

LASE Research and Innovation Board Terms of Reference

1. Constitution

- 1.1 The Research and Innovation Board is a committee of the Academic Board, operating under delegated authority. The Research and Innovation Board has the following sub-committees:
- Research Degrees Committee, which oversees postgraduate research;
 - Three College Research and Innovation Committees.

2. Scope

- 2.1 The Research and Innovation Board is responsible for the development and implementation of the University Group's research and innovation strategy and oversees LASE's research culture and research environment. The Board also provides leadership to the Group's preparations for external assessment of research and innovation activity, including (but not limited to) the Research Excellence Framework and the Knowledge Exchange Framework.

3. Membership

- 3.1 The membership shall comprise:

Ex officio

- Deputy Vice-Chancellor (Research and Innovation) (Chair)
- Pro Vice-Chancellor (Research and Innovation) (Vice-Chair)
- Group Director of Research, Innovation and Commercialisation (Vice-Chair)
- Associate Pro Vice-Chancellor (REF) (Kent)
- 4 x Faculty Associate Deans, Research (Greenwich) (interim until the proposed College structure is operational)
- 1 x Institute Director (NRI) (interim until the proposed College Structure is operational)
- 10 x School Directors of Research and Innovation (Kent) (interim until the proposed College Structure is operational)
- Director of Graduate and Researcher College (Kent)
- Head of Doctoral College (Greenwich)
- Representative of IT and Library Services
- Representative of Finance Directorate

Other members

- 2 x student representatives (one from the Kent and one from the Greenwich academic divisions) nominated by LASE University Students' Union.

- 3.2 For the Research and Innovation Board, the quorum is one third of the membership.

4. Attendance at meetings

- 4.1 Other staff may be invited to attend for specific items where their attendance can inform and support the Board.

5. Frequency and format of meetings

- 5.1 The Research and Innovation Board will meet a minimum of six times per academic year, or more frequently if business dictates.
- 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 chair. The Board may also decide matters by email circulation. In between meeting 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 chairs action shall be reported to the next meeting of the Board.

6. Delegated authority

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

- 6.1 **Research and innovation implementation:** plans and projects for implementing LASE's research and innovation strategy.
- 6.2 **Regulations, policies, procedures and plans:** academic regulations, policies, procedures and plans for excellence in research and innovation including research degree provision, ensuring there is compliance with academic quality assurance requirements;
- 6.3 **REF and KEF:** arrangements for undertaking external research quality assessment, e.g. the Research Excellence Framework (REF) and the Knowledge Exchange Framework (KEF). Arrangements for internal periodic review of research in preparation for the REF and KEF;
- 6.4 **Research Student Surveys:** arrangements for ensuring excellence in the research student experience, including research student surveys (e.g. the Postgraduate Research Student Experience Survey);
- 6.5 **Research and innovation partnerships:** approve and oversee research and innovation partnerships. Report to Partnerships and Development Board on strategically significant partnerships;
- 6.6 **Risk:** Regularly review the management of academic risk in key areas covered by the research and innovation strategy. Approve action places to take advantage of opportunities, mitigate risk and improve performance.

7. Other duties

The other duties of the Board shall be to:

- 7.1 **Strategy:** develop and review LASE's Research and Innovation Strategy for approval by the Academic Board and the Board of Governors. Plan, monitor and audit implementation of the strategy. Monitor research quality, impact, research income and other measures using available benchmarking data. Set targets (including income targets) for research and innovation activity across the Group based on the strategy. Oversee projects and risks related to implementation of the strategy;
- 7.2 **Promote research culture:** oversee the Group's research culture and research environment, ensuring that it is inclusive and supports the Group's values;
- 7.3 **External assessment of research and innovation activity:** lead the Group's preparations for the University's external assessment of research and innovation activity, including (but not limited to) the Research Excellence Framework and the Knowledge Exchange Framework;
- 7.4 **Share best practice:** facilitate the sharing of best practice in the research and innovation landscape across the Group;
- 7.5 **Research ethics;** review proposals from the Research Ethics Board (REB) for changes to the Research Ethics Policy and related policies falling within the remit of the REB, prior to being approved by the REB;
- 7.6 **Advise and report:** advise the Academic Board on matters relating to research and innovation; report to the Academic Board on decisions made that affect policy within the Board's remit. Review the annual report on research and innovation prior to its consideration by the Academic Board and the Board of Governors;
- 7.7 **External consultations:** respond on behalf of the Group to external consultations on current and future research or innovation;
- 7.8 **Horizon scanning:** horizon scan for possible changes in the external policy environment; be proactive in adapting strategy, policy and internal structures to ensure that the Group benefits from changes;
- 7.9 **EDI:** ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of the Board's business;
- 7.10 **Freedom of speech:** have particular regard to the importance of freedom of speech and academic freedom in the Board's business, in accordance with the commitments in the Group's Freedom of Speech Code(s) of Practice.

8. Reporting Procedures

8.1 The Research and Innovation 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 Committee Chair delivers an oral report (along with other committee chairs) as an item on the Academic Board meeting agenda.
- **Annually:** through its Annual Report on activity related to research and innovation and progress made in relation to the Research Excellence Framework and the Knowledge Exchange Framework.
- **Periodically:** via other policies, reports, plans and progress updates which it reviews and/or recommends for Academic Board 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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