

Partnerships Management and Approval Group: Terms of Reference

1. Constitution and Purpose

- 1.1 The Partnership Management and Approval Group (“the Group”) provides a formal structure and process for ongoing development and review of the institutional collaborative academic partnership portfolio, one which will align with the existing Annual Planning Round process and the role of the Programme Management Board in managing the University’s programme portfolio, but also focus on viability, market demand and strategic fit for institution-level oversight of the partnership portfolio.
- 1.2 The Group has been established with the responsibility for taking a strategic overview of the University’s portfolio of collaborative academic partnerships.
- 1.3 The Group reports to the University Executive via the Programme Management Board for approval and the Senate for information, ensuring that there is an appropriate reporting line for both business and academic matters related to the institution’s partnership portfolio. The Group acts with the delegated authority of the University Executive via the Programme Management Board for the business approval of new academic partnerships, renewal of partnerships and termination of or major changes to existing partnerships, and for the ongoing review and development of the Institution’s partnership portfolio.

2. Remit

- 2.1 Responsibility for the following types of collaborative academic partnerships across the institution globally:
 - a) Mobility Partnerships (Exchange and Study Abroad);
 - b) Progression Partnerships;
 - c) Articulation Partnerships;
 - d) Approved Learning Partnerships (ALPs);
 - e) Joint Collaborative Partnerships (JCPs);
 - f) Research PhD Partnerships (a category of JCPs);
 - g) Graduate Apprenticeships.

The Group is not responsible for research partnerships nor for industry partnerships.

- 2.2 Regular review of the University’s academic partnership portfolio as a whole:
 - a) Focusing on partnership performance (suite of data sources to be used to conduct this) and viability of existing partnerships,
 - b) Approving existing partnerships for suspension or termination.
 - c) Approving modifications to existing partnerships (e.g. shift in subject focus; addition of specialisms, Schools, campuses).
 - d) Considering and approving proposals of new partnerships for development.
 - e) Identifying new strategic developments in line with institutional priorities and/or School International Strategies (e.g. specific in-country focus, multi-campus partnerships).
- 2.3 Consideration of proposals for new partnerships from a school or schools jointly with a view to recommending one of the following:
 - a) Full approval.
 - b) Re-submission of proposal addressing issues identified in its original submission.
 - c) Proposed partnership should not be progressed (this decision could specify a timescale for resubmission, if appropriate).

Any discussions of initial proposals will be through consideration of the pipeline/tracker from International Development.

- 2.4 In discharging its two-level remit, the Partnership Management and Approval Group will consider renewals and terminations of existing partnerships and proposed new partnerships from the perspective of:
 - a) Alignment with University strategy.
 - b) Alignment with the Learning and Teaching strategy.
 - c) Alignment with School Plan and Annual Planning Round outcomes.

- d) Performance of comparable partnerships.
- e) Adequacy of resources.
- f) Market demand.
- g) Financial viability.
- h) Reputation of the partner.
- i) Other considerations that may be deemed important by the Group from time to time.

Proposals from Schools for new partnerships and partnership renewals and terminations will be considered by the Partnership Management and Approval Group according to the above criteria.

- 2.5 The Partnership Management and Approval Group will determine the processes and formats of submission for new, renewed and terminated partnerships and for the strategic development and ongoing management of all partnership provision. In its initial phase, the Group will develop these new arrangements while continuing to use, and in time adapt or discontinue, current procedures. The Group will put in place new and revised procedures which are proportionate to the type of partnership and to the level of risk associated with each partnership type.

3. Composition and Membership

- 3.1 The permanent composition of the Partnership Management and Approval Group will be as follows:

- Vice-Principal and Provost: Chair
- Global Chief Operating Officer: Vice-Chair
- Deputy Principal (Education and Student Life)
- All School Directors of International
- Global Academic Registrar or Head of Academic Quality
- Head of International Development, Office of Global Chief Operating Officer
- Other Directors or Head of Professional Services as required (as appointed by the University Executive via the Programme Management Board)
- Clerk: International Development Projects Manager

- 3.2 The current membership of the Partnership Management and Approval Group is:

- Mark Biggs: Chair
- Lucy Everest: Vice-Chair
- Malcolm Chrisp (Deputy Principal Education and Student Life)
- Sue Collier (Global Director of Governance & Legal Services)
- Neil Dunse (EGIS Director of Recruitment)
- Jonathan Swingle (EPS Director of International)
- Fairouz Kamareddine (MACS Director of International)
- Bryan Rodgers (SoSS-EBS Head of International & Accreditation)
- Marnie Collins (SoTD Director of International)
- Samantha Kane (Global Director of Student Experience and Academic Registrar) or Maggie King (Head of Academic Quality) or their representative: Fiona Menzies (Quality and Academic Partnerships Manager)
- Jared Philippi (Head of International Development)
- Other Directors or Head of Professional Services as required: Mike Bates (Head of Student Recruitment)
- Beata Chrystal: Clerk

In its establishment phase, there may be additional temporary members of the Partnership Management and Approval Group to ensure that all aspects are considered in the review and redesign of partnership management processes. The Group will determine both the temporary membership and the duration of such temporary membership, with a view to it remaining in place until such time as the Group informs the Programme Management Board that its establishment phase has concluded. The membership and function of the establishment phase will be determined by the criteria set out in paragraph 2.5.

4. Frequency of Meetings

- 4.1 The Group will meet monthly, to be cancelled if no business or few proposals arise (to be considered by correspondence and by Chair's action). Where the Group requires further work on a partnership proposal, this can be approved, once completed, by Chair's action if a matter of urgency.