

PARTNERSHIPS MANAGEMENT AND APPROVAL GROUP (PMAG)

Terms of Reference 2025/26

1 Constitution and Purpose	
1.1	The Partnerships Management and Approval Group (“the Group”) provides a formal structure and process for ongoing development and review of the institutional education/academic partnership portfolio, one which aligns with the role of the Programme Management Board in managing the University’s programme portfolio, but also focuses on viability, market demand and strategic fit for institution-level oversight of the education/academic partnership portfolio.
1.2	The Group has been established with the responsibility for taking a strategic overview of the University’s portfolio of education/academic partnerships.
1.3	The Group acts with the delegated authority of, and reports to, the University Executive via the Programme Management Board for the business approval of: new education/academic partnerships, renewal of partnerships and termination of or major changes to existing partnerships, and for the ongoing review and development of the Institution’s education/academic partnership portfolio (also see Annex 1).
1.4	The Group ensures that, subsequent to business approval, all education/academic partnership proposals progress to the next stages of academic approval by the University Studies Committee or the University Committee for Quality and Standards which act with the delegated authority of, and report to, the Senate for academic matters related to partnerships and the academic approval of new education/academic partnerships, renewal of partnerships and termination of or major changes to existing partnerships. In this way, there is an alignment between business and academic matters related to the institution’s education/academic partnership portfolio.
2 Remit	
2.1	Responsibility for overseeing the development, approval, renewal and management of the following types of education/academic partnerships across the institution globally, this incorporates Transnational Education Partnerships (TNE) and In-country Partnerships (e.g. HWU Edinburgh with other UK universities): <ul style="list-style-type: none">a) Mobility Partnerships (Exchange and Study Abroad);b) Progression Pathways;c) Articulation Pathways;d) Approved Learning Partnerships (ALPs) – <i>this is gradually phased out</i>;e) EBS Delivery Partners;f) Joint Collaborative Partnerships (JCPs);g) Research PhD Partnerships (cohort level arrangements with an existing partner).
2.1.1	The Group is not responsible for the following types of partnerships: <ul style="list-style-type: none">a) Research Partnerships;b) Industry Partnerships;c) Graduate Apprenticeships;d) Single candidate / cotutelle joint PhD arrangements between HWU and other institutions;e) Centre for Doctoral Training Partnerships;f) Scottish College Articulation Pathways.
2.2	Regular review of the University’s education/academic partnership portfolio as a whole:

- a) Focusing on partnership health and performance (suite of data sources to be used to conduct this) and viability of existing education/academic partnerships, undertaking a formal review once a year.
- b) Considering and approving proposals of new partnerships for development.
- c) Identifying new strategic developments in line with institutional priorities as per Strategy2035.
- d) Approving existing partnerships for suspension or termination.
- e) Approving modifications to existing partnerships (e.g. shift in subject focus; addition of specialisms, Schools, campuses).
- f) Monitoring partnership risk registers, undertaking a formal annual review of business and academic risks across the partnership portfolio.

2.3 It is within the Group's level of responsibility and authority to consider proposals for new partnerships from a School or Schools jointly with a view to recommending one of the following:

- a) Full approval and proceed with a view to approval by the University Studies Committee or University Committee for Quality and Standards.
- b) Re-submission of proposal addressing issues identified in its original submission.
- c) Proposed partnership should not be progressed (this decision could specify a timescale for resubmission, if appropriate).

Any discussions of initial proposals will be through consideration of the partnership development pipeline/tracker from International Development.

2.4 In discharging its remit, the Partnerships Management and Approval Group will consider renewals and terminations of existing education/academic partnerships and proposed new partnerships from the perspective of:

- a) Alignment with University strategy.
- b) Alignment with the Learning and Teaching strategy.
- c) Performance of comparable partnerships.
- d) Adequacy of resources.
- e) Market demand.
- f) Financial viability.
- g) Reputation of the partner.
- h) Risks.
- i) Other considerations that may be deemed important by the Group from time to time.

Proposals from Schools for new partnerships and partnership renewals and terminations will be considered by the Group according to the above criteria. In the case of renewals, the Group would expect supporting information to be made available to evidence the quality and viability of the partnership from both business and academic perspective.

Proposals should come from Schools with input from International Development for proposals for non-UK partnerships, especially if a strategic, TNE development or large-scale, multi-School collaboration is proposed. The School executive, group or relevant School committee (with oversight of School programming across campuses) should provide approval.

2.5 The Partnerships Management and Approval Group will determine the processes and formats of submission for new, modified, renewed and terminated partnerships and for the strategic development and ongoing management of all partnership provision. The Group will continue to revise procedures to ensure they are proportionate to the type of partnership and to the level of risk associated with each partnership type.

3 Composition and Membership

3.1 The permanent composition of the Partnerships Management and Approval Group will be as follows:

- Deputy Principal Education and Student Life: Chair
- Global Director of Governance & Legal Services or their formal nominee
- Deputy Provosts of the Dubai Campus and the Malaysia Campus

- All Associate Executive Deans (International and Partnerships)
- Nominated Associate Executive Dean (Quality) to represent all School Associate Executive Deans (Quality)
- Nominated Associate Executive Dean (Education and Student Life) to represent all School Associate Executive Deans (Education and Student Life)
- Head of Academic Quality
- Quality and Academic Partnerships Manager
- Director of Learning and Teaching Academy
- Head of International Development
- International Development Projects Manager
- Other Directors or Head of Professional Services as required for specific items from time to time
- Clerk: International Partnerships Officer (International Development)

3.2 The current membership of the Partnerships Management and Approval Group is:

- Tadhg O'Donovan (Deputy Principal, Education and Student Life): Chair
- Sue Collier (Global Director of Governance & Legal Services) (Vice Chair) or her formal nominee
- Lynne Jack, Deputy Provost, Dubai Campus
- Yin Lin Lai, Deputy Provost, Malaysia Campus
- Neil Dunse (EGIS Associate Executive Dean (International and Partnerships)
- Jonathan Swingler (EPS Associate Executive Dean (International and Partnerships)
- Fairouz Kamareddine (MACS Associate Executive Dean (International and Partnerships)
- Amos Haniff (SoSS-EBS Associate Executive Dean (International and Partnerships)
- Theo Dounas (SoTD Associate Executive Dean (International and Partnerships)
- Louise Delicato, Nominated Associate Executive Dean (Quality) to represent all School Associate Executive Deans (Quality)
- Paul Dalgarno, Nominated Associate Executive Dean (Education and Student Life) to represent all School Associate Executive Deans (Education and Student Life)
- Maggie King (Head of Academic Quality)
- Fiona Menzies (Quality and Academic Partnerships Manager)
- Martha Caddell (Director of Learning and Teaching Academy)
- Jared Philippi (Head of International Development)
- Beata Chrystal (International Development Projects Manager)
- Other Directors or Head of Professional Services as required for specific items from time to time
- Alexa Goszleth: Clerk

Associate Executive Deans (International and Partnerships) represent all campuses.

4 Equality and Diversity Statement

4.1 The Group 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 Group. The Group, 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 the Chair.

5.2 Only members of the Group shall be entitled to vote on any matter which involves powers and functions delegated to the Group by the University Executive.

5.3 The Chair of the Group shall have a deliberative and a casting vote.

5.4 When the Group 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,

	<p>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.</p>
5.5	<p>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. Proposals via circulation will require a minimum of 70% of members to approve to make the approval valid.</p>
5.6	<p>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.</p>
6	Committee Chair
6.1	<p>The Chair of the Group will be the Deputy Principal Education and Student Life.</p>
6.2	<p>In the absence of the Chair from any given meeting, the Global Director of Governance and Legal Services will act as Chair.</p>
7	Frequency of Meetings
7.1	<p>The Group will meet six times per calendar year, to be cancelled if no business or few proposals arise (to be considered by correspondence and by Chair's action). Where the Group requires further work on a partnership proposal, this will be approved, once completed, by Chair's action if a matter of urgency. It is envisaged that the meetings will take place in the following months: (October, December, February, March, May, June).</p>
7.2	<p>The Group may meet at other times as required and may consider matters electronically at the discretion of the Chair.</p>
8	Attendance at Meetings
8.1	<p>The Group will maintain a record of attendance at each of its meetings and will include this information in its annual report to the University Executive.</p>
9 a)	Reserved Business
9.1	<p>There may be occasions when the Group'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.</p>
9.2	<p>The record of matters with which the Chair and the Group are satisfied should be dealt with on a reserved basis and will be recorded separately.</p>
9 b)	Conflict of Interest
9.3	<p>Where it is identified that a member of the Group 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.</p>
9.4	<p>All instances of identified conflicts of interest shall be recorded in the minutes.</p>
10	Reporting Procedures
10.1	<p>The Group will produce an annual report to the University Executive and to the Programme Management Board summarising the business of the Group.</p>

10.2	The Group will report from each meeting to the University Executive and to the Programme Management Board, including matters for approval and/or for information as appropriate. The report will highlight where the value of the proposed partnership exceeds the threshold set out in the University's Financial Regulations and, as a consequence, requires approval by the UE and, if appropriate, additionally by the Financial Committee. A separate proposal will be provided in cases requiring approval by the Finance Committee.
10.3	A summary report will be provided from each meeting to the University Studies Committee for information to highlight partnership programmes likely to be coming forward for academic approval, modification or withdrawal.
11	Forward Planning
11.1	The Group will review its Terms of Reference, and submit recommendations on these via the University Executive, annually for approval.
11.2	The Group will set its meeting dates a year in advance and will maintain an annual workload plan for the Group.
11.3	The Group will maintain a forward agenda plan of its business.

Supporting Information

Groups reporting to the Partnerships Management and Approval Group	
Associate Executive Deans (International and Partnerships)	
Effectiveness and lifespan	
Lifespan ongoing. Effectiveness reviewed five-yearly as part of the University Executive's review of its effectiveness.	
The Group will annually monitor its own effectiveness against its core purpose and responsibilities, and report this to the University Executive as part of their annual report.	
Actions that may be taken by the Group	
The Partnerships Management and Approval Group may:	
<ul style="list-style-type: none"> • Note • Receive • Consider • Endorse 	<ul style="list-style-type: none"> • Approve • Recommend • Reject
Minuting style	
Traditional/formal minutes in accordance with internal University guidance.	
Resources	
Clerk	Alexa Goszleth, International Partnerships Officer
Meetings	As per the Group calendar, and as required.

Version	Action	Approved by	Date
Nov 2024	Reviewed and endorsed	Partnership Management and Approval Group	11 Feb 2025

Feb 2025	Approved	Programme Management Board	17 Apr 2025
July 2025	Approved	Programme Management Board	19 June 2025
July 2025	Noted and amendments made	University Executive	23 July 2025

Annex 1 - Scholarships

The Partnerships Management and Approval Group is to decide scholarships aligned to and for all new and existing transnational education partners, including dual, double and joint degree arrangements, capacity building, hybrid arrangements and overseas delivery.

Anywhere the programme exists because of the partnership, it should be PMAG and/or if it is a scholarship offered (to another programme, i.e. for upskilling purposes) to support that partnership.

Scholarship type	Approval route
Scholarships or fee abatements specific to students or staff based at TNE collaborative academic partners and projects (dual, double and joint degree arrangements, capacity building, overseas delivery, hybrid arrangements, staff development).	Proposals to PMAG for consideration/approval (UE for final approval). Schools & PMAG (with support from International Development & Academic Quality) responsible for oversight/monitoring.
Fee abatement where students enter existing HWU programme delivered on an HWU campus (pathway provision i.e. articulation and progression; visiting students).	Standard proposals to PMAG for consideration/approval. Any non-standard arrangements (i.e. > 20% abatement) also to be considered by FSAC (and UE for final approval). Schools & MRAC responsible for oversight/monitoring.
Other scholarship or fee abatement arrangements.	Proposals to FSAC for initial consideration/approval (UE for final approval). Schools & FSAC responsible for oversight/monitoring.