

DUBAI CAMPUS EXECUTIVE COMMITTEE

Terms of Reference

1 Constitution and purpose

- 1.1 The Dubai Campus Executive Committee reports to the University Executive which is the University's primary management decision making body, via the Secretary of the University, and to the Board of Eikon International Holding via the Eikon Officers.
- 1.2 The purpose of the Dubai Campus Executive Committee is to lead the development of the service strategy of the Dubai Campus, in support of the University's Strategic Plan and its engagement with Eikon International Holding's Business Plan.

2 Remit

- 2.1 The University Executive delegates authority to the Dubai Campus Executive Committee to:
 - i. lead on the long term development of the services and infrastructure strategies of the Campus and in particular the contract that governs this
 - ii. lead the business planning process for the provision of services
 - iii. review regional trends, including economic development, industry, education
 - iv. maintain a high level overview of the service operation of the Dubai Campus
 - v. identify and resolve any critical issues
 - vi. maintain an overview of marketing strategy
 - vii. protect the HWU brand in the region
 - viii. discuss and agree strategies to maintain and enhance the student experience

3 Membership

- 3.1 The Committee shall comprise:
 - i. Secretary of the University (Chair)
 - ii. Vice Principal (Dubai)
 - iii. Principal (as his diary permits)
 - iv. Director of Administration and Registrar, Dubai Campus (Clerk)
 - v. Chairman, Eikon International
 - vi. Executive Director, Eikon International

In attendance: Director of Governance & Legal Services

- 3.2 HWU Members are appointed to the Committee by the University Executive and Eikon International Holding members are appointed by the Eikon International Holding Board.
- 3.2.1 The Committee may invite additional members with specific expertise to attend. The Committee may invite the Chief Operating Officers (HWU and Eikon) to become members of the Committee on appointment.
- 3.2.2 The Committee will regularly monitor its own effectiveness and performance against planned strategies and operational targets.

4 Frequency

- 4.1 The Committee will meet a minimum of once every three months.
- 4.2 Additional meetings may be held in order to meet business requirements at the request of the Chair of the Committee, or at the request of the Chair of Eikon to the Chair of the Committee.

5 Attendance and Decision Making

- 5.1 The following officers are usually expected to be in attendance at meetings:
- i. the Committee Clerk
 - ii. other officers may be asked to attend when appropriate.
- 5.2 It is intended that decisions will normally be reached by consensus following a full debate. If consensus cannot be reached, the issue under debate shall be escalated to the Principal of the University.
- 5.3 The Committee will maintain a formal set of minutes of each of its meetings. The minutes of the meetings shall be made available to members within 10 (UAE) working days of the meeting.

6 Reporting procedures

- 6.1 The Committee will submit its minutes to the University Executive and the Board of Eikon International Holding. The Chair will approve the content of the minutes before release including the redaction of any information deemed necessary for reasons of commercial confidentiality.
- 6.2 Matters requiring the approval of the University Court will be highlighted in the Committee's minutes to the University Executive/Court. Likewise, matters requiring the approval of the Eikon International Holding Board will be referred to that Board for approval.

7 Forward Planning

- 7.1 The Committee will annually review and revise its Terms of Reference and submit recommendations for any changes to the University Executive and the Board of Eikon International Holding. The Board of Eikon International Holding may make recommendations for modification, but the final approval rests with the University Executive.
- 7.2 The Committee will set its meeting dates two years in advance, aligned to the schedule of meetings of the University Executive.
- 7.3 The Chair will endeavour to give three weeks' notice of any extraordinary meeting.
- 7.4 All agendas will be agreed at least one week before the meeting.
- 7.5 The Committee will maintain a rolling programme of its business.

Supporting Information

Groups feeding into the Dubai Campus Executive Committee

Dubai Campus Operational Management Committee

Effectiveness and lifespan

Lifespan ongoing. Effectiveness reviewed five-yearly as part of the University Executive's review of its effectiveness.

Actions that may be taken by the Committee

The Dubai Campus Executive Committee may:

- Note
- Receive
- Consider
- Approve (within the boundaries of the Committee)
- Endorse
- Recommend
- Reject

Most appropriate minuting style

Traditional/formal minutes in accordance with internal University Guidance.

Resources

Chair	The Secretary of the University
Clerk	Director of Administration & Registrar Heriot-Watt University Dubai Campus
Meetings	A minimum of once every three months