



UK | DUBAI | MALAYSIA

GLOBAL OPERATIONS EXECUTIVE (GOE) TERMS OF REFERENCE

1. Constitution and Purpose

- 1.1 The University Executive (UE) has established the Global Operations Executive (GOE) with the primary purpose of leading the development and execution of the operational plans, enabling strategies and priorities that will deliver the University's Strategic Plan across all campuses of the University. The GOE will inform the UE's development and delivery of strategy, particularly with respect to the operationalisation of the strategy.
- 1.2 The GOE is responsible for:
- a) leading the development and delivery of UE-approved annual plans individually and collectively;
 - b) oversight of the development, delivery and review of relevant corporate policies and procedures of the University;
 - c) good financial and resource management of the University on a day-to-day basis, including delivery on budgets, and financial and other targets;
 - d) helping to shape and promote the principles that underpin day-to-day staff leadership and management, with responsibility for developing and delivering initiatives which support and promote staff and student wellbeing;
 - e) contribute to leading the delivery of the University's equality, diversity, and inclusion agenda, for both staff and students, taking account of appropriate government and local conventions; and
 - f) progressing the development and delivery of the University's Global Environmental Sustainability Strategy, which references the United Nations Sustainable Development Goals.

2. Remit

The UE delegates authority to the GOE to:

- 2.1 **Strategy and Planning:**
- a) co-ordinate the delivery of operational plans, projects, and enabling strategies, engaging appropriate constituencies through planning and delivery processes;
 - b) oversee the development of the annual Outcome Agreement negotiated with the Scottish Funding Council and other governmental requirements related to each University site or subsidiary, and recommend these as appropriate to the UE for approval and onward recommendation to the Court; and
 - c) advise and make decisions which support the effective management of the University's assets and resources in the context of delivery of the University's Strategic Plan, referring matters to the UE for approval as required.
- 2.2 **Performance:**
- a) develop and execute plans for addressing lower than expected performance as indicated by operational performance indicators and other measures and insights into the University operations;

- b) develop and maintain common approaches and standards across the institution other when there is a compelling reason for differences, including sharing and proactively taking-up best practice;
- c) develop and maintain a service culture across the Schools and Professional Services to support internal and external customers, delivery of Strategy 2025 and to enhance the student experience;
- d) establish and monitor targets included within the Student Learner Agreement, Professional Services' Service Level Agreements, Scottish Funding Council Outcome Agreement, and any other relevant agreements; and
- e) support, drive and report on performance across plans, using a performance management framework which is set by the UE;

2.3 **Financial:**

- a) advise on the structure and operational aspects of the financial planning framework of the University, ensuring effective integration with the strategic planning process, AP2.0;
- b) receive and consider the approved long term Financial Plan of the University and oversee implementation in the context of operational plans.
- c) receive and discuss monthly management accounts following review by the UE;
- d) receive and discuss financial plans and reports from Plan Leads; and
- e) monitor and discuss the student recruitment figures, acting to address operational matters to continuously improve student recruitment.

2.4 **People:**

- a) oversee the effective implementation of the model of workforce planning for the University, as set by the UE;
- b) develop and maintain a framework for the career and skills development of all staff, giving due regard to the role of the Learning and Teaching Academy, Research Futures Academy and Organisational & Professional Development; and
- c) contribute to leading the delivery of the equality, diversity, and inclusion agenda across the Institution, taking account of appropriate government and local conventions and laws.

2.5 **Governance:**

- a) approve the Terms of Reference of any ad-hoc group established by the GOE; and
- b) review on at least an annual basis the Terms of Reference of GOE and propose to the UE for approval.

2.6 **Operational Management:**

- a) oversee the development, maintenance and approval of policies and procedures which fall within the GOE remit;
- b) review and endorse policies that fall within the competency of the UE and Court; and
- c) receive reports on operational risk and manage risk at this level, overseeing input to the University's risk registers and advising the UE as required.

2.7 **Programme and Project Management:**

- a) contribute to the successful delivery of all projects and programmes across the institution through, for example, contributing to their leadership; and
- b) where delegated by the UE, monitor, and advise on the progress of projects.

2.8 **Communication:**

- a) develop and maintain a communications plan aimed at keeping all relevant stakeholders informed of GOE's business and contributions to the success of the University;
- b) contribute to the development of the agenda for the University Leadership Forum;
- c) contribute as appropriate to the planning of the University Executive's communications plan; and

- d) hold periodic meetings with Division Heads, Heads of Department and equivalent.

3. Composition and Membership

3.1 The composition of the GOE shall comprise of:

- a) Vice-Principal and Provost (Co-Chair)
- b) Executive Director of University Operations (Co-Chair)
- c) University Secretary
- d) Executive Dean (EPS)
- e) Executive Dean (SoSS)
- f) Executive Dean (EGIS)
- g) Executive Dean (MACS)
- h) Executive Dean (SoTD)
- i) Executive Dean (Global College)
- j) Global Chief Financial Officer
- k) Global Director of Information Services
- l) Global Director of Governance and Legal Services
- m) Global Director of Estates and Facilities
- n) Chief Entrepreneurial Executive
- o) Global Director of Research Engagement
- p) Global Director of Student Experience and Academic Registrar
- q) Interim Global Director of Marketing, Recruitment, Admissions and Communications
- r) Deputy Provost (Malaysia)
- s) Deputy Vice-Principal (Dubai, Academic Leadership)
- t) Deputy Vice-Principal (Dubai, Teaching and the Student Experience)
- u) Chief Operating Officer (Dubai)
- v) Chief Operating Officer (Malaysia)
- w) Director of Strategic Planning and Performance
- x) Director of Learning and Teaching Academy
- y) CEO of Heriot-Watt Online
- z) Head of Development and Alumni

4. Equality, Diversity and Inclusion

4.1 The GOE will exercise its responsibility, as far as possible, to promote diversity of representation within its membership and the membership of any working group or committee established by the Committee. The GOE will also act to promote equality of opportunity for all colleagues who are involved in carrying out the business of the GOE.

5. Quorum

5.1 The quorum necessary to transact business is a simple majority, or half plus one where there is an even number of members.

- 5.2 Members who are participating in a meeting by means of audio-visual conferencing or other means enabling them to communicate with all members present at the meeting simultaneously shall be deemed to be present at the meeting and to count towards the quorum.

6. Chair

- 6.1 The Co-Chairs of the GOE shall be the Vice-Principal & Provost and Executive Director of University Operations.
- 6.3 In the absence of both the Co-Chairs, another member of the GOE will be nominated to Chair.

7. Frequency of Meetings

- 7.1 The GOE usually meets at least fortnightly, aligned to the operational planning cycle and other business needs.
- 7.2 Additional meetings may be held in order to meet business requirements at the request of the Chair.
- 7.3 Meetings will normally be scheduled in the morning (on Mondays to Thursdays). Meetings should be scheduled at least one year in advance.

8. Attendance at Meetings

- 8.1 The GOE may invite additional attendees at meeting (regular or ad-hoc depending on agenda items).
- 8.2 The GOE will maintain a record of attendance at each of its meetings and will include this information in reports to the UE.

9. Reserved Business

- 9.1 There may be occasions when the GOE's business is designated reserved and/or commercially sensitive. On such occasions, with the approval of the Chair, any persons in attendance may be asked to withdraw from the meeting during consideration of a particular reserved item of business.
- 9.2 The record of matters which the Chair and the GOE are satisfied should be dealt with on a reserved basis will be identified within the minutes.

10. Conflict of Interest

- 10.1 Where it is identified that a member of the GOE has a conflict of interest with respect to a matter, the Chair may, request that the member in question withdraw from participation in relevant business. Depending on the nature of the business, this may allow for participation in discussions without taking part in decision making or may require complete non-participation and/or withdrawal from that part of the meeting.
- 10.2 All instances of identified conflicts of interest shall be recorded in the minutes.

11. Reporting Procedures

- 11.1 The GOE will submit regular reports to the UE based on the GOE minutes. The Chair will approve the content of reports before release.

- 11.2 The Chair will report to the UE on any matters which the GOE considers ought to be brought to the attention of the UE and on any matters requiring the approval of the UE. These matters will be highlighted in the Committee's report.
- 11.3 The GOE's records (agenda, papers, minutes) are included in the University's Freedom of Information Publication Scheme. Information will be readily accessible on request to members of the public under the terms of the Freedom of Information (Scotland) Act (FOI(S)A) with the exception of information which is deemed to be covered by a specific exemption under the Act. Minutes and reports of the GOE will denote those areas of reported business which are deemed to fall within the designation of information which is 'exempt' under the FOI(S)A.

12. Forward Planning

- 12.1 The GOE will maintain a forward agenda plan of its business.
- 12.2 The GOE will review its Terms of Reference and submit recommendations on these to the UE annually for approval.

13. Supporting Information

Groups feeding into the GOE

- 13.1 The following committees / groups have authority delegated by the GOE and will report to the GOE in accordance with schedules to be agreed with the GOE:
- a) Research Culture Working Group
 - b) (*Possibly*) Go Global Working Group (dependent upon discussion at UE)
 - c) Digital Strategy Steering Group
 - d) Space Management Steering Group
 - e) Accommodation Strategy Group

With the approval of the UE, the GOE may establish permanent or short-life groups with or without delegated authority. The GOE retains responsibility for the work of these groups.

Effectiveness and lifespan

- 13.2 The effectiveness of the GOE will be reviewed informally each year. It is recommended that the GOE commissions professional board effectiveness advice early in 2021 to help establish and embed ethos, performance, and operating principles. Effectiveness should be reviewed after the first 12 months.

Actions that may be taken by the GOE

- 13.3
- a) Note,
 - b) Receive
 - c) Consider
 - a) Endorse
 - b) Comment on
 - c) Approve
 - d) Recommend
 - e) Reject
 - f) Advise

Minuting style

13.4 Traditional/formal minutes in accordance with internal University guidance.

13.5 **Resources**

Clerk **Lead Clerk:** Phil Rowsby, Secretariat Operations Team Manager, Policy and Governance Division, GALS

Clerk: Megan Morgan, Governance Officer, Policy and Governance Division, GALS

Version	Amendments	Approved by	Date
V1	N/A.	UE	23.3.2021
V2	Membership updated as per UE approval on 17.5.2022.	UE	17.5.2022
	Groups reporting to GOE and additional actions included.	GOE	22.11.2022
	Names of members updated.	GOE	22.11.2022
	Minor typos and layout issues have been addressed.	GOE	22.11.2022
	Above changes.	GOE	13.12.2022
V3	Names and members updated.	N/A	N/A
V4	Names and members updated, template standardised.	N/A	N/A