

LASE Partnerships and Programmes Management Committee Terms of Reference

1. Constitution

- 1.1 The Partnerships and Programmes Management Committee (PPMC) is a committee of the Academic Board, operating under delegated authority.
- 1.2 The Partnerships and Programmes Management Committee (PPMC) reports to the Partnerships and Development Board (PDB) and to the Education Strategy Board (ESB).

2. Scope

- 2.1 **Academic partnerships:** following the approval of the business cases for new LASE UK and Transnational Education (TNE) academic partnerships by Partnerships and Development Board, the role of the Partnerships and Programmes Management Committee is to oversee due diligence processes and operational aspects of the approval of new partnerships and to recommend the final approval of partnerships by PDB once those processes have been completed.
- 2.2 **Academic programmes:** the PPMC is responsible for approving, suspending, approving major changes to and terminating programmes (including degree apprenticeships). The PPMC is responsible for ensuring the financial viability of programmes and modules.
- 2.3 **Monitoring:** PPMC monitors key metrics and risks relating to academic partnerships and programmes and reports on these to Partnerships and Development Board and Education Strategy Board.

3. Membership

- 3.1 The membership shall comprise:

Ex officio

- Senior Deputy Vice-Chancellor and Deputy CEO (Chair)
- Group Chief Marketing Officer (Vice-Chair)
- Group Chief Operating Officer
- Group Chief Student Officer or nominee
- Head of Quality Assurance and Enhancement (Kent)
- Head of Quality Assurance (Greenwich)
- Director of International Engagement (Greenwich)
- Head of International Partnerships (Kent)

Other members

- 1 x DVC and Provost appointed by the Chair serving in rotation with other DVCs and Provosts
- 2 x College Partnership Leads (one from the Greenwich and one from the Kent academic divisions) appointed by the Chair serving in rotation with other College Partnership Leads

3.2 Other members of the Committee shall be appointed by the Chair for a term of one year and are eligible for re-appointment.

3.3 For the Partnerships and Programmes Management Committee, 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 Committee may be invited to attend on an ad hoc basis for specific items where their attendance can inform and support the Committee. Deputy Vice-Chancellors and Provosts shall attend to present business cases relating to their Colleges.

5. Frequency and format of meetings

5.1 The Partnerships and Programmes Management Committee will normally meet approximately every eight weeks.

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 Committee. The Committee may also decide matters by email circulation. In between meeting of the Committee, the Chair of the Committee is empowered to decide matters falling within the Committee's remit by chair's action; matters decided by chair's action shall be reported to the next meeting of the Committee.

6. Delegated authority

Under the Academic Board's Delegation Framework, the Partnerships and Programmes Management Committee is authorised by the Academic Board to approve:

6.1 **Programme approvals, suspensions, amendments and discontinuations:** approve, suspend and discontinue academic programmes, including degree apprenticeships. Approve amendments to programmes (except where approval has been delegated to College Education and Student Experience Committees (ESECs) in regulations/policies approved by Education Strategy Board);

6.2 **Student mobility:** approve student mobility partnerships (e.g. student exchanges);

6.3 **Derogations:** approve any derogations to academic regulations and policies within the Committee's remit;

- 6.4 **Accreditation:** approve and keep under review the Group's register(s) of Professional Statutory and Regulatory Bodies (PSRB) accreditations and the annual report on accreditation activities and procedures for Education Strategy Board;
- 6.5 **Academic Quality:** in discharging its duties under 6.1-6.4, PPMC shall ensure compliance with academic quality assurance requirements and the Group's regulations, policies and procedures. PPMC may refer decisions under 6.1-6.4 by exception to Education Strategy Board where the Committee considers ESB's approval is necessary, e.g. for ethical, reputational, financial or academic quality reasons, or because the Committee considers that there are significant strategic implications.

7. Other duties

The other duties of the Committee shall be to:

- 7.1 UK and TNE academic partnerships:
- Oversee due diligence processes on new academic partnerships following the approval of the business case for the new partnership by Partnerships and Development Board (PDB);
 - Following the conclusion of due diligence, recommend final approval of new academic partnerships to PDB for approval;
 - Review proposals to expand existing academic partnerships and recommend to PDB for approval;
 - Consider whether to suspend or discontinue academic partnerships and recommend to PDB for approval;
 - Oversee the periodic review of academic partnerships and report on the outcome to PDB.
- 7.2 **Regulations, policies and procedures:** review regulations, policies and procedures for academic partnerships, programmes and modules and recommend changes to the Education Strategy Board (ESB) and Partnerships and Development Board (PDB) as appropriate;
- 7.3 **Monitor metrics:** monitor metrics on academic partnerships and programmes (e.g. a partnerships dashboard) and report periodically to PDB and the ESB;
- 7.4 **Maintenance of accreditations:** oversee the maintenance of the Group's PSRB register(s) and produce an annual report on accreditation activities and procedures for ESB; approve the submission of accreditation documentation; and oversee the process of applying for (re)accreditation. Advise ESB on whether the Group is achieving the requirements of PSRBs;
- 7.5 **Oversee the academic quality of partnerships and programmes:** make recommendations to ESB and PDB as appropriate on how the Group might improve the quality of its academic partnerships and programmes;
- 7.6 **Managing risk:** monitor risks related to academic partnerships, maintain the academic partnerships risk register and report on risks to PDB a minimum of once an academic year. In addition, escalate risks to PDB on an ongoing basis as required, in accordance with protocols agreed by PDB;

- 7.7 **Review academic portfolio:** undertake the regular review of the academic portfolio, ensuring that programmes are market-informed, academically excellent and financially viable and make recommendations to ESB;
- 7.8 **Review support for academic partnerships:** review the efficiency and effectiveness of co-ordination and support for academic partnerships and make recommendations to PDB;
- 7.9 **Review academic partnerships:** oversee any external reviews of academic partnerships and report the outcomes to PDB;
- 7.10 **Monitor operation and decision making within Colleges:** monitor the operation and decisions of College Education and Student Experience Committees in relation to partnerships and programmes and consider their proposals and recommendations. Receive reports on the approval and amendment of modules by ESECs;
- 7.11 **EDI:** ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of the Committee's business;
- 7.12 **Freedom of speech and 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 Partnerships and Programmes Management Committee reports to the Education Strategy Board and the Partnerships and Development Board as follows:
 - **Frequently:** through summaries of the minutes of each meeting to the next meetings of the ESB and PDB. Additionally, an oral report (normally by the Chair/Vice-Chair) is delivered (along with other committee reports) as an item on ESB and PDB agendas;
 - **Annually:** through the annual report to ESB on accreditations;
 - **Periodically:** via other policies, reports, plans and progress updates which it reviews and/or recommends for ESB or PDB for approval within the business cycle and its terms of reference;
 - **Ad hoc:** where urgent Group-wide matters require direct escalation to the ESB or PDB for decision or discussion.

9. Secretarial arrangements

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

10. Review

- 10.1 The Partnerships and Programmes Management Committee 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

Date of next review: October 2027

Document owner: Group University Secretary