

GLOBAL OPERATIONS EXECUTIVE (GOE)

Terms of Reference (V2)

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 University Executive's development and delivery of strategy, particularly with respect to the operationalisation of the strategy.

The GOE is responsible for:

- leading the development and delivery of University Executive-approved annual plans individually and collectively;
- oversight of the development, delivery and review of relevant corporate policies and procedures of the University;
- good financial and resource management of the University on a day-to-day basis, including delivery on budgets, and financial and other targets;
- 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;
- 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
- progressing the development and delivery of the University's Global Environmental Sustainability Strategy, which references the United Nations Sustainable Development Goals.

2 Remit

2.1 Strategy and Planning:

The University Executive delegates authority to the Global Operations Executive to:

- 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 University Executive 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 University Executive for approval as required.

2.2 Performance

The University Executive delegates authority to the Global Operations Executive to:

- a) support, drive and report on performance across plans, using a performance management framework which is set by the University Executive;

- b) 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;
- c) 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;
- d) 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; and
- e) 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.

2.3 **Financial**

The University Executive delegates authority to the Global Operations Executive to:

- 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 University Executive;
- 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**

The University Executive delegates authority to the Global Operations Executive to:

- a) oversee the effective implementation of the model of workforce planning for the University, as set by the University Executive;
- 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**

The University Executive delegates authority to the Global Operations Executive to:

- 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 University Executive for approval.

2.6 **Operational Management**

The University Executive delegates authority to the Global Operations Executive to:

- 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 University Executive 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 University Executive as required.

2.6 **Programme and Project Management**

The University Executive delegates authority to the Global Operations Executive to:

- 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 University Executive, monitor, and advise on the progress of projects.

2.7 **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 will include the Vice-Principal & Provost as Chair, the Global Chief Operating Officer, the Executive Dean, the COO Dubai, the COO Malaysia, the Global Directors of Professional Services and Senior Executives from other Units

3.2 The current membership of the Global Operations Executive is:

- a) Prof Mark Biggs, Vice-Principal and Provost (Chair)
- b) Ms Lucy Everest, Global Chief Operating Officer (Deputy Chair)
- c) Prof Igor Guz, Executive Dean (EPS)
- d) Prof Angus Laing, Executive Dean (SoSS)
- e) Prof Ted Henry, Interim Executive Dean (EGIS)
- f) Prof Sara Lombardo, Executive Dean (MACS)
- g) Prof Fiona Waldron, Executive Dean (SoTD)
- h) Ms Karen Mackintosh, Deputy Director of Finance
- i) Ms Lindsay Donoghue, Head of HR Operations
- j) Mr Fraser Muir, Global Director of Information Services
- k) Ms Sue Collier, Global Director of Governance and Legal Services
- l) Ms Lynda Johnstone, Global Director of Estates and Facilities
- m) Mr David Richardson, Chief Entrepreneurial Executive
- n) Dr Fiona Armstrong, Global Director of Research Engagement

- o) Mr Paul Travill, Global Academic Registrar
- p) Mr Mike Bates, UK Regional Recruitment Director
- q) Prof Dennis Wong, Deputy Provost (Malaysia)
- r) Prof Tadhg O'Donovan, Interim Deputy Vice-Principal (Dubai - Academic Leadership)
- s) Ms Vanessa Northway, Interim Deputy Vice-Principal (Dubai - Teaching and the Student Experience)
- t) Dr Matt Sukumaran, Chief Operating Officer (Dubai)
- u) Ms Janice Yew, Chief Operating Officer (Malaysia)
- v) Ms Kirsty Scanlan, Director of Strategic Planning and Performance
- w) Prof Martha Caddell, Director of Learning and Teaching Academy
- x) Ms Sue Trory, Director of SCHOLAR
- y) Mr Russell Brooks, CEO of Heriot-Watt Online
- z) Dr Tracy Shimmield, Director of the Lyell Centre
- aa) Mr Stewart Miller, CEO of the National Robotarium
- bb) TBC, Director of Executive Education
- cc) TBC, CEO of Net Zero GRI
- dd) TBC, CEO of Health and Care Engineering GRI

4 Equality and Diversity Statement

- 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 GOE. The GOE will also act to promote equality of opportunity for all colleagues who are involved in carrying out its business.

5 Quorum and Voting

- 5.1 The quorum will be a simple majority, or half plus one where there is an even number of members.

6 Committee Chair

- 6.1 The GOE is Chaired by the Vice-Principal. The Deputy Chair is the Global Chief Operating Officer. In the absence of the Vice-Principal, the Deputy Chair shall chair the meeting. In the absence of both the Chair and the Deputy Chair, the Vice-Principal will nominate another member of the GOE to Chair.

7 Frequency of Meetings

- 7.1 Meetings will normally be held fortnightly, aligned to the operational planning cycle and other business needs. Additional formal and informal meetings may be called as necessary to meet business needs arising.
- 7.2 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 University Executive.

9 a) Reserved Business

- 9.1 There may be occasions when the Board'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 with which the Chair and the Board are satisfied should be dealt with on a reserved basis and will be recorded separately.

9 b) Conflict of Interest

- 9.3 Where it is identified that a member of the Committee has a conflict of interest with respect to a given 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.
- 9.4 All instances of identified conflicts of interest shall be recorded in the minutes.

10 Reporting Procedures

- 10.1 The Chair will submit reports to the University Executive based on the Board's minutes.
- 10.2 Confidential minutes of each meeting will be distributed to members of the Board. The Chair will approve the content of reports before release including the redaction of any information deemed necessary for reasons of confidentiality. Members will receive a note of any relevant actions as soon after the meeting as is practical.
- 10.3 The Chair will report to appropriate meetings of the University Executive on any matters which the Board considers should be brought to the attention of the University Executive and on any matters requiring University Executive approval.
- 10.4 Matters requiring the approval of the University Executive will be highlighted in the Board's report.
- 10.5 The Board's records (agenda, papers, and 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.
- 10.6 Minutes and reports of the Committee 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.

11 Forward Planning

- 11.1 The GOE will keep formal Terms of Reference, which will be reviewed at least annually with approval by the University Executive.
- 11.2 The Committee will maintain a forward agenda plan of its business.

Supporting Information

Groups feeding into the Global Operations Executive

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:

Research Culture Working Group
(Possibly) Go Global Working Group (dependent upon discussion at UE)
Digital Strategy Steering Group
Space Management Steering Group
Accommodation Strategy Group

With the approval of the University Executive, 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

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 Global Operations Executive

The Global Operations Executive may:

- Note
- Receive
- Consider
- Endorse
- Comment on
- Approve
- Recommend
- Reject
- Advise

Minuting style

The minutes of the GOE will be traditional, formal, and auditable.

Resources

Chair	Professor Mark Biggs, Vice-Principal and Provost
Clerk	Phil Rowsby, Senior Governance Officer, Policy and Governance Division, GALS
Meetings	Meetings will normally be held fortnightly, aligned to the operational planning cycle and other business needs. Additional formal and informal meetings may be called as necessary to meet business needs arising.

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.	UE	13.12.2022