

CHAIR OF COURT SELECTION 2022

Date of consultation: Launch: 22 April 2022 – Close: 2 May 2022

Arranged by: Ruth Moir, University Secretary

Title/Subject: **CHAIR OF COURT: JOB SPECIFICATION AND RECRUITMENT CRITERIA**

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- 1. Purpose of the consultation**
- To invite the Students, Staff, members of Court and others to consider and comment on the job specification and recruitment criteria to be established for the Chair of Court role.
- 2. Summary**
- The process for selecting and appointing a new Chair of Court is governed by three main provisions: the [Higher Education Governance \(Scotland\) Act 2016](#) (the Act), the University's [Ordinance B10](#) (introduced as a consequence of the Act and which also draws on the contents of the [Statutes](#)), and the [Policy on Court and Court committee membership](#).
- In line with the Act the Court has established a Chair of Court Selection Committee. Court has delegated to this Committee the responsibility of devising the relevant criteria with respect to the position of Chair of Court, and for ensuring the efficiency and fairness of the process for filling the position.
- The Selection Committee has considered the following documents, which are now available for broad consultation:
- Draft criteria for the Chair of Court role;
 - A draft Candidate Briefing Pack (which contains the criteria at page 19).
- Feedback from the consultation exercise will inform the final version of the job specification and other material for a recruitment process to be launched in May 2022. The outcome of that process is intended to identify two or more eligible candidates who will then be put forward for an election in which all staff, students and members of Court will be invited to vote on the person who will become the new Chair of Court.
- Please note that typographical matters in the briefing pack will be resolved in the final edit.
- 3. Recommendation**
- Any Student, member of Staff, or member of Court who wishes to comment on the attached documents should please do so to j.mcdermott@hw.ac.uk **no later than 2 May 2022**.

Chair of Court – Criteria (the Person)

PART ONE: Skills & Attributes

As Chair of Court, you will be expected to demonstrate the following personal attributes and qualities:

- A commitment to the advancement of higher education in general, and Heriot-Watt University in particular, in the context of the University's values, mission, vision and strategic ambitions which form Strategy 2025.
- Integrity, empathy and leadership as a champion of the values of the University through the work of the Court, and as an effective ambassador and advocate for the University.
- A fair, open and transparent leadership style which accords with the Principles of Public Life and takes account of the international and multi-cultural make-up of Heriot-Watt University.
- Ability to command respect and trust across a rich and diverse University community as an authoritative, influential and collegiate individual who has a strong commitment to equality, diversity and inclusion.
- Excellent communicator with good judgement, making effective use of constructive challenge and debate as Chair in order to build consensus in an open and respectful manner.

PART TWO: Experience

Your application should provide evidence against the following ESSENTIAL criteria gained within one or more organisations of significant scale and complexity. The evidence should demonstrate your suitability to play a lead role as Chair of Court in enabling the success of Strategy 2025 of Heriot-Watt University:

- A proven track record at board level in a large and complex organisation where you have led corporate governance, providing strategic leadership combined with constructive, supportive and effective challenge.
- A record of successfully leading, motivating and reviewing performance of senior colleagues and embedding mission, vision, ethos, values and strategic aims.
- A track record of ensuring effective strategic oversight of transformational change and large-scale complex projects.
- A record of successful engagement with internal and external stakeholders working across different cultures.
- Ability to establish networks and create influence and impact for the benefit of the University, enhancing its reputation. Operating effectively within the commercial, political, and wider communities in Scotland, the UK and more widely.
- Understanding of effective governance at Board level and public accountability and trusteeship in the context of a public body and charity.
- An understanding at a senior level of strategic and financial planning, budgetary decision-making, performance monitoring, risk assessment and legal compliance.

Your application would be enhanced if it were able to demonstrate your experience in fulfilling the following DESIRABLE criteria for the role:

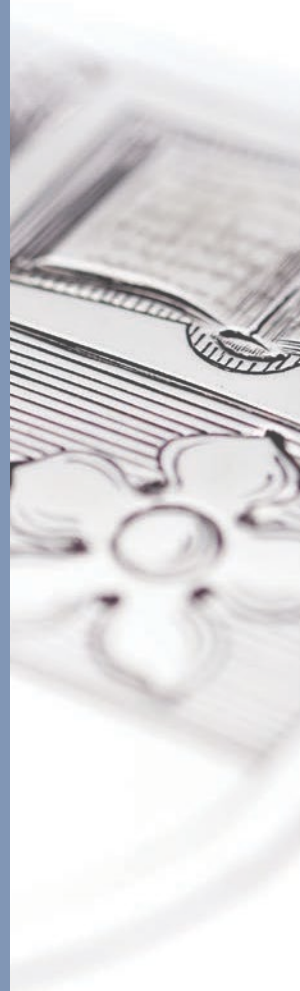
- An understanding of the political environment in Scotland and internationally, particularly in relation to higher education.
- An appreciation of the higher education landscape in Scotland and internationally, and the key issues facing students and staff in different cultural contexts and environments.
- An appreciation at board level of fundraising and/or philanthropic development.

PART THREE: Availability

- The Chair of Court must be able to make the significant time commitment required of the role. This is estimated to be the equivalent of around 60 days peryear, much of which will involve attendance in person at the Edinburgh Campus, but will also include attendance at meetings across Scotland, in London, and elsewhere. Applicants must provide assurance that they have the time capacity to fulfil the duties and responsibilities of the Chair.
- As Heriot-Watt operates over multiple campuses, there is the opportunity for the Chair to visit each campus location in person.

CHAIR OF COURT

Chair of Court – Candidate Briefing Pack |
April 2022



Welcome to Heriot-Watt University from the University Secretary

Personal Message from the University Secretary, Ruth Moir

Thank you for your interest in the position of Chair of Court at Heriot-Watt University. I am delighted to provide further details about the role and the University.

Heriot-Watt University is a distinctive global institution connecting across five locations in three countries - Scotland, UAE and Malaysia. With a turnover of £235m, 28,000 students and 2,500 staff globally, the University has an outstanding track record in transnational education, a rich heritage, and established reputation for excellence in research and pioneering in education.

The University's mission is to create and exchange knowledge that benefits society, and our ethos puts staff and students at the heart of everything we do. Our strategic plan and priorities are underpinned by a values-led approach set out in Strategy 2025, and performance is measured through a suite of strategic performance indicators. This strategy builds out from the University's heritage as the world's first Mechanics Institute, created in Edinburgh in 1821 to give working people access to the knowledge and skills required in the growing economy. 200 years on, widening access to education remains a strong commitment, with opportunities to study on campus, as well as from work and home-based study. The University's 'Go Global' programme provides a unique opportunity for student mobility and learning, and the distinctive 'Student Partnership Agreement' is a model of sector best practice. We are intent on delivering outstanding outcomes for our students, society and the economy by achieving excellence in research and providing inspiring learning opportunities to our students. This approach embraces the benefits of positive education to help students achieve the personal confidence, sense of purpose, resilience, and skills to take their place in society and fulfil their potential.

This is an exciting time to join the University and to play a major role in its future success. We are seeking a Chair of Court to head our governing body in the delivery of the University's vision, mission and strategic ambitions, an individual who has a distinguished and successful record of leadership in a large and complex organisation. The Chair must be able to demonstrate a clear commitment to a values-led approach, to equality diversity and inclusion, and the experience and capability to ensure high standards of corporate governance and effective leadership as Chair of Court and in delivery of Strategy 2025.

We look forward to a future opportunity of discussing the role with you.

Yours sincerely

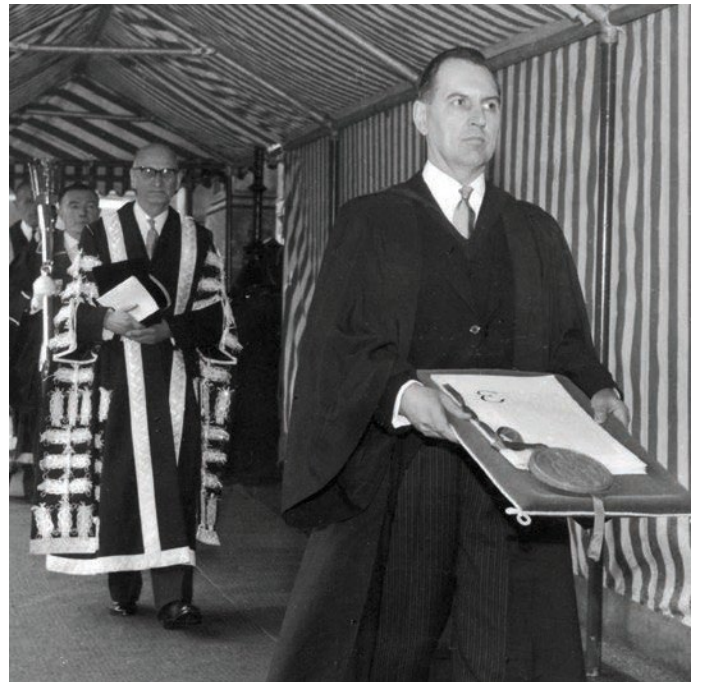
Ruth Moir
University Secretary



Heriot-Watt University - Our Heritage



The University's roots go back to 1821 with the establishment of the School of Arts of Edinburgh. The University is therefore approaching a landmark bicentenary anniversary. The School of Arts was the world's first Mechanics Institute, marking the start of a worldwide movement that would revolutionise access to education in science and technology for ordinary people with the purpose of addressing societal needs. The institution developed into the Watt Institution and School of Arts in 1852 and, in 1855, the Heriot-Watt College with the focus on "the practical application of knowledge and learning for the betterment of society" remaining a defining characteristic. In 1966 the College became Heriot-Watt University, established by Royal Charter, since which time we have continued to focus on innovating and exchanging knowledge for the benefit of society, delivering professionally relevant and career-focused teaching, and developing world-leading innovative research that provides practical solutions to contemporary issues.



Growth of our International University



Named as 'International University of the Year' in the 2018 Times and Sunday Times University Guide, we operate in five major locations including campuses at Dubai, UAE, Putrajaya in Malaysia, and Edinburgh, Galashiels and Orkney in Scotland; all work together as a single University:

- In 1989, we opened our Orkney campus, as part of the International Centre for Island Technology and moved into a new campus in 2019
- In 1992, our last departments in Edinburgh relocated to our purpose-built 380 acre parkland Edinburgh campus situated on the western edge of the city
- In 1998 our Scottish Borders campus hosting our School of Textiles and Design was born from our merger with the Scottish College of Textiles
- In 2005, we became the first UK university to create an overseas campus in Dubai's International Academic City and moved into a new 'digital' campus in 2021 in Knowledge Park
- In 2014, we opened our state-of-the-art campus in Putrajaya, Malaysia, serving the South East Asia region and beyond
- In 2019 we completed the restoration of Panmure House, the home of economist, Adam Smith, off the Royal Mile in Edinburgh, as a place for debate and wider social enlightenment
- In 2022 we will open our National Robotarium in Edinburgh to lead socially responsible applications of artificial intelligence.

Heriot-Watt is one of the most internationally diversified of any UK university. We have developed an unsurpassed international in-country presence beyond our campuses, delivering degree programmes to independent distance learners and via an innovative world-wide network.

About 13,000 of our 29,000 students undertake work- and home-based study from around 150 countries. Combined with campus- based study in Dubai and Malaysia, approaching two thirds of our total student population studies outside of the UK, and one-third of our on-campus students studying in Scotland are from outside the UK. Our mix of students is currently 51% postgraduate, 40% undergraduate, 6% postgraduate research and 3% foundation.



Our Community

Our values-led approach puts our staff, students and alumni at the heart of everything we do.

Our graduates are sought by the best organisations worldwide. Our graduate association, The Watt Club, is the oldest graduate club in the UK with over 146,000 alumni worldwide in over 190 countries and we actively engage with our alumni through a range of tailored programmes in different parts of the world. Over the next five years, we aim to achieve a step-change in our fundraising activities, focused around an inspirational campaign aligned to Strategy 2025 for launch in 2022 at the end of our bicentenary celebrations year.

The University works in close partnership with student representatives to create an inspiring and supportive environment where students with diverse backgrounds are able to study together, to learn and develop, and to achieve their ambitions. Student members are represented on the Court (the University's governing body), the Senate and key committees of the University, contributing to policy making and governance oversight. The Student Union in Scotland, the Student Council in Dubai, and the Student Association in Malaysia work with the University to develop a Student Partnership Agreement each year, jointly agreeing the student experience related priorities and actions for the year ahead.

The Global Student Life Committee, a committee of the Court, oversees and provides assurance to the Court on the arrangements that the University has in place to support the full engagement and representation of our students and the quality of the student experience.

The University has a long history of social inclusion, while being committed to rigorous selection of students on competitive merit. The University has made good progress towards a student profile that is socially inclusive, in recent years achieving step change increases in the numbers of entrants from the most disadvantaged neighbourhoods in Scotland and entrants articulating with full credit for qualifications achieved at Scottish colleges.

In this our Bicentennial Academic Year we have launched our 1821 Appeal to raise £4 million to support inclusion projects in UAE, Malaysia and Scotland.

We are proud to be among the largest providers of Graduate Apprenticeships in Scotland, with a total of over 300 students working and studying whilst employed by private companies and public bodies.

We employ over 2500 members of staff in total - this is made up of 1115 academic staff and 1419 professional services colleagues.

To celebrate Heriot-Watt's bicentenary in 2021, we have set ourselves the target of recruiting one hundred outstanding research academics between 2018 and 2021 to complement our existing world-class research across our three international campus locations.

The University was granted institutional Athena SWAN Bronze status in 2016, recognising our commitment to advancing careers of women in Higher Education and research.

The University has Gold accreditation from Healthy Working Lives.

We are a 'Disability Confident' employer, and support the Armed Services Covenant.

Our Vision, Mission and Ethos

Our **vision** is to be world-leading within all our areas of specialism.

Our **mission** is to create and exchange knowledge that benefits society.

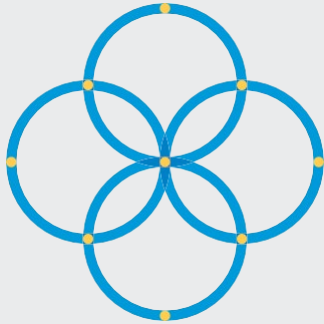
Our **ethos** means that we put our community of students, staff and alumni at the heart of everything we do. Our distinctive strengths will continue to build a global University that pioneers innovation in education, research and enterprise.

Our Strategy

Strategy 2025 (<https://strategy2025.hw.ac.uk>) provides the blueprint for the University to be world-leading, with the freedom to explore new ideas of specialism, while building on those areas in which we already excel. We are a distinctive University with global reach and a proud history of providing access to education, ideas and solutions that make a real contribution in the world. Our strategy is based on our heritage, our expertise, our relevance and our global presence, and sets a framework for pursuit of our ambitions imaginatively and energetically. It comprises four main themes:

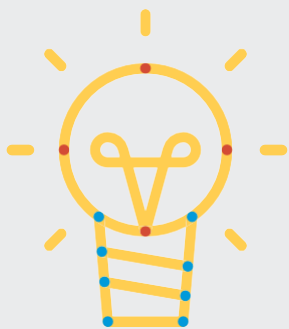


SHAPING TOMORROW TOGETHER



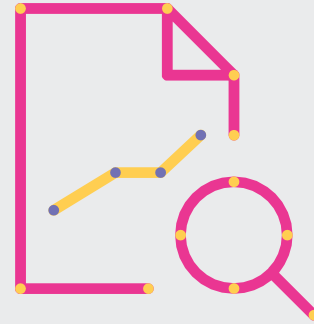
We will build flourishing communities,

developing as a mutually supportive and responsible community with a positive influence on communities around us and on society as a whole



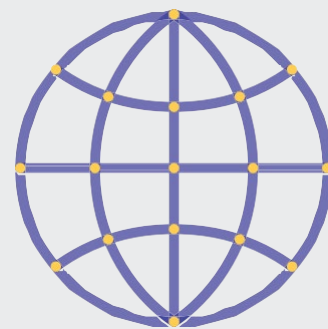
We will pioneer in education,

developing a model of positive education which will prepare our students to be resilient and ready to shape the world



We will excel in research and enterprise,

tackling problems of real significance to society through our interdisciplinary approach and close collaboration with industry and business, and providing a seamless evolution from fundamental research to innovation and enterprise



We will be a globally connected University,

enhancing the effectiveness, operation and structure of our University, and supporting academics to excel in their teaching, research and enterprise, and in their interactions with local communities

Our Pioneering Education

We are committed to enhancing the learning experience of all our students, wherever their location, level, mode or duration of study.

The heritage of the University is based on curricula with real professional and practical relevance and a student experience that is inspiring, challenging and fulfilling. Our students will experience growing benefits from our multi-campus structure and global populations of staff and students, from our multimode methods of learning and teaching supported by collaborative working and digital media, and from our teaching and assessment based on the latest research into learning. Our students already acquire the distinctive attributes that are valued by employers and they will continue to be well-equipped to succeed in a rapidly-changing and increasingly interconnected world. The University performs strongly in terms of graduate employability and destination and, through our Inspiring Learning strategy, which places emphasis on developing the learning capabilities of students and the key attributes of: specialist; creative; professional; and global, they will become readily identifiable and distinctive attributes of the Heriot-Watt graduates of the future.

In September 2020, we launched our 'Prospectus for Recovery and Growth', illustrating our commitment to supporting the global recovery efforts in relation to COVID-19.

Recognising the pandemic has resulted in an unparalleled global health and economic crisis, we realise that universities must continue to educate, research and innovate, playing a critical role in the post COVID-19 recovery and supporting a sustainable, green economic recovery.

As we rebuild, we aim to maximise opportunities for innovation, solve significant issues and drive impactful socio-economic benefits, drawing on our research strengths and supporting our students, researchers, businesses and communities to recover and prosper.

Our Research and Enterprise



Our research reputation is founded on our ability to tackle problems of real significance to society. This is achieved through the quality of our fundamental research, coupled with our interdisciplinary approach and close collaborations with industry and business. Our values-led approach will ensure that Heriot-Watt continues to be a partner of choice.

We will continue to recruit, retain and develop excellent research leaders, providing access to state-of-the-art infrastructure, professional support, and connectivity with our international research communities. Future expansion will be supported by the creation of up to six internationally leading Global Research Institutes which build on areas of excellence and provide seamless connections to business and industry. Our strategy projects a substantial increase in research income and the contributions that our research will make to the economy and the environment.

We will continue to pioneer in our approach to enterprise, integrating this with our research and our teaching, and to develop people and ideas to spark new and transformative developments. We seek to shape our public engagement using a themed approach.

For example, in 2019 we celebrated a Year of Health to publicise our particular strengths in health-related research and ground-breaking discoveries. During 2021/22 we have partnered with Expo2020 in the areas of robotics and AI showcasing benefits to society especially relevant to the UAE and wider Middle East.

Our Values-led Approach

The University shares four values that underpin how we work and how we reach decisions. We recognise that robust, respectful challenge develops ideas and sharpens our thinking as we undertake research and deliver education. Our values reflect this approach and, as a values-led institution, we seek to apply our values to everything we do and in the way that we build a sense of community. Our values remind us that we:

- **Inspire** curiosity to learn and find solutions that transform lives
- **Belong** to a diverse, inclusive and international community working together across boundaries and cultures
- **Collaborate** by working in partnership to shape the future whilst taking responsibility for our own actions
- **Celebrate** excellence and take pride in the achievements of our students, staff and alumni





The Malaysia Campus is based in the modern and growing garden city of Putrajaya, a short distance from Kuala Lumpur. A great choice of city for students, Putrajaya has excellent facilities, infrastructure and transport links. It is developing as an attractive centre of learning for both local and international students. The campus, which sits on 4.8 acres in a stunning lakeside location close to the Putrajaya marina, is home to over 2,000 undergraduate and postgraduate students.



Our new digital campus in Dubai is set among dozens of leading multinational companies in Knowledge Park, Internet City and Media City, enabling connectivity to global employers and supporting partnership across the Middle East and beyond.



The Edinburgh Campus is set in 380 acres of established parkland. Over many years significant investments have been made in campus infrastructure, including the development of new cutting-edge facilities. The campus is home to Oriam, Scotland's National Performance Centre for Sport, providing unparalleled sport and fitness facilities. Other recent developments include: the Lyell Centre occupied jointly with the British Geological Survey to support collaborative work in the areas of land and marine conservation, geology and geoscience; a Research Innovation and Discovery (GRID) facility to provide opportunities for digital engagement and entrepreneurial creativity for students staff and business; and a Marriott Courtyard Hotel, which opened on site in 2017. The Edinburgh Campus will become the location of the UK's first National Robotarium due to be opened in 2022.



The Heriot-Watt University Research Park, Edinburgh's largest science park, is located at the Edinburgh Campus. With long established links with the University, the Research Park is recognised internationally as a centre for high calibre science and engineering research.



The Scottish Borders Campus, which is home to the School of Textiles and Design, is set in a countryside location in Galashiels, perfectly situated in the heart of Scotland's luxury textile industry. The campus, which delivers the best design and production facilities for textiles and fashion in the UK, is shared with Borders College. The school is also active in education and research in Dubai.



In 2018, the former Prime Minister, The Rt Hon Gordon Brown, led the opening of Panmure House in Edinburgh's Canongate, once home to the economist Adam Smith. Led by Heriot-Watt's Edinburgh Business School, the Grade A listed building had been purchased and extensively renovated, providing a unique asset for the University, for the city of Edinburgh and for the wider community.



The Court

The responsibilities of the Court are set out in its [Statement of Primary Responsibilities](#). The Court comprises 25 members, the majority of whom are external independent members. The remaining membership is made up of elected or nominated staff and students, and ex-officio members.

Committees of the Court

Court committees represent the working arms of the Court, reviewing the work of the University in more depth. Their memberships include members of the Court and other suitably experienced independent lay persons co-opted by the Court. Court committees currently include: Court Interim Business Committee; Audit and Risk Committee; Finance Committee; Governance and Nominations Committee; Global Student Life Committee; Remuneration Committee; and Staff Committee. The Infrastructure Committee and the Endowment Committee are committees of the Finance Committee, while the Ordinances and Regulations Committee is a separate category as a joint committee of the Court and the Senate.



The Position

Heriot-Watt University is seeking an individual who has a distinguished and successful record of leadership in the context of a large, complex and internationally focused organisation. The current Chair, Ms Morag McNeill, has held office since 1 August 2021, when the previous Chair, the late Mr Grant Innes, had to stand down due to ill health. Ms McNeill will revert to her extant role as Deputy Chair of Court when the new Chair of Court takes office.

The Chair will lead the Court in the delivery of the University's vision, mission and strategic ambitions. As an institution which seeks to be values-led, the Chair of Court is expected to provide the quality of leadership required to ensure that the Court and the wider University embrace, exemplify and promote the University's values.

The Chair will be responsible for establishing and sustaining a high standard of corporate governance, and for ensuring the effective leadership of the University. In so doing the Chair shall ensure that the University operates in compliance with the Scottish Code of Good Higher Education Governance and the Charities and Trustee Investment (Scotland) Act 2005. In fulfilment of the role, the Chair shall be expected to act at all times in accordance with the University's values, its commitment to equality, diversity and inclusion, and to demonstrate both independence in character and judgement and a high degree of integrity.

While the Chair does not have executive powers, they will be expected to establish a constructively critical and supportive working relationship with the Principal and the executive management team of the University to deliver against strategic objectives, while recognising the proper distinction between governance and executive management functions. The responsibilities of the Chair include but may not be limited to the following:

Institutional Leadership

The Chair shall:

- ensure that the Court fulfils all other obligations: to deliver the objects of the University and fulfil the functions of the Court as prescribed in the University Charter and Statutes; to fulfil the charitable purposes of the University; and to fulfil Trustee duties and responsibilities as prescribed by the Charities and

Trustee Investment (Scotland) Act 2005

- ensure that an effective relationship and lines of communication exist between the Court and the Senate

- review the performance of the Principal annually in accordance with agreed objectives and criteria, and monitor compliance with the Principal's terms and conditions of employment
- oversee the processes to select, recruit and induct the Principal and the membership of the Court and Court committees. The Chair of Court shall also Chair any selection committee appointed to oversee the selection of a Chancellor or Pro-Chancellor.

Engagement with Stakeholders

The Chair shall:

- ensure that the University is well connected with its stakeholders, including staff, students, alumni and the wider community internationally. This shall include, but shall not be limited to, ensuring the engagement of the Court in an annual public stakeholder meeting hosted by the University over which the Chair shall preside
- lead the Court in its work to support a thriving community of students and staff in all parts of the University
- work in support of a constructive and appropriately challenging relationship between the Court and the Principal and the wider executive management team of the University, ensuring that there is an appropriate balance of authority between the governing body and the Principal, and that the distinct roles for executive officers and members of the Court are maintained and respected. The Chair shall maintain regular contact with the Principal and the University Secretary
- act as an ambassador for the University representing the University and its interests externally as and when required, for example representing the Court to the Scottish Funding Council
- as a member, engage with the work of the Committee of University Chairs and the Scottish Committee of University Chairs
- be involved in the promotion of philanthropic giving
- be prepared to use their own networks and influence to advance the interests of higher education generally, and Heriot-Watt University in particular, nationally and internationally.

Court Business

The Chair shall:

- chair meetings of the Court (which normally meets seven times each year including two full Court Strategy Days) and shall chair the Court Interim Business Committee (which normally conducts business by correspondence), and the Governance and Nominations Committee (which meets around four times each year). The Chair of Court is a member of the Remuneration Committee of Court (which normally meets twice each year) and shall be expected to attend meetings of the Finance Committee (at least four times each year) and of other Court Committees when it would be expedient to do so. Currently most meetings are held online, but when held in person, meetings normally take place at the University's Edinburgh Campus.
- act on behalf of the Court between Court meetings in respect of routine matters which would not merit discussion at a meeting of Court
- promote effectiveness and efficiency in the operation of the Court, ensuring that members work together effectively in fulfilment of the Court's responsibilities as set out in the Statement of Primary Responsibilities and with a shared confidence in the procedures which underpin the conduct of University business
- ensure that the Court as a whole observes the principles of public life (Duty; Selflessness; Integrity; Objectivity; Accountability and Stewardship; Openness; Honesty; Leadership; and Respect) and conducts itself in accordance with expected standards of behaviour
- ensure that business is conducted and reported on appropriately by the Court and all of its committees, ensuring that appropriate safeguards are in place to guard against conflicts of interest, so that decisions are made only in the interests of the University and not on behalf of any constituency or interest group
- conduct an annual review of the performance of the Court as a whole and, at intervals of at least every two years, review Court members' individual contributions to the work of the Court, identifying with those members opportunities for personal development relevant to their governance role. The Chair shall ensure that parallel reviews are carried out on the work of the Senate in accordance with the Scottish Code of Good Higher Education Governance
- ensure that effective induction, training and development opportunities and succession planning are in place to support the membership and work of the Court and its committees, and that there are appropriate financial resources available to support members' development in accordance with criteria established by the Court
- with the consent of the Court, further delegate any of the responsibilities of the Chair of the Court to the Deputy Chair of Court, subject to agreement between both parties, while maintaining overall responsibility.

The Chair will be encouraged to become familiar with all of the University's campuses (in Dubai, Malaysia, Orkney, Edinburgh and the Scottish Borders) within their first two years of office.

The Person

PART ONE: Skills & Attributes

As Chair of Court, you will be expected to demonstrate the following personal attributes and qualities:

- A commitment to the advancement of higher education in general, and Heriot-Watt University in particular, in the context of the University's values, mission, vision and strategic ambitions which form Strategy 2025.
- Integrity, empathy and leadership as a champion of the values of the University through the work of the Court, and as an effective ambassador and advocate for the University.
- A fair, open and transparent leadership style which accords with the Principles of Public Life and takes account of the international and multi-cultural make-up of Heriot-Watt University.
- Ability to command respect and trust across a rich and diverse University community as an authoritative, influential and collegiate individual who has a strong commitment to equality, diversity and inclusion.
- Excellent communicator with good judgement, making effective use of constructive challenge and debate as Chair in order to build consensus in an open and respectful manner.

PART TWO: Experience

Your application should provide evidence against the following ESSENTIAL criteria gained within one or more organisations of significant scale and complexity. The evidence should demonstrate your suitability to play a lead role as Chair of Court in enabling the success of Strategy 2025 of Heriot-Watt University:

- A proven track record at board level in a large and complex organisation where you have led corporate governance, providing strategic leadership combined with constructive, supportive and effective challenge.
- A record of successfully leading, motivating and reviewing performance of senior colleagues and embedding mission, vision, ethos, values and strategic aims.
- A track record of ensuring effective strategic oversight of transformational change and large-scale complex projects.
- A record of successful engagement with internal and external stakeholders working across different cultures.
- Ability to establish networks and create influence and impact for the benefit of the University, enhancing its

reputation. Operating effectively within the commercial, political, and wider communities in Scotland, the UK and more widely.

- Understanding of effective governance at Board level and public accountability and trusteeship in the context of a public body and charity.
- An understanding at a senior level of strategic and financial planning, budgetary decision-making, performance monitoring, risk assessment and legal compliance.

Your application would be enhanced if it were able to demonstrate your experience in fulfilling the following DESIRABLE criteria for the role:

- An understanding of the political environment in Scotland and internationally, particularly in relation to higher education.
- An appreciation of the higher education landscape in Scotland and internationally, and the key issues facing students and staff in different cultural contexts and environments.
- An appreciation at board level of fundraising and/or philanthropic development.

PART THREE: Availability

- The Chair of Court must be able to make the significant time commitment required of the role. This is estimated to be the equivalent of around 60 days per year, much of which will involve attendance in person at the Edinburgh Campus, but will also include attendance at meetings across Scotland, in London, and elsewhere. Applicants must provide assurance that they have the time capacity to fulfil the duties and responsibilities of the Chair.
- As Heriot-Watt operates over multiple campuses, there is the opportunity for the Chair to visit each campus location in person.

References and Other Assurances

- Confirmation that the candidate is not prevented from accepting a Trustee position by being disallowed in terms of the Charities and Trustee Investment (Scotland) Act 2005, or because of an irresolvable conflict of interest
- The provision of two satisfactory professional references in support of the candidate's application (to be taken at the shortlist stage)
- Written confirmation that the terms and conditions associated with the role (as set out in the letter of appointment set out in Appendix A) shall be accepted.

It is vital that the appointed Chair of Court is able to make the necessary commitment of time to fulfil the responsibilities of the role and to attend scheduled meetings regularly (whether conducted online or on campus). Candidates will be asked to confirm that they can meet this criterion for the role.



Terms of Appointment

Context

A new appointment to the Chair of Court position is necessary following the retirement in 2021 due to ill health of the late Mr Grant Innes. Ms Morag McNeill, who has held the office since August 2021, will revert to her extant role as Deputy Chair of Court when the new Chair of Court takes office. In terms of the Higher Education Governance (Scotland) Act 2016, the appointment must be made by means of the process established by the Act. This involves a process of application, visit, interview and an election between those candidates who have demonstrated that they meet the criteria for appointment. The application and election processes are described below.

Period of Office

The period of the appointment will be four years, with the potential to be considered by the Court, on the recommendation of the Governance and Nominations Committee, for one or more extension(s) to the appointment up to a possible maximum period of eight years.

Eligibility

The role of Chair of Court requires a significant time commitment (an equivalent of around 60 days per annum). Applicants must demonstrate that they have the capacity to fulfil this commitment. Accordingly, applicants will be asked to disclose significant other commitments including an indication of the time devoted to each. Potentially interested candidates, when considering the role, should weigh up the requirement for frequent attendance on campus against the travel distance from their place of residence, taking into consideration their own convenience and other impacts of frequent long-distance travel.

The Chair of Court may hold membership of a political party or organisation; however, the Chair may not hold an elected political office position during the term of their appointment. The statement below on irreconcilable conflict of interest would, for example, prohibit the Chair of Court from holding a position with any other UK provider of Higher Education during the term of their appointment to the Court.

The following persons are **not** eligible to be appointed as the Chair of Court:

- a Heriot-Watt member of staff, or a person who has been a Heriot-Watt member of staff within the past five years;
- a Heriot-Watt student, or a person who has been a Heriot-Watt student within the past five years;
- a Heriot-Watt appointee with honorary or visiting status, or a person who has held such an appointment or tenure within the last five years;
- a person who had completed the maximum allowable period of membership as a member of Heriot-Watt Court;
- any person whose membership of the Court may be deemed by the Court to give rise to an irreconcilable conflict of interest*;
- any person who is disqualified from becoming a Charity Trustee within the terms set out in section 69 of the Charities and Trustee Investment (Scotland) Act 2005.

* A link to the University's Ethical Business: Conflict of Interest Policy is included at the end of this document.

Remuneration and Expenses

The successful candidate will be entitled to non-pensionable remuneration at a gross daily rate equivalent to the Band 1 minimum for chairs set by the Scottish government for [chairs of Non-Departmental Public Bodies](#). In the year 2021/22, this equates to a gross daily rate of £338. Remuneration will therefore be offered at an annual rate of £20,280. The level of remuneration will be reviewed annually.

In addition to the above remuneration, the cost of all reasonable expenses may be reclaimed in accordance with the terms of the University Travel and Expenses Policy which is available at: <https://www.hw.ac.uk/documents/travel-expenses-policy.pdf> The cost of caring responsibilities incurred in the course of carrying out Court responsibilities may be reclaimed.

Scheduled Court Meeting Dates: 2021/22 and 22/23

Future meeting dates are posted at:

<https://www.hw.ac.uk/services/secretariat/court.htm>



Appointment Process

How to Apply

Heriot-Watt University has appointed Veredus as an executive search firm for this appointment and they will manage the campaign.

Heriot-Watt University is committed to being a diverse and inclusive organisation and we welcome applicants from all backgrounds. We are looking for people with a range of skills, experience and knowledge.

To apply for this post, you will need to submit the following documentation, via the Veredus website – www.veredus.co.uk, quoting the reference number: **2973 – Chair of Court** by no later than **9am BST Monday XXXXXXXX**:

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps.
2. A **Supporting Statement** (around two pages) outlining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role.
3. A completed **Diversity Monitoring Form** (Annex A). All monitoring data will be treated in the strictest confidence, will not be provided to the selection panel and will not affect your application in any way. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'.
4. A completed **Candidate Supporting Information Form** (Annex B).

Word versions of the Forms can be found on the Veredus website under 2973 Supporting Documentation for ease of completion.

All submissions will receive an automated response. If you do not receive confirmation of receipt when submitting your application,

Should you need to, please contact us on 020 7932 4236.

At Veredus, we take care to protect the privacy of our candidates and clients. To read more about how we collect, store and share your data please read our privacy notice which can be accessed here:

<https://www.veredus.co.uk/privacy-and-cookies>

Should you encounter any issues with your online application please get in touch with us via:

Further Information

If you have any questions about the role or would like to discuss the post further, please contact our advising consultant at Veredus:

- Antony Harvey on 07716 226020 – Antony.Harvey@veredus.co.uk;
- James Greengrass on 020 7932 4286 – James.Greengrass@veredus.co.uk

Application and Election Process

The appointment process conforms to the requirements of the Higher Education Governance (Scotland) Act 2016. The full process includes:

1. A written application
2. A candidate shortlisting process
3. Interviews with shortlisted candidates (those candidates will be invited to visit the Edinburgh Campus where they will have an opportunity to meet a group of Court and Executive colleagues).
4. An election by students, staff and members of the University Court, which will take place from
XXXXXXXXXXXXXXXXXX
5. The candidate who receives the most votes in the 'first past the post' election will be declared elected and will be appointed formally by the Court as Chair of Court.



Interview

Short listed candidates who appear to meet the criteria to be considered for the position will be invited to meet with a Selection Committee panel at the University's Edinburgh Campus for a traditional style interview to explore each candidate's skills, experience and qualities and evaluate these against the criteria for the role. Following interview, the Selection Committee will decide which candidates in its judgement meet the criteria for the position. Those candidates will be declared the candidates to stand in the election on condition that each has provided written confirmation that they would accept the terms and conditions set out in the letter of appointment set out in Appendix A and would be prepared to sign the associated declaration at the foot of the letter confirming such.

Candidates required to attend the University in connection with their application shall be eligible to reclaim all reasonable travel expenses incurred, in accordance with the University's Travel and Expenses Policy, and to reclaim appropriate costs associated with caring responsibilities at those times.

Election

The electorate in the election will include staff, students and Court members of the University. The voting in the election will take place over a seven-day period. An election shall only take place in the event that there are two or more candidates eligible to stand. In the event that there is only one candidate, a new appointment process shall be commenced with the same Selection Committee. The remaining candidate shall be entitled to stand for election without further interview. In the event of a tie, the person elected shall be determined by drawing lots in a manner to be decided by the Returning Officer.

Each candidate will be given the opportunity for a supporting election message to be issued on their behalf. This shall not be longer than 1,000 words and will be distributed electronically to the electorate. Candidates will also be assisted in preparing a brief video presentation to support their candidacy. No other campaign materials will be permitted.

Candidates will not be permitted access to the email addresses of electors. Use of any pre-existing e-mail, phone or mailing group/lists by candidates or harvesting of these using University directories or resources for campaign purposes is not permitted. Candidates may canvass individuals known to them.

With the exception of web-posting of the 1,000-word election message/presentation by each candidate standing for election and the brief video presentation, no other online or off-line campaigning will be permitted. Neither shall candidates be permitted to use any third party to carry out such campaigning on their behalf.

The election will be administered on behalf of the University by Civica Election Services (formerly Electoral Reform Services). The University Secretary is the Returning Officer.

Terms and Conditions

Acceptance of the terms and conditions associated with the role of Chair of Court form part of the criteria for the role. These are set out in letter form and may be read at the attached Appendix A.

Further Information

Equality, Diversity and Inclusion

The University is committed to the principles of equality and inclusivity within our communities of staff and students, and within the membership of the Court itself. Our aim is to create and celebrate diversity within a culture where members of our community are equipped and supported to flourish. The Court's statement on Equality and Diversity is available online at: [ED-Statement.pdf \(hw.ac.uk\)](http://hw.ac.uk/ED-Statement.pdf)

We welcome applications from all suitably experienced individuals, especially from individuals from protected characteristic groups. Reasonable adjustments for disability will be implemented for any person who requires them.



Published information

Constitutional documents	
Charter and Statutes	https://www.hw.ac.uk/about/profile/governance/charter-and-statutes.htm
The Court	
Information about the Court	https://www.hw.ac.uk/services/secretariat/court.htm
Court Statement of Primary Responsibilities	https://www.hw.ac.uk/services/docs/statement-of-primary-responsibilities.pdf
The Senate	https://www.hw.ac.uk/services/secretariat/senate.htm
Strategic Plan	
Strategy 2025	https://www.hw.ac.uk/about/profile/strategic-plan.htm
Finance	
Annual Accounts and Financial Statements 2019/20 Previous years:	Heriot-Watt University Annual Report and Financial Statements 2019-20 (hw.ac.uk) https://www.hw.ac.uk/services/management-accounts.htm
Key policies	
Charter and Statutes including <i>Statute 4: The Court</i>	https://www.hw.ac.uk/about/profile/governance/charter-and-statutes.htm
Ordinance B6: Delegation by the Court	https://www.hw.ac.uk/about/profile/governance/ordinances-regulations.htm
Ordinance B10: Chair of Court Appointment	https://www.hw.ac.uk/about/profile/governance/ordinances-regulations.htm
Ethical Business: Conflict of Interest Policy	https://www.hw.ac.uk/services/docs/ethicalbusinessconflictofinterestpolicy.pdf
Court & Court Committee Attendance and Participation Policy	https://www.hw.ac.uk/services/docs/secretariat/court-membership-policy.pdf
Relevant legislation and codes	
Higher Education Governance (Scotland) Act 2016	https://www.legislation.gov.uk/asp/2016/15/contents/enacted
Charities and Trustee Investment (Scotland) Act 2005	https://www.legislation.gov.uk/asp/2005/10/contents
Scottish Code of Good Higher Education Governance (2017)	http://www.scotishuniversitygovernance.ac.uk/wp-content/uploads/2016/08/Scot-Code-Good-HE-Governance-A4.pdf

www.hw.ac.uk



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