

PROGRAMME MANAGEMENT BOARD

Terms of Reference

1 Constitution and Purpose	
1.1	The Programme Management Board ('the Board') provides a formal structure and process for ongoing review and development of the institutional programme portfolio, one which will align with the existing Annual Planning Round process, but also focus on viability, market demand and strategic fit for institution-level oversight of the portfolio.
1.2	The Board has been established with the responsibility for taking a strategic overview of the University's portfolio of taught programmes across all Schools, all campuses and online.
1.3	The Board reports to the University Executive for approval and the Senate for information, ensuring that there is an appropriate reporting line for both business and academic matters related to the institution's portfolio. The Board acts with the delegated authority of the University Executive for the business approval of new taught programmes, closure of or changes to existing programmes, and for the ongoing review and development of the Institution's portfolio.
1.4	The University Executive (UE) is established by the Principal and Vice-Chancellor, with the endorsement of the Court, as the primary management body of the University. The UE reports to the Court on the discharging of its responsibilities.
1.5	The Court has delegated to the Senate all of its powers in relation to academic work and standards so that, subject to the terms of the Charter and the Statutes and to the powers reserved to the Court, the Senate is the principal body responsible for the academic work and standards of the University and in relation to: programmes of study; teaching and research; the granting of awards; and the regulation and stewardship of the education and discipline of the Students.
2 Remit	
2.1	Regular review of the University's portfolio as a whole: a) focusing on programme performance (suite of data sources to be used to conduct this) and viability of existing programmes; b) recommending additional modes or locations of study for existing programmes (campus, partnership, online); c) identifying modifications to existing programmes (eg shift in subject focus; addition of specialisms); d) recommending new programme areas for development; e) identifying new strategic developments (e.g. foundation college; online at scale).
2.2	Consideration of proposed new programmes, with a view to recommending to the relevant School's management team:

- a) Proceed to further development of the programme with a view to approval by the University Studies Committee;
- b) Re-submission of new programme proposal (e.g. to address issues such as resources, market demand);
- c) Proposed programme should not be progressed (this decision could specify a timescale for resubmission, if appropriate).

2.3 In discharging its two-level remit, the Programme Management Board will consider existing programmes and proposed new programmes from the perspective of:

- a) Alignment with University strategy
- b) Alignment with the Learning and Teaching strategy
- c) Alignment with School Plan and Annual Planning Round outcomes
- d) Performance of comparable programmes
- e) Adequacy of resources
- f) Market demand
- g) Financial viability

Proposals from Schools for new programmes and programme closures will be considered by Programme Management Board according to the above criteria. All proposals will be submitted only in the approved format via the Global Curriculum Management System, having previously been endorsed by the School Management Team and signed off by relevant Directors of Professional Services.

2.4 Business approval of new and renewed taught academic partnerships is delegated to the Partnership Management and Approval Group (PMAG), except in cases where the proposed programme and partnership would not exist independently of the other, eg a specialist Joint Collaborative Programme with one or more other HEIs. The Partnership Management and Approval Group provides a report from each meeting to the Programme Management Board.

3 Composition and Membership

3.1 The composition of the Programme Management Board will be as follows:

- The Deputy Principal (Education and Student Life) (Chair)
- The Deputy Provosts (Dubai)
- The Deputy Provost (Malaysia)
- The Chair of University Studies Committee
- Executive Deans of each School (as appointed by the University Executive)
- Associate Executive Deans (Education and Student Life) from each Schools
- Director of Strategic Planning, Performance and Projects
- Global Director of Student Experience and Academic Registrar
- Other Directors or Head of Professional Services as required (as appointed by the University Executive): The Head of Academic Quality; Head of Market Research and Analysis; Director of the Learning and Teaching Academy
- Clerk

3.2 The current membership of the Programme Management Board for 2025/26 is:

- Tadhg O'Donovan (Deputy Principal Education and Student Life): Chair
- Vacant: Vice-Chair
- Yvonne McLaren-Hankin (Chair of Studies Committee)
- Yin Ling Lai (Deputy Provost (Malaysia Campus))

	• Lynne Jack (Acting Deputy Provost Dubai) • Em J Bailey (Deputy Director of Strategic Planning, Performance and Projects) • Igor Guz (Exec Dean-EPS) • Angus Laing (SoSS Exec Dean) • Muhammed Basheer (Exec Dean-EGIS) • John Sawkins (Acting Exec Dean-SoTD) • Sara Lombardo (Exec Dean-MACS) • Anna Fenge (Exec Dean-Global College) • Paul Dalgarno (AED(E+SL)-EPS) • Christine Rutherford (AED(E+SL)-SoSS/EBS) • Alex MacLaren (AED(E+SL)-EGIS) • Lee J Miles (AED(E+SL)-SoTD) • Christian Saemann (AED(E+SL)-MACS) • Mike Bruce (AED(E+SL)-Global College) • Samantha Kane (Global Director of Student Experience and Academic Registrar) • Margaret King (Head of Academic Quality) • Carolyn Bishop (Head of Market Research & Analysis) • Martha Caddell (Director of Learning and Teaching Academy) • Katrina Wallace (Clerk of Studies Committee-Observers) • Indu Sajpal (Clerk, Registry Operations Administrator-Dubai)
3.3	The Programme Management Board has the authority to co-opt members as appropriate for a specified period of time and will report such co-options to the UE at the earliest opportunity.
4	Equality and Diversity Statement
4.1	The Programme Management Board exercises its responsibility, as far as possible, to promote diversity of representation within its membership and the membership of any working group established by the Board. The Board, in carrying out its business, will also act to promote equality of opportunity for all.
5	Quorum and Voting
5.1	The quorum is three members, who must include either the Chair or the Vice-Chair, and two of the Executive Dean of the Schools.
5.2	Only members of the Board shall be entitled to vote on any matter which involves powers and functions delegated to the Board by the University Executive.
5.3	The Chair of the Board shall have a deliberative and a casting vote.
5.4	When the Board is inquorate, the members present may wish to continue with the business of the meeting, noting the discussions and comments raised. The absent member(s) may then be invited to provide comments for inclusion in the minutes. Where items require formal approval, the absent member(s) must be invited to provide comments and approval by correspondence. An item will be deemed approved when a quorate number of members have confirmed approval.
5.5	It is intended that decisions are normally reached by consensus following a full debate. There are no occasions stipulated in the Charter and Statutes which require a formal vote. Therefore, the Chair will normally seek agreement to the proposal in question,

	and only call for a vote either if there is a clear expression of dissent or if it is a matter of particular significance.
5.6	A member participating in a meeting remotely by way of audio-visual conferencing or other means which enables that member to communicate with each of the other members simultaneously shall be accounted for as being present and shall be included in the quorum.
6 Committee Chair	
6.1	The Chair of the Board will be the Deputy Principal (Education and Student Life).
6.2	The Vice-Chair of the Board will be one of the Deputy Provosts as appointed by the University Executive.
6.3	In the absence of both the Chair and the Vice-Chair from any given meeting, those members present shall appoint one of their number as Chair for that particular meeting.
7 Frequency of Meetings	
7.1	The Committee will meet five times per Calendar Year, with meetings scheduled to align with meetings the University Studies Committee. It is envisaged that the meetings will take place in the following months: • January; • March; • April; • August; • November
7.2	The Board will meet at other times as required and may consider proposals electronically at the discretion of the Chair.
8 Attendance at Meetings	
8.1	The Board will maintain a record of attendance at each of its meetings and will include this information in its annual report to the University Executive.
9 a) Reserved Business	
9.1	There may be occasions when the Board's business is designated reserved and/or commercially sensitive. On such occasions, with the approval of the Chair, any persons in attendance may be asked to withdraw from the meeting during consideration of a particular reserved item of business.
9.2	The record of matters with which the Chair and the Board are satisfied should be dealt with on a reserved basis and will be recorded separately.
9 b) Conflict of Interest	

9.3	Where it is identified that a member of the Board has a conflict of interest with respect to a given matter, the Chair may request that the member in question withdraw from participation in relevant business. Depending on the nature of the business, this may allow for participation in discussions without taking part in decision-making or may require complete non-participation and/or withdrawal from that part of the meeting.
9.4	All instances of identified conflicts of interest shall be recorded in the minutes.
10 Reporting Procedures	
10.1	The Programme Management Board will report to the University Executive for approval and the Senate via the University Studies Committee for information, ensuring that there is an appropriate reporting line for both business and academic matters related to oversight of institution's portfolio of programmes, including performance and viability of existing programmes.
10.2	A summary report will be provided to the University Studies Committee to highlight programmes likely to be coming forward for academic approval, modification or withdrawal.
11 Forward Planning	
11.1	The Board will review its Terms of Reference and submit recommendations on these via the University Executive, annually for approval.
11.2	The Board will set its meeting dates a year in advance, aligned to the timelines for marketing and academic approval of programmes, and will maintain an annual workload plan for the Committee.
11.3	The Board will maintain a forward agenda plan of its business.

Supporting Information

Groups reporting to the Programme Management Board			
- Partnership Management and Approval Group - School management teams and School Studies Committees (for programme proposals).			
Effectiveness and lifespan			
Lifespan ongoing. Effectiveness reviewed five-yearly as part of the University Executive's review of its effectiveness. The Board will regularly monitor its own effectiveness against its core purpose and responsibilities.			
Actions that may be taken by the Programme Management Board			
The Programme Management Board may: <table> <tr> <td> - Note - Receive </td><td> - Approve - Recommend </td></tr> </table>		- Note - Receive	- Approve - Recommend
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• Consider • Endorse	• Reject
Minuting style	
Traditional/formal minutes in accordance with internal University guidance.	
Resources	
Clerk	Indu Sajpal, Registry Operations Administrator
Meetings	As per the Programme Management Board calendar and as required.

Version	Amendments	Approved by	Date
	Vers 1, 2020/21		24 June 2020
	Vers 2, 2024/25		27 June 2024
	Vers 3, 2025/26 (endorsed by PMB, 19 June 2025)	UE	22 July 2025