

## Terms of Reference

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# Markets and Partners Strategy and Management Committee (MAPSM)

Trim Location	13/G/5-3
Responsible Officer	Deputy Vice-Chancellor (Academic)
Approval Date	August 2019
Approval Authority	Vice-Chancellor

## 1 Role

The Markets and Partners Strategy and Management Committee has institutional oversight for USQ Domestic and International Market Strategy, in relation to Third Party Provider and Transnational Education Partner Management, onshore and offshore, and is responsible for ensuring alignment with the USQ Strategic Plan.

1. Strategic Responsibilities:
  - a. Develops Domestic and International Market Strategy (including Agent Management Strategy) to inform University-wide marketing and Third Party Provider and Transnational Education Partner Management;
  - b. reviews Third Party Provider and Partner academic quality assurance and risk, and commercial reputational risk;
  - c. provides a communication interface to the Vice-Chancellor through Vice-Chancellor's Executive, Academic Board and other areas of the University as required;
  - d. informs strategic markets about the new programs that are developed;
2. Resource Scope: Informs University-wide Domestic and International Market Strategy and Third Party Provider and Transnational Education Partner Management related strategic spending;
3. Value Delivery: Ensures Domestic and International Market Strategy and Third Party Provider and Transnational Education Partner Management effectively aligns with University strategy and meets governance and

- performance standards;
4. Risk Management: Oversees all Domestic and International Market Strategy and Third Party Provider and Transnational Education Partner compliance requirements and risk exposure; and
  5. Performance Measures: Alignment with University Strategy, Industry benchmarks; Third Party Provider and Transnational Education Partner Performance, compliance with Government requirements and standards.

## **2 Function**

The Markets and Partners Strategy and Management Committee shall:

1. Develop, monitor and review principles, policies, procedures, risk, compliance, guidelines, quality-assurance and standards for all third party arrangements and make recommendations about these to the Vice-Chancellor through Vice-Chancellor's Executive, Academic Board and other areas of the University as required;
2. Review strategies with respect to all matters concerning domestic and international markets, Third Party Providers, Transnational Education and Research and Research Training Partners and make recommendations about these to the Vice-Chancellor through Vice-Chancellor's Executive, Academic Board and other areas of the University as required;
3. Review proposals for any new Third-Party agreements and make recommendations to the Vice Chancellor through Vice Chancellor's Executive, Academic Board and other areas of the university as required;
4. Review and report on institutional governance relating to:
  - a. compliance and overall academic performance of Third Party Education Providers and Partners.
  - b. compliance and overall commercial performance of Third Party Education Providers and Partners.
  - c. management of institutional risk associated with domestic and international markets and Third Party Education Providers and Partners.
5. Monitor and review changes in the University's risk profile arising from the activities of Third Party Education Providers and Transnational Education Partners and report associated broad risk management responses and changes in the risk profile to the Vice Chancellor's Executive, and where deemed material, to the Audit and Risk Committee of Council
6. Consider and report on any matter referred to the Committee by the Vice-Chancellor;
7. Delegate duties, set parameters and develop clear terms of reference for the Partner Operations Subcommittee and any other subordinate working group and monitor their performance.

### **3 Authority**

The Vice-Chancellor authorises the committee to perform its responsibilities as outlined in the Terms of Reference.

### **4 Membership**

The members of the Markets and Partners Strategy and Management Committee consists of:

- Chair: Pro Vice-Chancellor (International)
- Deputy Chairs: Executive Deans BELA and HES
- Deputy Vice-Chancellor (Academic) or nominee
- Deputy Vice-Chancellor (Enterprise Services) or nominee
- Deputy Vice-Chancellor (Research and Innovation)
- Pro Vice-Chancellor (Student) or nominee
- Pro Vice-Chancellor (Engagement) or nominee
- Director (International Relations and Global Partnerships)
- Dean (Graduate Research School) or nominee
- Executive Support: Senior Partner Relationship Officer (USQ International)

#### **4.1 Responsibilities of Committee Members**

Members are identified as representing all USQ Divisions to facilitate the consultation process. However, members are not appointed to represent their particular organisational constituencies, and are expected to contribute to the Committee in the overall interests and objectives of the University. Members of the Committee will be able to present recommendations to existing committees, play a facilitation role, and ensure that appropriate consultation and communication occurs.

#### **4.2 Casual Vacancies**

Ex-officio members may be represented by acting staff at Committee meetings when necessary.

#### **4.3 Working Parties, Co-option and Observers**

Markets and Partners Strategy and Management Committee may:

1. establish ad hoc working parties where required.
2. co-opt other persons as required to provide advice and assistance in respect of specific issues being considered or when specialist expertise is required.
3. invite observers to attend meetings, noting that an observer will have no voting rights.

#### **4.4 Sub-Committees**

A Partner Operations Sub-Committee will be established as a sub-committee of the Markets and Partners Strategy and Management Committee as approved at the Meeting of 23 January 2019. The Sub-Committee will report to each meeting of the Markets and Partners Strategy and Management Committee.

### **5 Meetings, Reporting and Minutes**

**Frequency of Meetings:** The Markets and Partners Strategy and Management Committee meets once a month at specific dates and times as outlined in the University Meeting Schedule.

**Reports To:** Vice-Chancellor's Executive

**Minutes:** Minutes for all meetings will be kept in the form of an Action Sheet. The Action Sheet from each meeting will be provided to the Vice-Chancellor with dissemination to other stakeholders as necessary.

### **6 Ethical Practices, Confidentiality and Independence**

**Members of the Committee are to:**

- Exercise objectivity and integrity in the discharge of their duties and responsibilities;
- Refrain from entering into any activity that may prejudice their ability to carry out their duties and responsibilities objectively and independently;
- Act in a proper and prudent manner in the use of information acquired in the course of their duties and responsibilities, particularly in regard to the maintenance of confidentiality and privacy of information;
- Exercise sound judgement guided by highest personal standards of honesty and integrity in all matters relating to membership of the Committee;
- Ensure that they do not place themselves in situations which could lead to, or be perceived to give rise to a conflict of interest;
- Disclose to the Committee any matter which could compromise, or be seen to compromise, the performance of their duties on the Committee or give rise to a perception of a conflict of interest; and
- Have a sound understanding of the University's Code of Conduct.

### **7 Secretary**

The Secretary to the Markets and Partners Strategy and Management Committee is the Partner Relationship Officer (USQ International).

## 8 Review of Terms of Reference

The Terms of Reference will be reviewed annually by the Chair in conjunction with Committee Members.

## 9 Modification History

<b>Date</b>	<b>Source</b>	<b>Details</b>
<b>Feb 15</b>	Secretary	Update to membership
<b>Jan 16</b>	Secretary	Update to membership via MAPM
<b>Jan 17</b>	Secretary	Review via MAPM – format changes only
<b>Oct 17</b>	Secretary	Update to membership
<b>Feb 18</b>	Secretary	Update to membership
<b>Mar 18</b>	Secretary	Further edits for MAPM meeting outcomes
<b>Jun 18</b>	Secretary	Update to membership
<b>Aug 19</b>	Secretary	Annual review and update to committee name; role; function; and membership
<b>Nov 19</b>	Secretary	Update to membership
<b>Jan 2020</b>	Secretary	Update to Executive Support and Secretary
<b>June 2020</b>	Secretary	Update to membership