

**Annex C: Appendix J**  
**Business Case Committee – Terms of Reference**

The Business Case Committee will:

1. Consider submissions from Schools setting out the business case for undertaking the development of a new programme or programmes of study;
2. Only consider submissions made via the Business Case Template, which forms *Appendix B of Annex C: Programme Approval and Withdrawal*;
3. Where it considers it has sufficient information on which to base a decision, determine whether or not a proposal should be allowed to proceed to the School / Faculty stage of the programme approval procedure and be developed in full, or be rejected;
4. Where it considers it has insufficient information on which to base a decision, refer the proposal back to the School for further development in specific areas;
5. Where it considers that the proposal should be considered first by the Executive Group (EG), for example, in such cases where the proposal would require the provision of unallocated significant new resource, refer the proposal to EG for its prior consideration;
6. Take into account the following principles in making its decisions:
  - That the resulting programmes of study should likely:
    - be consonant with University policy as set out in the Mission Statement, the University Plan, the Education and Student Experience Strategy, the Internationalisation Strategy, School and Faculty Plans and, where relevant, the Graduate School Strategy;
    - deliver planned targets and be financially sustainable;
    - have available human and physical resources such as will ensure achievement of aims and learning outcomes;
    - reflect Kent's research expertise (where proposed by University Schools), be inclusive, responsive and attractive to the core student population that Kent wishes to attract to fulfil the University's strategic plan (including any new and alternative markets);
    - avoid the over-exploitation of core markets and reduce internal competition for the same students;
    - be launched in an effective and timely fashion;
7. In cases where a case can be made for acting quickly in order to capitalise on specific opportunities arising in the HE sector and/or market, consider applications from Schools for proposals to proceed to approval via the out of cycle procedure ('Fast-Track') and make decisions as to allow or reject such applications.