

Partnerships Board Terms of Reference

1. Constitution

- 1.1. The [Academic Council](#) has established a Committee known as the Partnerships Board (PRB) which reports to the Academic Council.
- 1.2. PRB has one University sub-committee: the Programmes and Partnerships Management Committee (PPMC), which oversees on behalf of PRB a Faculty Student Success Committee (FSSC) in each Faculty.

2. Scope

- 2.1. PRB is responsible for the development and implementation of the University's [Partnerships sub-strategy](#) and the University's strategy for UK and International student recruitment. It approves new educational partnerships and the discontinuation of educational partnerships¹. It oversees the work of PPMC in respect of partnerships and programmes (including degree apprenticeships) and considers matters escalated to it by PPMC.

3. Membership

- 3.1. The membership shall be as follows:

Ex Officio

- Vice-Chancellor (Chair)
- Deputy Vice-Chancellor & Provost (Vice-Chair)
- Chief Operating Officer
- Executive Director of Marketing and External Relations
- Associate Director of Strategic Partnerships and Fundraising
- Associate Director of Student Registry
- Chief Financial Officer or nominee
- Director of Greenwich, Research & Innovation
- Representative of Employability and Apprenticeships
- Director of International Engagement
- Head of International Partnerships & Global Mobility
- Head of UK Partnerships
- 1 x Pro Vice-Chancellor
- 4 x Deputy Deans

4. Attendance at meetings

- 4.1. The Pro Vice-Chancellor member shall be appointed to the Board by the Chair and shall serve a term of two years in rotation with other Pro Vice-Chancellors.
- 4.2. At the discretion of the Chair, other staff who are not members of the

¹ Includes franchised programmes, validated programmes, articulation and progression agreements, and joint and dual awards.

Board may be invited to attend on an ad hoc basis for specific items where their attendance can inform and support the Board.

5. Frequency of meetings

- 5.1. The Board will normally meet four times a year. Additional meetings to consider partnership proposals may meet when necessary. The Chair may call additional meetings if necessary.

6. Delegated Authority

The Board is authorised by the Academic Council to approve:

- 6.1. Plans for implementing the Partnerships sub-strategy including the approval and closure of related projects;
- 6.2. The University's strategy for Home and International student recruitment and decisions relating to it (e.g. setting entry tariffs), ensuring that the Finance Committee and the Governing Body are informed about major strategic decisions;
- 6.3. With respect to educational partnerships, approve:
 - The business cases for new partnerships;
 - Final approval of new partnerships recommended by PPMC following completion of the partnership due diligence process overseen by PPMC, prior to the signing of agreements;
 - The expansion of existing partnerships recommended by PPMC;
 - Suspension and discontinuation of partnerships recommended by PPMC.
- 6.4. New programmes and the suspension or discontinuation of programmes (including degree apprenticeships) where decisions are escalated by exception to the Board by PPMC, e.g. for ethical, reputational, financial or academic quality reasons, or because PPMC considers that there are significant strategic implications;
- 6.5. Regulations, policies and procedures for partnerships and programmes recommended for approval by PPMC, ensuring effective co-ordination over changes with the Student Success Board;
- 6.6. Arrangements for the oversight and risk management of partnerships;
- 6.7. Recommendations from PPMC to improve the quality of partnerships and programmes.

7. Other Duties

The other duties of the Board shall be to:

- 7.1. Develop and keep under review the Partnerships sub-strategy for approval by Academic Council and the Governing Body;
- 7.2. Plan and monitor the implementation of the Partnerships sub-strategy, including KPIs and risks, and report to the Strategic Programme Board on implementation;

- 7.3. Review key metrics on partnerships and programmes (e.g. a partnerships dashboard) reported by PPMC;
- 7.4. Review at least annually the partnerships risk matrix from PPMC. Review partnership risks escalated by PPMC in between reviews of the risk matrix;
- 7.5. Oversee the University's strategy for degree apprenticeships and the performance of apprenticeship provision;
- 7.6. Oversee and monitor the University's Home and International recruitment strategy. Review reports on student recruitment prior to their submission to the Governing Body;
- 7.7. Oversee the efficiency and effectiveness of co-ordination and support for partnerships as required by the Partnership sub strategy;
- 7.8. Oversee the academic portfolio ensuring that programmes are market-informed, academically excellent, strategically aligned and financially viable;
- 7.9. Regularly scan the higher education sector and other organisations for best practice and innovation worth considering for implementation;
- 7.10. Monitor the operation and decisions of PPMC and consider any proposals or recommendations from PPMC;
- 7.11. Make recommendations to the Academic Council in respect of the terms of reference and membership of PPMC;
- 7.12. Ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of the Committee's business; and
- 7.13. Have particular regard to the importance of freedom of speech and academic freedom in the committee's business, acting in accordance with the commitments in the University's [Freedom of Speech Code of Practice](#).

8. Standing Orders

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

Approved by Academic Council on 12 August 2025 (updated February 2026)
Document owner: University Secretary