Degrees Committee and Research Committee on actions taken and decisions made during the preceding year. The report will also outline any changes to the approval framework and lessons learned, and how these have informed the enhancement of systems and frameworks moving forward.

## **Membership**

Chair to be approved by the Research Degrees Committee (normally on a three-year rolling basis)

Three representatives from each Institute and from UWTSD London

A representative from Research and Innovation Services

## 2.6 University Committee Structure

