BOARD COMMITTEE CHARTERS

Document No.: IAPUC/GOV/DOC-2026-005

Version: V.1.0.2

Effective Date: 25 June, 2025

Review Cycle: Every three years, or immediately upon major strategic realignment

Responsible Body: Secretariat of the IAPUC Board of Directors

Spelling Standard: Strict British English (organisation, centralise, programme, judgement)

Terminology Consistency: Fully aligned with 49 existing IAPUC governing documents

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INTERNATIONAL ASSOCIATION OF PRIVATE UNIVERSITIES AND COLLEGES

BOARD COMMITTEE CHARTERS

Article 1: Basis and Purpose

1.1 These Charters are established pursuant to Article 9 of the *IAPUC Bylaws* (IAPUC/GOV/DOC-2026-001) and Article 7 of the *Rules of Procedure for the Board of Directors and Standing Committees* (IAPUC/GOV/DOC-2026-002). Their purpose is to define the legal terms of reference, membership qualifications, procedural rules, and reporting obligations of all committees subordinate to the Board of Directors, thereby establishing a governance support system characterised by clear lines of authority, effective checks and balances, and operational efficiency.

1.2 All committees are formal auxiliary bodies of the Board of Directors, and their authority derives from explicit delegation by the Board. No committee may exercise powers exclusively reserved to the Board itself (including, but not limited to, approval of the annual budget, amendment of the Bylaws, election and removal of directors, or dissolution of the Association). Any committee resolution that entails a material policy shift or material financial commitment shall be subject to final ratification at a plenary session of the Board.

Article 2: General Composition and Procedural Rules

2.1 **Chair and Vice-Chair**: The Chair of each committee shall be appointed by the Board from among its directors for a term of three years, renewable once. The Vice-

Chair shall be recommended by the Chair and approved by the Board, and may be drawn from non-director experts.

2.2 **Membership**: Each committee shall consist of five to nine members, reflecting diversity in disciplines, geographic regions, and institutional types. Every committee must include at least one member with a professional background in finance or law (save for the Audit Committee, which has specific requirements under Article 4).

2.3 **Quorum and Voting**: A meeting shall be valid only if a majority of committee members are present. Resolutions shall be adopted by a majority vote of members present. The Chair shall have a casting vote in the event of a tie.

2.4 **Conflict of Interest**: Any member who has a direct interest in a matter under deliberation that relates to themselves or their affiliated institution shall recuse themselves entirely from discussion and voting, with such recusal recorded in the minutes.

Article 3: Executive Committee

Cross-reference: Rules of Procedure, Article 7.2

3.1 **Terms of Reference**: To exercise emergency decision-making powers delegated by the Board when the Board is not in session; to coordinate the Board's annual agenda; to approve the annual work plans of all committees; and to oversee the performance of the Secretary-General. The Executive Committee shall not make decisions that involve the continuation of the Association, fundamental amendments to the Bylaws, or fundamental changes to the accreditation system.

3.2 **Composition**: Comprised of the Chair of the Board, Vice-Chair, Secretary-General, Treasurer, and the Chairs of all standing committees. The Chair of the Board serves as the Chair of the Executive Committee.

3.3 **Meeting Frequency**: At least one emergency coordination meeting per month. A complete record of all actions taken between sessions must be reported to the next plenary session of the Board.

Article 4: Audit Committee

Cross-reference: IQA Internal Financial Regulations (IAPUC/FIN/DOC-2026-001); Risk Assessment and Management Interim Provisions (IAPUC/ETH/DOC-2026-004)

4.1 **Terms of Reference**: To independently oversee the integrity of the Association's financial reporting, the effectiveness of its internal control systems, and the implementation of its compliance procedures. The committee is responsible for selecting external independent auditors, reviewing the annual final accounts, and assessing the safety margin of reserves (no less than 30% of annual expenditure). The Audit Committee shall regularly verify the authenticity and consistency of the financial data reported by the Treasurer to both the Board and the Accreditation Decisions Committee (ADC).

4.2 **Special Qualification Requirements**: All members must possess professional qualifications in finance, accounting, or risk management, with at least one member holding a Certified Public Accountant (CPA) or equivalent international credential. Members may not be current salaried employees of the Association or core accreditation service providers.

4.3 **Reporting Line**: To submit the annual audit report directly to the plenary session of the Board, with a copy to the ADC for purposes of financial compliance review of accreditations.

Article 5: Nomination Committee

Cross‑reference: IAPUC Bylaws, Article 8; Global Launch Implementation Strategy (IAPUC/EXE/DOC-2026-001)

5.1 **Terms of Reference**: To establish selection criteria and nomination procedures for Directors of the Board, Chairs of standing committees, and alternate members of the ADC. The Nomination Committee is responsible for building a global talent pool to ensure balanced representation in governance across disciplines, nationalities, genders, and institutional types.

5.2 **Core Duties**: To commence the nomination process six months prior to each Board election cycle; to vet candidates on professional ethics, industry reputation, and governance capability; and to submit the final shortlist of candidates to the Board.

5.3 **Independence Constraint**: The sitting Chair of the ADC and the Lead Reviewer of the current year's peer‑review expert panels may not serve as members of the Nomination Committee.

Article 6: Expert Advisory Committee

Cross‑reference: IQA Founding Philosophy and Authoritative Statement (IAPUC/IQA/DOC-2026-002); Peer Reviewer Selection Code of Conduct (IAPUC/DEV/DOC-2026-001)

6.1 **Terms of Reference**: To serve as the Association's highest‑level strategic think tank, providing forward‑looking analysis on global trends in private higher education, geopolitical policy risks, and emerging educational models. To provide independent advisory opinions to the Board on matters concerning mutual recognition of standards, cross‑border delivery barriers, and alignment with the UNESCO qualifications recognition conventions.

6.2 **Composition**: Comprised of no more than fifteen globally renowned scholars, former government education officials, and senior higher‑education administrators. Appointed by special invitation without fixed terms, subject to an activity review every two years.

6.3 **Procedural Rules**: At least one full strategic retreat per annum. The committee's recommendations are not binding on the Board; however, the Board must provide a written response indicating acceptance or reasons for non‑acceptance within 60 days of receiving a formal advisory opinion.

Article 7: Standards and Accreditation Committee (SAC)

Cross-reference: IQA Accreditation Manual (IAPUC/IQA/DOC-2026-003); Academic Quality Standards Manual (IAPUC/IQA/DOC-2026-004); OBE Accreditation Standards (IAPUC/QS/DOC-2026-001)

7.1 **Terms of Reference**: **This committee is exclusively responsible for standards development and policy formulation, and does not handle any specific accreditation applications.** Its primary duties include:

- Revising and maintaining the eight core IQA standards domains and supplementary special standards (distance learning, micro-credentials, AI-assisted teaching, etc.);
- Developing the training syllabus and calibration criteria for A/B/C tier peer reviewers;
- Promoting benchmarking studies for substantive equivalence with international accreditation systems (ACBSP, IACBE, etc.);
- Submitting annually to the Board the academic framework for the *Global Private Higher Education Quality Review* yearbook.

7.2 **Boundary with the ADC**: The SAC is responsible for “rule-making”; the ADC is responsible for “adjudication.” An institutional firewall is established between the two. The SAC must submit proposed standards revisions to the ADC by 31 March each year, enabling the ADC to proactively incorporate new regulations into the current year’s review cycle.

Article 8: Curriculum and Pedagogy Committee

Cross-reference: Distance and Blended Learning Quality Supplementary Standards (IAPUC/QS/DOC-2026-002); Credit Transfer and RPL Guidelines (IAPUC/QS/DOC-2026-005)

8.1 **Terms of Reference**: To focus on the academic frontiers of pedagogical innovation and curriculum design. To approve OBE curriculum mapping templates; to formulate micro-credit stacking rules (cap of 50%); and to guide interactive assessment standards in blended learning environments. The committee shall periodically collect teaching innovation case studies from accredited institutions to establish a repository of “Exemplary Teaching Practices.”

8.2 **Coordination Mechanism**: To collaborate closely with the Technology and Innovation Committee on the ethical integration of AI-assisted teaching within curriculum design (rather than technical implementation).

Article 9: Technology and Innovation Committee

Cross-reference: AI-Assisted Teaching and Assessment Accreditation Guidelines (IAPUC/QS/DOC-2026-004); EdTech Admission Standards (IAPUC/MEM/DOC-2026-005); Digital Security and Privacy Regulations (IAPUC/ETH/DOC-2026-002)

9.1 **Terms of Reference**: To coordinate the Association's strategic deployment in digital infrastructure, educational technology assessment, and data governance. To review the mandatory ISO 21001, 27001, and 29995 compliance status of EdTech institutional members; to maintain the whitelist of external independent ethical auditors for AI algorithms; and to supervise the cybersecurity level protection of the official website (www.iapuc.org) and the accreditation information system.

9.2 **Special Powers**: Has the authority to recommend that the Board suspend the digital service interfaces of relevant members in the event of a material data breach risk, until the risk is mitigated.

Article 10: Professional Development Committee

Cross‐reference: Accreditation Trainer Management Regulations (IAPUC/DEV/DOC-2026-002); Institutional Quality Representative Management Regulations (IAPUC/DEV/DOC-2026-003)

10.1 **Terms of Reference**: To develop a global capacity‐building plan for institutional quality representatives, self‐study coordinators, and prospective accreditation applicants. To coordinate the design of the annual "IQA International Workshop," online micro‐credential courses, and regional seminars. To oversee the continuing academic contributions incentive scheme for E.IAPUC (Excellent Member) recipients.

10.2 **Industry‐education Integration**: To co‐establish "Quality Leadership" executive training programmes with EdTech Strategic Partners, ensuring that professional development activities remain responsive to the real challenges faced by private institutions in market positioning, enrolment operations, and brand development.

Article 11: Research and Evaluation Committee

Cross‐reference: Data Analytics and Industry Annual Report Compilation Standards (IAPUC/DEV/DOC-2026-009); Honorary Academic Titles Regulations (IAPUC/EXE/DOC-2026-002)

11.1 **Terms of Reference**: To lead the IAPUC empirical research agenda; to design quantitative models for accreditation effectiveness evaluation (KPI tracking, graduate satisfaction surveys, employer recognition indices). The committee annually compiles the *Global Private Higher Education Quality Review* flagship report, and is responsible for the empirical academic contribution review of nominees for Honorary Fellow and Honorary Doctor titles.

11.2 **Data Access**: Subject to approval by the ethics compliance module, the committee is authorised to access anonymised accredited‐institution evaluation data for macro‐level trend analysis.

Article 12: Supplementary Provisions

12.1 **Amendment**: Amendments to these Charters shall be proposed by a joint motion of at least three Directors and adopted by a two-thirds majority of the Board.

12.2 **Annual Evaluation**: Each committee must submit an annual performance report to the Board by 1 December, including: number of meetings, decision lists, budget execution, and work plans for the following year.

12.3 **Conflict Resolution**: In the event of a conflict between these Charters and the *IAPUC Bylaws* or the *Rules of Procedure*, the higher-level instrument shall prevail. In the event of jurisdictional overlap between committees, the Executive Committee shall be responsible for final interpretation and coordination.

Adoption and Promulgation

This document was approved at the first plenary session of the IAPUC Board of Directors for the year 2026 and takes effect from the date of promulgation.

Chair of the Board: ___________________

Secretariat Filing Reference: IAPUC/GOV/DOC-2026-005

Date of Promulgation: 24 July 2026

Appendix: Cross-Reference Matrix of Committees and Existing 49 Policy Documents (for Internal Use)

Committee	Core Associated Document Numbers
Executive Committee	IAPUC/GOV/DOC-2026-001; -002; IAPUC/EXE/DOC-2026-001
Audit Committee	IAPUC/FIN/DOC-2026-001; IAPUC/ETH/DOC-2026-004; IAPUC/FIN/DOC-2026-002
Nomination Committee	IAPUC/GOV/DOC-2026-001; IAPUC/EXE/DOC-2026-001
Expert Advisory Committee	IAPUC/IQA/DOC-2026-002; IAPUC/DEV/DOC-2026-001
Standards and Accreditation Committee	IAPUC/IQA/DOC-2026-003; -004; IAPUC/QS/DOC-2026-001
Curriculum and Pedagogy	IAPUC/QS/DOC-2026-002; -005; IAPUC/QS/DOC-

Committee	2026-004
Technology and Innovation Committee	IAPUC/MEM/DOC-2026-005; IAPUC/ETH/DOC-2026-002; IAPUC/QS/DOC-2026-004
Professional Development Committee	IAPUC/DEV/DOC-2026-002; -003; IAPUC/DEV/DOC-2026-007
Research and Evaluation Committee	IAPUC/DEV/DOC-2026-009; IAPUC/EXE/DOC-2026-002; IAPUC/DEV/DOC-2026-005