

Student Success Board Terms of Reference

1. Constitution

1.1 The Academic Council has established a Committee known as the Student Success Board (SSB) which reports to the Academic Council.

1.2 SSB has a Faculty Student Success Committee in each Faculty, which report to SSB and on some issues to the Programmes and Partnerships Management Committee.

1.3 SSB has an Apprenticeship Strategy Group, which reports to SSB and on some issues to the Partnership Board.

1.4 SSB has an Access and Participation Working Group, which reports to SSB.

1.5 SSB also has the power to establish sub-committees and working groups to enhance the functioning of the Board where appropriate.

2. Scope

Student Success Sub-strategy

2.1 SSB is responsible for the development and implementation of the University's Student Success sub-strategy.

2.2 SSB oversees strategic decisions related to apprenticeship provision, supported by the Apprenticeship Strategy Group.

2.3 SSB oversees the development and implementation of the University's strategic approach to the use of technology enhanced learning (TEL).

2.4 SSB promotes and supports innovation in the use of TEL and their economic, efficient and effective use to support student learning and experience.

2.5 SSB oversees widening participation and the development and delivery of the university's Access and Participation Plan, supported by an Access and Participation Working Group. The Board will monitor implementation of the Plan and other approved widening participation projects against the Plan's targets and other widening participation objectives. It is responsible for drafting institutional responses to OfS monitoring/oversight requests and ensuring compliance with the OfS's Access and Participation requirements.

2.6 SSB is responsible for driving improvements in the University performance in graduate outcomes, including root cause analysis and the development of a pan-university action plan and timeline to deliver in-year and strategic milestones.

2.7 SSB will work with stakeholders and Professional Services to develop structural, policy and procedural initiatives that will provide strategic enabling solutions to support faculty teams to improve graduate outcomes, continuation, National Student Survey responses and to close the BAME Awarding Gap.

Academic Quality and Regulations

2.8 SSB oversees the quality and standards of educational provision to maximise individual potential and satisfaction of students. It reviews relevant metrics such as the sub-

strategy KPIs and those used by other agencies, e.g. Office for Students (OfS) and Ofsted. It ensures that the OfS conditions for quality & standards (the 'B' conditions) are met in the areas for which the Committee has responsibility.

2.9 SSB develops and approves Academic Regulations, policies, procedures, and good practice related to educational quality and standards (except those delegated to other Boards covering Research).

3. Membership

3.1 The membership shall be as follows:

DVC and Provost (Chair)
PVC Education (Vice-Chair)
Associate Deans, Student Success for each Faculty
Executive Director of Information and Library Services and Chief Information Officer
Executive Director of Student and Academic Services
Executive Director of Strategic Planning
Associate Director – Libraries & Academic Enhancement
Associate Director - Academic Registry
Associate Director of Greenwich Online
Associate Director, Employability & Apprenticeships
Head of Quality Assurance
Head of Academic and Learning Enhancement
Head of Information, Advice and Participation
Officer of Greenwich Students' Union (nominated by GSU)
Associate Professor in HE Learning & Teaching (TEL)
Student Success Project Manager

4. Attendance at meetings

4.1 At the discretion of the Chair, other staff who are not members of the Board may be invited to attend on an ad hoc basis for specific items where their attendance can inform and support the Board.

5. Delegated Authority

The Board is authorised by the Academic Council to approve:

Student Success Sub-strategy

5.1 Plans for implementing the Student Success sub-strategy including the approval and closure of projects;

5.2 Plans to improve TEL and policies related to the university's VLE and associated TEL tools;

5.3 Good practice exemplars and communications to promote awareness and engagement in the areas within the Board's remit;

Academic Quality and Regulations

5.4 Academic Regulations and policies within the Board's remit ensuring that there is compliance with academic quality assurance requirements alongside a business-like approach. In discussion with the University Secretary, the Chair may determine that regulations and policies should be sent through to the Academic Council for approval following consideration by SSB due to their strategic university-wide importance;

5.5 Regularly review the management of academic risk in key areas covered by the Student Success sub-strategy. Approve action plans to take advantage of opportunities, mitigate risk and improve performance;

5.6 Arrangements for any external reviews of educational quality and standards and any resulting actions to be taken, excluding the accreditation of programmes;

5.7 External examiners in the Faculties presented by Faculty Student Success Committees (FSSC);

5.8 Arrangements for Internal student surveys;

6. Other Duties

The other duties of the Board shall be to:

Student Success Sub-strategy

6.1 Develop and review the University's sub-strategy for Student Success for approval by Academic Council and the Governing Body. Champion and promote reflection, excellence and innovation across all areas covered by the sub-strategy;

6.2 Plan, monitor and audit implementation of the Student Success sub-strategy including the review of key performance indicators and metrics used by external agencies, e.g. OfS. Report to the Strategic Programme Board on the implementation of the sub-strategy;

6.3 Approval of projects related to the Student Success sub-strategy, oversee their delivery until completion, and approve their formal closure. Maintain the sub-strategy risk register;

6.4 Oversee achieving improved performance in the key areas of widening participation via the Access and Participation Plan, eliminating the BAME Award Gap, improving Graduate Outcomes and continuation KPIs and monitoring relevant KPIs;

6.5 Oversee widening participation across the University and the systemic delivery of interventions to deliver the Access and Participation Plan. Ensure that the expenditure on activities outlined in the Plan give value for money, meet the expectations of the Office for Students (OfS) and are having the required impact on student outcomes. Ensure compliance with the OfS's Access and Participation requirements (OfS condition of registration A1 and related guidance), overseeing relevant submissions to the OfS. Establish and oversee an Access and Participation Working Group to carry out detailed work in the area;

6.6 Ensure that the University's teaching and learning spaces are fit for purpose and align with the Student Success sub-strategy;

6.7 Horizon scan for likely future OfS policies and strategies in respect of student success, quality and standards, and access and participation. Also for any Universities that have leading edge practices, which are worth considering for implementation;

Academic Quality and Regulations

6.8 Oversee arrangements for the continual monitoring of quality assurance by Faculties;

6.9 Regularly review the effectiveness of student feedback mechanisms within the Board's remit;

6.10 Advise Academic Council as to whether the University is achieving the requirements of external quality assurance bodies such as the Office for Students;

6.11 Recommend to Academic Council the Degree Outcomes Statement and the Student Protection Plan for approval by the Governing Body;

6.12 Consider FSSC reports on review processes and the key themes emerging and actions planned. Ensure that the action plan accords with the Student Success sub-strategy;

6.13 Consider reports from FSSCs on the themes and issues arising from external examiners' reports and action plans. Receive assurance from University Quality Assurance that the Boards met;

6.14 Review student survey results;

6.15 Develop and review regulations and policies within the Board's remit, ensuring that there is compliance with academic quality assurance requirements alongside a business-like approach;

6.16 Review and develop policies related to the university's VLE and associated TEL tools, co-ordinating with Information and Library Services. Ensure adherence to legal and regulatory requirements and best practice and compliance with the university's IT policies; and

6.17 Ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of the Board's business;

6.18 Have particular regard to the importance of freedom of speech and academic freedom in the Board's business, acting in accordance with the commitments in the University's [Freedom of Speech Code of Practice](#).

7. Standing Orders

7.1 The Board must adhere to the [Standing Orders for Academic and Executive Committees](#).

7.2 Frequency of meetings: the Board will normally meet monthly. Additional meetings may be called by the Chair.

Approved by Academic Council on 11 June 2025

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