

LASE Education Strategy Board Terms of Reference

1. Constitution

- 1.1 The Education Strategy Board (ESB) is a committee of the Academic Board, operating under delegated authority.
- 1.2 The Education Strategy Board reports to the Academic Board.
- 1.3 The Education Strategy Board has the following sub committees:
 - The Apprenticeship Management Committee and the Partnerships and Programmes Management Committee, which also report to the Partnerships and Development Board;
 - Three College Education and Student Experience Committees.
- 1.4 The Education Strategy Board may establish task and finish groups to support the functioning of the Board where appropriate.

2. Scope

- 2.1 **Education Strategy:** the ESB is responsible for the development and implementation of the Group's Education Strategy.
- 2.2 **Technology Enhanced Learning:** the ESB directs the development and implementation of the Group's strategic approach to the use of Technology Enhanced Learning (TEL), promotes and supports innovation in the use of TEL, and advocates for the economic, efficient and effective use of TEL to support student learning and student experience.
- 2.3 **Access and Participation:** the ESB enhances widening participation and directs the development and delivery of the Group's Access and Participation Plan(s) (APPs). ESB also monitors implementation of the APPs and other approved widening participation projects against APP targets and other Group widening participation objectives. ESB oversees the drafting of institutional responses to any Office for Students (OfS) monitoring/oversight requests and ensures compliance with OfS's Access and Participation requirements.
- 2.4 **Graduate Outcomes:** the ESB drives continual improvements in the Group's performance in graduate outcomes. This includes analysis of any root cause preventing improvements, the development of pan-Group action plans and and timeline to deliver in-year and strategic milestones.
- 2.5 **Initiatives:** the ESB will work with student and staff stakeholders and Professional Services staff to develop structural, policy and procedural initiatives to enable teams in the University Group's Colleges to improve graduate outcomes, continuation, National Student Survey (NSS) results and eliminate awarding differences.
- 2.6 **Academic Quality:** the ESB oversees the quality and standards of educational provision to maximise the individual potential of each student and the overall improvement of student satisfaction. The Board reviews relevant metrics and internal KPIs allied to the Group's Education Strategy. It also evaluates progress against metrics used by other agencies, e.g. the Office for Students (OfS) and Ofsted. The ESB ensures that all OfS conditions for quality and standards (the 'B' conditions) are met in the areas for which the Board has responsibility.
- 2.7 **Academic Regulations:** the ESB develops and approves Academic Regulations, policies, procedures, and good practice related to educational quality and standards (except those delegated to the Research and Innovation Board).

3. Membership

3.1 The membership shall comprise:

Ex officio

- Senior Deputy Vice-Chancellor and Deputy CEO (Chair)
- Group Chief Student Officer (Vice-Chair)
- Deputy Vice-Chancellor (Business and Society) and Provost
- Deputy Vice-Chancellor (Health and Education) and Provost
- Deputy Vice-Chancellor (STEAM) and Provost
- 2 x Pro Vice-Chancellors Education
- Group Chief Information Officer or nominee
- Director of Employability and Partnerships
- Director of Strategic Planning, Insight and Improvement
- Chief Marketing Officer or nominee
- Head of Quality Assurance and Enhancement (Kent)
- Head of Quality Assurance (Greenwich)

Other members

- 6 x Learning and Teaching leads (two per College, one from the Kent and one from the Greenwich academic divisions) appointed by the Chair
- 2 x Student Officers (one from the Kent and one from the Greenwich academic divisions) nominated by LASE Students' Union

3.2 For the Education Strategy Board, the quorum is one third of the membership.

4. Attendance at meetings

4.1 At the discretion of the Chair, other staff who are not members of the Board may be invited to attend on an ad hoc basis for specific items where their attendance can inform and support the Board.

5. Frequency and format of meetings

5.1 The Education Strategy Board will normally meet every two months during the academic year.

5.2 Meetings will be held either in-person, via electronic means (e.g. online) or via a hybrid format, subject to agreement by the Board. The Board may also decide matters by email circulation. In between meetings of the Board, the Chair of the Board is empowered to decide matters falling within the Board's remit by chair's action; matters decided by chair's action shall be reported to the next meeting of the Board.

6. Delegated authority

Under the Academic Board's Delegation Framework, the Education Strategy Board is authorised by the Academic Board to approve:

6.1 **Implementation of the Education Strategy:** plans for implementing the Group's Education Strategy including the approval and closure of projects;

6.2 **TEL and VLE:** any plans to improve Technology Enhanced Learning (TEL) and policies related to the Group's Virtual Learning Environment (VLE) and associated TEL tools;

- 6.3 **Communication:** communications to promote awareness and engagement in the areas within the Board's remit including examples of good practice;
- 6.4 **Academic Quality and Regulations:** Academic Regulations, policies and procedures within the Board's remit (i.e. except those delegated to the Research and Innovation Board), ensuring that there is compliance with academic quality assurance requirements. In discussion with the Group University Secretary, the Chairs may determine that following consideration of regulations and policies by the ESB, regulations and policies which have strategic Group-wide importance should be sent through to the Academic Board for approval;
- 6.5 **Academic Risk:** regularly review the management of academic risk in key areas covered by the Education Strategy. Approve action plans to take advantage of opportunities, mitigate risk and improve performance;
- 6.6 **External reviews:** all arrangements for external reviews of educational quality and standards and the implementation of review actions (accreditation of programmes is delegated to Partnerships and Programmes Management Committee);
- 6.7 **Student surveys:** oversee all arrangements for the operation of the Group's Internal student surveys and approve action plans for the improvement of performance.

7. Other duties

The other duties of the Board shall be to:

- 7.1 **Develop the Education Strategy:** develop and review the Group's Education Strategy. Promote reflective practice, excellence and innovation across all areas covered by the sub-strategy. Recommend the sub-strategy for approval by the Academic Board and the Board of Governors;
- 7.2 **Improve performance:** oversee improved performance in all student metrics, including but not limited to the key areas of widening participation via the Group's Access and Participation Plan(s) (APPs), eliminating awarding differences, improving Graduate Outcomes, improving NSS results and monitoring all related KPIs;
- 7.3 **Monitor and audit the Education Strategy:** plan, monitor and audit the implementation of the Education Strategy, including the review of key performance indicators, metrics used by external agencies such as the (OfS). Report to the Transformation and Strategy Board on the implementation of the strategy;
- 7.4 **Education Strategy projects:** approve projects related to the Education Strategy, oversee project delivery until completion and approve formal closure of projects;
- 7.5 **Risk register:** maintain the Education Strategy risk register;
- 7.6 **Access and Participation:** oversee widening participation across the Group and the systemic delivery of interventions to deliver the Group's APPs. Ensure that the expenditure on activities outlined in the APPs provides value for money, meets the expectations of the OfS and has the required impact on student outcomes. Ensure compliance with the OfS's Access and Participation requirements (OfS condition of registration A1 and related guidance), and that relevant submissions are made to the OfS. If required, establish and oversee a working group to carry out detailed work in the area;
- 7.7 **Teaching and learning spaces:** ensure that all Group teaching and learning spaces are fit for purpose and align with the Education Strategy;

- 7.8 **Horizon scanning:** horizon scan for possible future OfS policies and strategies in respect of student success, quality and standards, and access and participation. Seek to identify universities which demonstrate leading edge practices and consider whether these might be replicated in-house;
- 7.9 **Quality assurance:** oversee arrangements for the continual monitoring of quality assurance by Colleges;
- 7.10 **Student feedback:** regularly review the effectiveness of student feedback mechanisms within the Board's remit;
- 7.11 **Regulators' requirements:** advise the Academic Board as to whether the Group is achieving the requirements of its external quality assurance bodies such as the Office for Students;
- 7.12 **Degree Outcomes Statement and Student Protection Plan:** recommend the Degree Outcomes Statement and the Student Protection Plan to the Academic Board for onward approval by the Board of Governors;
- 7.13 **Education and Student Experience Committee (ESEC) reports:** consider reports from College ESECs on reviews and themes and issues arising from reviews, and ensure resulting action plans accord with the Group Education Strategy;
- 7.14 **External examiners' reports:** consider themes and issues arising from external examiners' reports reported by College ESECs;
- 7.15 **Student survey results:** review student survey results and assess the need for action plans to address issues raised;
- 7.16 **Regulations and policies:** develop and review regulations and policies within the Board's remit, ensuring compliance with the Group's academic quality assurance requirements;
- 7.17 **VLE & TEL policies:** in partnership with the IT and Library Services Directorate, review and develop policies related to the Group's VLE and associated TEL tools, ensuring adherence to legal and regulatory requirements, best practice and compliance with the Group's IT policies;
- 7.18 **EDI and sustainability:** ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of the Board's business;
- 7.19 **Freedom of Speech & Academic Freedom:** have particular regard to the importance of freedom of speech and academic freedom in the committee's business, acting in accordance with the Group's Freedom of Speech Code(s) of Practice.

8. Reporting Procedures

- 8.1 The Education Strategy Board reports to the Academic Board as follows:
 - **Frequently:** through summaries of the minutes of each meeting to the next meeting of the Academic Board. Additionally, the Chair delivers an oral report (along with other committee chairs) as an item on the Academic Board's meeting agendas.
 - **Periodically:** via other policies, reports, plans and progress updates which it reviews and/or recommends to the Academic Board for approval within the business cycle and its terms of reference.
 - **Ad hoc:** where urgent Group-wide matters require direct escalation to the Academic Board for decision or discussion.

9. Secretarial arrangements

- 9.1 The Board will be clerked by the Group's University Secretary or their nominee.

10. Review

- 10.1 The Board will review its own effectiveness annually and in greater depth at a minimum of every three years. Reviews may be performed as part of wider governance effectiveness reviews.
- 10.2 These terms of reference will be reviewed annually to ensure their effectiveness and any amendments recommended to the Academic Board for approval.

Approved by Academic Board: 7 October 2026

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