# TERMS OF REFERENCE

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>UNIVERSITY EXECUTIVE OPERATIONS COMMITTEE</th>
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<tbody>
<tr>
<td>PURPOSE</td>
<td>To provide governance oversight for the University’s operational performance including the operational Professional Service Units (PSUs) and operational aspects of the student experience.</td>
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<td>TERMS OF REFERENCE</td>
<td>The UE Operations Committee will:</td>
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<td>1. Provide strategic direction and governance oversight of the Operations Portfolio* and monitor alignment to the University's overall strategy</td>
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<td>2. Review quality assurance and ensure the portfolio is structured for, and enabling, success;</td>
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<td>3. Monitor risks and key dependencies both within the portfolio and across other programs</td>
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<td>4. Approve individual projects and make recommendations on prioritization to the relevant entity;</td>
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<td>5. Review and approve strategy for change management and communications, with specific focus on change impact of the portfolio and high impact individual projects;</td>
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**In relation to the Operations Portfolio (including the Sydney Operating Model):**

1. Review and provide guidance on operational transactional and advisory service metrics and related KPIs (including benchmarks, targets, trends, performance, reporting and stakeholder engagement) |
2. Provide oversight for operational risk management and compliance in relation to business processes, people and systems (including associated KPIs) |
3. Serve as an escalation point for major operational risks that are unable to be effectively managed/resolved within the relevant units |

**In relation to Student Operations:**

1. Monitor and provide guidance on the administration services underpinning the student experience and their alignment with the University's student experience strategy |
2. Monitor and provide guidance on improvements to the student interface with business processes and systems. |

**In relation to Digital and Information Technology:**

1. Review and provide guidance on technology strategy, architecture, roadmaps, plans and major sourcing |
2. Provide oversight of approach to piloting and implementation of contemporary and innovative technology applications, taking advantage of leading technology trends and developments |
3. Provide advocacy for technology education and awareness across the University |
4. Provide oversight of technology security profile and roadmap. |

The key day-to-day decision making responsibilities are delegated to the Executive Owners (and their teams). |

**Relationship with University Executive:**

1. The UE Operations Committee will refer matters to the University Executive if the matters have an impact on the responsibility of the other UE Committees, or the Chair considers decision is of strategic importance. |
2. The UE Operations Committee will recommend major decisions relating to the portfolio to the University Executive.
**UE Operations Committee Terms of Reference**

*Operations Portfolio includes Campus Infrastructure Services, Finance, Human Resources, Information and Communication Technology, Risk Management and Student Administration Services*

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<thead>
<tr>
<th><strong>CHAIR</strong></th>
<th>Ms Michelle Tredenick (external Chair)</th>
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| **MEMBERSHIP** | 1 External member  
Vice-Chancellor  
Vice-Principal (Operations)  
2 Dean Representatives  
2 Faculty General Manager Representatives  
Chief Financial Officer  
Chief Information Officer  
1 Multidisciplinary Institute Representative |

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<tr>
<th><strong>FOR OPERATIONS PORTFOLIO FOCUS</strong></th>
<th><strong>FOR STUDENT OPERATIONS FOCUS</strong></th>
<th><strong>FOR TECHNOLOGY FOCUS</strong></th>
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| Chief Risk Officer  
Chief Human Resources Officer  
Deputy Registrar  
Director, Campus Infrastructure Services  
Director, Central Program Management Office | Deputy Vice-Chancellor, Education (or nominee)  
Vice-Principal (External Relations) (or nominee)  
Pro-Vice-Chancellor (Student Life)  
Deputy Registrar  
Executive Director, Global Student Recruitment and Mobility)  
Deputy Dean, The University of Sydney Business School  
2 Associate Deans (Student Life) | 1 external member  
Deputy Vice-Chancellor (Education) (or nominee)  
Deputy Vice-Chancellor (Research) (or nominee)  
Vice-Principal (External Relations) (or nominee) |

| **ATTENDEES** | General Counsel or nominee  
Provost and Deputy Vice-Chancellor  
Director, Enterprise Systems Strategy  
Any others as determined by the Chair when necessary |

| **QUORUM** | A Chair plus half the members will constitute a quorum |
| **SECRETARIAT** | University Secretariat |
| **MEETINGS** | 8 times per year with a Technology Focus 4 times per year |
| **REPORTING** | University Executive |
| **MINUTES** | Available on SharePoint (https://unisyd.sharepoint.com/sites/ue/ops/default.aspx) |