

# **Chapter 9**

## **Procedural Framework for Collaborative Provision**

## **9. PROCEDURAL FRAMEWORK FOR COLLABORATIVE PROVISION**

### **9.1 Introduction**

- 9.1.1 Collaborative provision is a term used to describe an arrangement where academic credit or academic programmes of study are delivered outside the University, for which the University has either full or partial responsibility, and for which the University awards credit. Such provision is delivered through collaborative partnerships with other institutions ('partner institutions'). All collaborative provision is aligned to the University's Strategic Plan and International Strategy.
- 9.1.2 Chapter 11, Working with Others, describes other types of arrangements where students study part of their degree with another organisation including, for example, apprenticeships, and joint awards where students do not study at another organisation. Chapter 10, (Short Courses, Professional Practice Framework, Contributing Partners and Accreditation), describes the arrangements where an external organisation contributes to a University programme (Contributing Partner), as well as the arrangements for accrediting the work of external organisations.
- 9.1.3 University principles, regulations and procedures, outlined within other Chapters and associated appendices of this handbook, also apply to collaborative partnerships and should be referred to as appropriate. Any variations for collaborative provision are clearly indicated.
- 9.1.4 The arrangements described in this Chapter are overseen at central University level by the Collaborative Partnerships Office. The Collaborative Partnerships Office is responsible for all approval, monitoring and review processes in relation to collaborative partnerships and for advising University and partner institution staff in matters relating to collaborative provision.
- 9.1.5 The University's approach to collaborative partnerships is based on the following principles:
- that decisions to establish new collaborative partnerships are the responsibility of the Senate and must be informed by detailed and extensive due diligence;
  - that any arrangements made shall not be in contravention of the laws, agreements, understandings or principles which are in force within the country or region of the collaboration or are local to the partner institution or apply in respect of any third party involved in the collaboration;
  - that any charges made in relation to the University's collaborative provision as a whole will, as a minimum, cover costs incurred by the University in the fulfilment of its associated duties;
  - that the precise nature of individual collaborative partnerships shall take account of the partner institution's capacity and academic maturity, and may develop over time;
  - that collaborative partnerships shall be academically-driven, and designed to support both partners in developing capability, creating new knowledge and increasing intellectual capital. In turn, this focus on academically-driven partnership could create opportunities for the development of multilateral collaborative networks involving more than one collaborative partner;
  - that, ordinarily, all collaborative provision shall be associated with cognate provision within the University. Through such 'academic anchoring' provision will be capable of generating the kinds of mutual academic benefit, and developing the communities of scholars.

- that the University is responsible for the academic standards of all awards granted in its name. The standards achieved by students who are successful in completing collaborative programmes shall be equivalent to the standards achieved by students who are successful on programmes at the University;
- that the University shall ensure that the quality of learning opportunities on collaborative programmes exceed the minimum of acceptable threshold levels at the time of initial validation and that suitable quality enhancement procedures are in place throughout the life of the programme;
- that programmes of study that share the same award title shall have the same main educational aims and programme outcomes and are monitored to ensure consistency of standards across the programmes;
- that the processes developed to support collaborative provision shall be informed by sector best practice, and take account of the UK Quality Code for Higher Education published by QAA and the relevant UK Quality Code, Advice and Guidance.

## 9.2 Types of partnership and modes of provision

9.2.1 Within this overall context, the University has the following types of collaborative partnerships:

- Structural partnerships, within which there is a formal, structural relationship where academic and mission goals are shared. Structural partnerships are likely to include some or all of the following: partnership representation on key University committees and vice versa; the sharing of academic staff (with staff from the University sometimes contributing to programme delivery and other academic activity at the partner institution and vice versa); and the two-way sharing of other resources (including, for example, physical and virtual electronic resources). Structural partners are also referred to as Constituent Colleges.
- Programme partnerships, in which the primary focus of the engagement is the management and delivery of specified academic programmes. Within such partnerships, joint activity is limited to areas that are necessary in order to enable the University to maintain appropriate central oversight of the provision, and so meet its responsibilities in relation to quality and the academic standards of awards. Partner institutions in programme partnerships may be designated Associate Colleges of the University if they meet the required criteria and are approved by the University Council (Appendix CP13).

9.2.2 Within this typology of partnership relationship, several modes of provision are possible:

- Dual award provision - in which, on successful completion of programmes, separate and distinct qualifications are awarded by the partner institution and by the University respectively.
- Validation provision - in which curricula are developed by the partner institution's staff, in liaison with the University's staff, for approval by the University.
- Franchise provision - in which a partner institution adopts existing University curricula, either in their entirety or with some permitted degree of flexibility in modifying the content.
- Off-campus provision - in which University staff deliver and assess a programme of the University in a partner institution. Delivery may be supported through the provision of academic, pastoral and/or administrative support by the partner institution's staff. In common terminology, such partnerships may also be described as 'tutor-supported' or 'outreach' partnerships.
- Articulation links - in which students at the partner institution have direct entry with advanced standing into specified programmes of the University.

- Joint award provision – where, with the express approval of Senate, the University can offer joint awards with other appropriate institutions, in which students are studying at the partner institution (joint award provision where students study only at another organisation are described in Chapter 10).

9.2.3 The modes of provision are based on the recognition that partner institutions may be at different stages in their academic (and organisational) development and may have different reasons for seeking a partnership with the University. The University's approach to collaborative provision is designed to ensure that new collaborative partnerships are based on a mode of provision appropriate to the partner institution, but with scope for development as the partnership matures. It is possible for different modes of provision to be approved in a single partner institution.

9.2.4 The University may also offer postgraduate research degrees in collaboration with a partner institution. The specific arrangements governing the approval of research degrees within collaborative partnerships are provided in Appendix CP3.

### **9.3 Responsibilities**

9.3.1 A potential or actual collaborative partnership will involve a number of University bodies and individuals at various times. Given the complexity of arrangements and multi-channel contacts that often occur throughout any given collaborative partnership, key roles and responsibilities need to be established and maintained. This requires an institutional understanding of the various roles and responsibilities of key actors in the process. The following definitions of roles and responsibilities apply throughout the processes that underpin this framework:

#### *The University Senate*

9.3.2 The University's Senate is responsible for:

- the approval of all collaborative partnerships;
- the early termination of any existing collaborative partnership agreement;
- the non-continuation of any existing collaborative partnership agreement.

#### *Academic Planning Team (APT)*

9.3.3 The Academic Planning Team is responsible for:

- the approval of proposals for the development of new collaborative partnerships;
- the approval of proposals for programmes of study at collaborative partnerships;
- the approval of proposals for major amendments to programmes of study at collaborative partnerships;
- identifying any action required in response to the Collaborative Partnership Office's annual report on the effectiveness of the management and monitoring of partnerships.

#### *The Collaborative Partnerships Office*

9.3.4 The Collaborative Partnership Office (CPO) is a constituent part of the University's Wales Global Academy and leads, for the University, on the day to day management of all Collaborative Partnerships. Specifically, the CPO is responsible for:

- leading on all new proposals for collaborative partnership approval, including the formal assessment and approvals process and the drafting of all related Memoranda of Agreement;
- leading on the day to day relationship management with all collaborative partnerships;

- monitoring the performance of all collaborative partners and leading on all formal collaborative partnership reviews;
- providing an annual report on the effectiveness of the management and monitoring of partnerships by the CPO for consideration by the Academic Standards Committee (ASC) and APT.

#### *University Academic Institutes and Academies*

9.3.5 The University has a number of Academic Institutes and Academies, through which it delivers academic programmes and provides educational oversight. A senior academic member of staff has overarching responsibility for the discipline oversight of collaborative programmes associated with their Institute. Additional supporting structures are in place in each Institute depending on the scale, range and volume of their collaborative provision.

Such bodies within the terms of this framework have the following responsibilities:

- ensuring that it has an appropriate structure and mechanisms in place to deliver its responsibilities in relation to Collaborative Partnerships;
- providing the necessary discipline input and support in the processes associated with the development, monitoring and review of partnerships;
- providing the necessary discipline input and support in the processes associated with the development, monitoring and review of programmes of study;
- provision of discipline oversight and anchoring of approved programmes within collaborative partnerships;
- the provision, management and oversight of Partnership Team Leaders.

#### *Due Diligence Standing Group*

9.3.6 The University's Due Diligence Standing Group is a group consisting of specified University Senior Managers and Officers from across institution. This body within the terms of this framework has the following responsibilities:

- assessment of any legal, financial or reputational risks associated with any proposed collaborative partnership;
- assessment of any legal, financial or reputational risks associated with any proposed significant change to a collaborative partnership. Significant changes include, but are not limited to, matters such as change of ownership, change of location and change of senior leadership of an existing collaborative partner.

#### *Academic Standards Committee*

9.3.7 The University's Academic Standards Committee (ASC) is responsible for oversight of the academic standards of the University's awards and the quality assurance and enhancement of its academic provision, wherever delivered, and for overseeing the development and enhancement of the University's portfolio of apprenticeships and technical awards. This body within the terms of this framework has the following responsibilities:

- consideration and approval of all programmes of study proposed under any collaborative partnership;
- oversight of annual monitoring and review processes;
- consideration and approval of revalidations of all programmes of study under any collaborative partnership.

## **9.4 Processes**

9.4.1 In the context of this framework, the University's key processes for managing its collaborative partnerships are:

- initial consideration, including investigation, risk assessment and due diligence;
- partnership approval;
- programme validation and approval;
- provision of appropriate academic and related support;
- monitoring;
- review.

9.4.2 These processes have been developed in the light of sector best practice, the UK Quality Code for Higher Education published by QAA and the UK Quality Code, Advice and Guidance: Partnerships.

## **9.5 Initial consideration, including investigation, risk assessment and due diligence**

9.5.1 The process of initiating a new partnership may start with an approach from the prospective partner, or may be initiated by the University. Individuals and Institutes may undertake exploratory discussions with a potential partner, however, it is a requirement that an initial risk assessment has been undertaken, and that it can be demonstrated that the proposed arrangements will, as a minimum, cover any costs incurred by the University in relation to the partnership before proposals are submitted to the Collaborative Partnerships Office. Where the initial contact is from outside an Institute, the Institute with responsibility for the programme area should be involved at as early an opportunity as possible. Where the potential partnership may involve more than one Institute, a nominated Institute will lead the process initial process. No commitments to the prospective partner institution may be made at this stage.

9.5.2 At the point at which the Collaborative Partnerships Office wishes to register a firm proposal for collaboration, it submits a proposal to the Academic Planning Team, using Appendix CP1. Consideration of the proposal by the Academic Planning Team does not commit the University to any further development.

9.5.3 The Academic Planning Team will be seeking evidence of the following attributes in prospective partners to inform its decision:

- academic culture and values closely aligned, at institutional and programme levels, to those of the University;
- well-defined and credible academic development aspirations which cohere with those of the University;
- desired provision in one or more areas of academic interest which are cognate with those offered within the University;
- desired provision which does not pose a conflict of interest with an existing collaborative partnership;
- demonstrable academic achievements in the field of scholarly activity;
- capability of delivering programmes at the level of the proposed provision;
- the potential to create a partnership which is capable of delivering clear academic benefits for the University;

- an initial business plan demonstrating that the partnership has the potential to generate financial benefit to the University;

9.5.4 In the event that the Academic Planning Team approves the proposal for due diligence and detailed costing, the activities undertaken are in four parts:

- Legal due diligence, to establish the statutory and constitutional framework governing the operation of the prospective partner institution and its capacity to enter into a legal agreement with the University.
- Financial due diligence, to establish whether the prospective partner institution is of sound financial standing and has the capacity to meet the financial obligations of a partnership with the University.
- Academic due diligence, to establish whether the prospective partner institution is of good academic standing and has experience appropriate to the proposed collaboration.
- Detailed costings of the proposal based on the mode of provision envisaged. The costing covers all expenses, including an estimate of the University staff resource (both academic and support) that will be required to support the partnership.

9.5.5 The findings of the due diligence process are reported by the Collaborative Partnerships Office to the Due Diligence Standing Group. In the event that the Standing Group concludes that the findings of the due diligence process are satisfactory, it recommends to Senate a formal approval visit to the prospective partner institution is arranged.

## **9.6 Partnership approval**

9.6.1 The process of partnership approval is overseen by the Collaborative Partnerships Office and is usually based on a visit to the prospective partner institution by a University panel appointed by the Collaborative Partnerships Office on behalf of Senate. Details of the arrangements for the approval visit are described in Appendix CP2.

9.6.2 The outcome of the visit is a report to Senate setting out the findings of the panel. The report is normally produced within 20 clear working days of the visit. The report concludes with one of the following recommendations:

- that the institution is approved as a collaborative partner of the University. Approval may be subject to conditions, which must be addressed to the University's satisfaction prior to the next stage in the process, and/or recommendations which must be formally considered by the institution. Where this recommendation is made, the panel also specifies the mode of provision to be offered in the first instance;
- that the partnership is not approved at the current time, but that the University is prepared to consider a partnership in the future, subject to certain conditions;
- that the partnership is not approved as a collaborative partner of the University and that no further consideration should be given to the prospective partnership in the foreseeable future.

9.6.3 When the conditions of approval have been satisfied:

- a Memorandum of Agreement governing the partnership is prepared by the Collaborative Partnerships Office for signing by the Vice-Chancellor. The Memorandum is based on the University template, provided in Appendix CP5 and includes the intended date of the first review of the partnership and a Partnership Responsibility Protocol covering quality assurance and related responsibilities. The template may not be varied without the

approval of the Deputy Vice-Chancellor (Academic) or their nominee. Only the Vice-Chancellor or their nominee (which may be the Chair of Council) may sign a Memorandum of Agreement on behalf of the University. The Memorandum of Agreement will be supplemented in due course to reflect the provision approved for delivery by the partner and the agreed financial schedule. The Memorandum of Agreement is held by the Collaborative Partnerships Office;

- the Collaborative Partnerships Office informs the partner institution and the Institute(s) linked to the partnership confirming that approval has been given;
- the partner institution is added to the University's Register of Collaborative Partnerships by the Collaborative Partnerships Office;
- a Partnership Team Leader is appointed for the proposed programme(s);
- arrangements are made for the approval of individual programmes.

9.6.4 The partnership may not be advertised until the conditions have been met and the Memorandum of Agreement has been signed.

9.6.5 The University recognises that the development of successful collaborative provision hinges on the quality of the working relationships established between the parties concerned in the joint initiative. Differences in the experience of prospective partner institutions and in their internal academic and administrative organisation are likely to be reflected in the development time required to work with a prospective partner institution prior to formal approval of the new partnership.

## **9.7 Programme validation and approval**

9.7.1 A key feature of the University's approach to collaborative provision is the separation of approval of collaborative partner institutions from the approval of individual programmes. The University will not approve individual programmes until the partnership approval process has been successfully completed to the satisfaction of Senate, with all conditions met and recommendations considered and acted upon where appropriate.

9.7.2 The University recognises that occasionally and with good reason there may be a delay between the completion of the partnership approval process and the commencement of the programme approval processes. Where such a delay is more than 18 months, the University will normally undertake a further visit, based on the principles set out in paragraphs 9.6.1-9.6.6, before the programme approval process commences.

9.7.3 The initial approval of new programmes is the responsibility of the Academic Planning Team and the process of programme validation is overseen by ASC. Both activities are undertaken in accordance with the requirements set out in Chapter 4 of the Academic Quality Handbook (AQH) and its associated appendices, including the documentation required to support the process. Additional requirements that apply to the approval process for programmes to be offered through collaborative partnerships are described in Appendix CP4.

9.7.4 The outcome of the programme approval process is a report to ASC which will recommend one of the following:

- that the programme is approved for delivery, based on the specified mode of provision.
- that the programme cannot be approved in its current form, but that the proposal should be significantly revised by the partner institution, working with the relevant University Institute. The proposal may then be re-presented for consideration by ASC;

- that the programme cannot be approved based on the specified mode of provision, but that an alternative mode of provision may be appropriate. The proposal may be re-presented in due course, based on an alternative mode of provision;
- that the proposal cannot be approved within the current timescale. The proposal may be re-presented in due course and in accordance with a new timescale.

9.7.5 When the programme approval process has been completed and the programme is approved for delivery:

- the Memorandum of Agreement is supplemented to reflect the provision approved for delivery by the partner institution;
- the Collaborative Partnerships Office informs the partner institution and the Institute(s) linked to the programme(s) that approval has been given.
- the University's Register of Collaborative Partnerships is updated by the Collaborative Partnerships Office.

## **9.8 New Centre approval visits**

9.8.1 New centre approval visits may be undertaken where:

- the partnership approval process and/or programme validation process involves a proposal for delivery at more than one site;
- proposed programme modifications involve an additional delivery centre for an existing programme at a partner;
- off-campus provision is approved for an existing programme of study and the programme does not need to be adjusted to fit the location of delivery;
- the partner institution moves to new premises.

9.8.2 New centre approval visits are carried out by one or more representatives of the University. The representatives are normally from the Institute that is linked to the relevant programme area, but may include those from outside the relevant Institute if deemed appropriate. The representative(s) undertaking the visit must be approved by the Deputy Vice-Chancellor (Academic) or their nominee. A proforma (CP11) is completed as part of the process. The proforma is supplemented by additional information provided by the partner and/or visiting representatives. The visit may include meetings with management, academic and support staff, as appropriate. The focus of the visit is to ensure that the location is a suitable, safe environment for the delivery of the proposed University programme(s), with adequate learning support facilities.

## **9.9 Programme modifications, including changes to mode of provision**

9.9.1 The University's procedures for modifying approved programmes are set out in Chapter 4 of the AQH.

9.9.2 Where the proposed modifications involve an additional delivery centre for an existing programme at a partner, the Collaborative Partnerships Office is required to submit Form CP1 to the Academic Planning Team for initial consideration and approval.

9.9.3 All proposed modifications must give consideration to existing articulation agreements so that any potential incompatibilities are identified at an early stage and notified to partner institutions and applicants.

## **9.10 Provision of central and academic support**

9.10.1 The key principle underlying the development of the University's collaborative provision portfolio is that of effective central management, which is academically-driven and supports all partners in developing capability, creating new knowledge and increasing intellectual capital. A corollary of this approach is that, ordinarily, all collaborative provision programmes are associated with cognate provision within the University. One of the purposes of this 'academic anchoring' is to ensure that staff in partner institutions have access to appropriate advice and support in their delivery of the curriculum. Academic anchoring also supports the University in meeting its responsibilities in respect of the maintenance of academic quality and standards.

9.10.2 The University also recognises that good communication is vital to ensure that issues arising in operating programmes are addressed in an effective and timely manner by the relevant personnel. The distances involved, not only geographically but also between cultures, require regular contact with named individuals at the collaborative partner institutions to facilitate a commonality of approach and a shared understanding, to ensure that divergent practices do not serve to undermine standards. Staff of the University have a key part to play in helping to create an appropriate, reflective learning and teaching environment at the partner institution. It is expected that there will be continuing dialogue regarding programme delivery and curriculum development, as well as the principles and policies in the areas of Student Cases and Student Representation, Engagement and Support, together with reciprocal visits.

9.10.3 In the context of this approach, collaborative partner institutions establish appropriate programme management structures in liaison with the University. Specific roles are allocated to University staff as described below, however other staff may also be designated to support more complex collaborative provision:

### *Collaborative Partnerships Office*

9.10.4 The Collaborative Partnerships Office has responsibility for the establishment and maintenance of effective working relationships with partner institutions, including the arrangements for continuous liaison on strategic and operational matters, as well as the development, implementation and monitoring of the University's arrangements for assuring the academic quality and standards of the University's collaborative partnerships. This is met through the following:

- co-ordinating the arrangements in relation to partner approval, monitoring and review;
- providing advice and guidance to Institutes in relation to their risk management responsibilities;
- monitoring the arrangements in relation to programme approval, validation and review;
- working with the partner institution to ensure that the University's quality assurance requirements are met, including the requirements relating to annual review and providing data to external agencies;
- retaining oversight of the approval of the academic staff appointed to the teaching team in collaborative partnerships (via validation or subsequently approved by the PTL) and maintaining a register of such staff;

- providing general staff development in relation to the University's regulations, policies and processes;
- encouraging scholarly activity and supporting the partner institution to sustain and enhance the suitable learning environment for the validated programme;
- monitoring the adequacy of resources – both human and physical – available to provide an appropriate level of underpinning for the programmes of study;
- providing advice and guidance in relation to the University's policies and procedures for Student Cases, and assisting in implementing these where appropriate;
- monitoring the arrangements made for the admission of students and the application of the approved entry requirements;
- checking the accuracy of published information provided for applicants and students (including promotional materials, web content and programme handbooks);
- ensuring that Partnership Team Leader (PTLs) are appointed, that they carry out their responsibilities as described below and in appendices CP6.

#### *Senior Staff within University Academic Institutes and Academies*

9.10.5 A senior member of staff within each of the University's Academic Institutes and Academies is identified to oversee delivery of collaborative partnership responsibilities within their Institute/Academy, as outlined in 9.3.4. Responsibilities include monitoring the engagement of the Institute's Partnership Team Leaders with their partnership responsibilities and taking prompt action to ensure that any issues are addressed within the required timescale (for example, identifying cover when a Partnership Team Leader is absent for any reason).

#### *Partnership Team Leader*

9.10.6 Each collaborative programme has a designated Partnership Team Leader (PTL) appointed by senior staff in the relevant University Institute in liaison with the Collaborative Partnerships Office. PTLs assist in ensuring that standards of the programme delivered by the partner are consistent with the level of award proposed and help to maintain and enhance the quality of the academic provision. PTLs are supported by Collaborative Partnership Office staff and contribute to the institutional processes of the management of collaborative provision, led by the Collaborative Partnerships Office. It is expected that PTLs will have regular contact with collaborative partners. The responsibilities of PTLs cover a number of different functions as described in Appendix CP6 for taught programmes and CP6d for postgraduate research programmes.

9.10.7 Where partnerships involve several programmes, an Executive PTL will be appointed to oversee all the programmes within the partnership. Where the programmes are located in more than one Institute, one Executive PTL will normally work across the Institutes. Executive PTLs will be supported by one or more subject specific PTLs who will undertake the assessment functions for particular programmes, as described in Appendix CP6b. The responsibilities of EPTLs cover a number of different functions as described in Appendix CP6.

9.10.8 PTLs normally undertake at least one formal visit per academic year to the partner institution. Where an Executive PTL is appointed, the visit will normally be undertaken by them. Where it is not possible to visit, alternative arrangements will be made, such as holding meetings by video call.

- 9.10.9 Each PTL will be required to submit one monitoring report per semester to the Collaborative Partnerships Office, using the template provided in Appendices CP6a/c/e as appropriate. This may also be forwarded to the relevant Institute Board for consideration. A copy is also sent to the partner institution and relevant Programme Managers, where applicable. Where the PTL has not undertaken a visit, the report should be based on other interactions with the collaborative partner (email, phone, video calls etc.)
- 9.10.10 Where there are programme(s) delivered at more than one location within a single partnership, the required PTL visit may be varied to reflect this, with the approval of the Collaborative Partnerships Office. Variations might include one visit per location per academic year (covering all the programmes delivered at a centre wherever possible); visits undertaken by other members of Institute staff; meetings with staff from one location undertaken as part of a visit to another of the institutions' locations; reports of communications (emails, voice/video calls etc.) forming the basis of a report.

## **9.11 Monitoring**

9.11.1 Collaborative programmes are monitored by the University in accordance with its standard arrangements for annual review, as set out in Chapter 4 of the AQH. For each programme offered collaboratively, the teaching team, led by the programme leader, at the partner institution is responsible for providing a reflective evaluation of the programme. In the case of research degree provision, the appropriate officer at the partner institution (e.g. the Director of Research Degree Studies or equivalent) is responsible for providing an annual reflective evaluation of the provision, using the template provided by the University.

9.11.2 In addition:

- appropriate reflection by Institutes is made on matters raised in annual review reports from partner institutions;
- partner institutions are required to submit to the University a brief annual institutional overview report to accompany the annual review reports (using Appendix PV12a), commenting on the operation of the partnership as a whole and the annual review process itself. A summary of matters raised in these reports is prepared by the Collaborative Partnerships Office and presented to IACPC and ASC for consideration;
- monitoring is provided via the PTL (as described above). Their responsibilities include completing monitoring reports using a University template (Appendices CP6 a/c), which are considered at University level;
- at least one formal visit will be made to the partner institution per academic year. These visits may be undertaken by the PTLs or representatives of the Collaborative Partnerships Office. There may also be visits related to partnerships review (see paragraphs 9.12.1-9.12.5) or programme (re)validation.

9.11.3 To support the activities identified above, the University also undertakes an annual commercial review of each partnership, as appropriate.

9.11.4 Memoranda of agreement with partner institutions make clear that the University retains responsibility for the accuracy of all public information, publicity and promotional activity relating to its collaborative provision. Procedures for approving and monitoring the accuracy of such materials are set out in Appendix CP7.

9.11.5 Where, through its routine monitoring or other engagements, the University becomes concerned that a partner institution is not meeting its obligations under the Memorandum of Agreement, the Deputy Vice-Chancellor (Academic) and/or the Chair of IACPC, has authority to require the introduction of measures to provide additional support for the partner institution

in meeting those obligations. This may be in relation to the partnership generally or for specific programme(s). The measures, which may include a moratorium on recruitment, are communicated in writing to the partner and progress reports are provided at subsequent meetings of IACPC until such a time as the difficulties have been resolved or it becomes necessary to recommend that the partnership, or programme(s), is terminated.

## **9.12 Review**

9.12.1 University programmes are subject to a revalidation, normally in the fifth year of delivery. Programmes offered collaboratively are reviewed and revalidated by the University in accordance with its standard processes, as set out in Chapter 4 of the AQH.

9.12.2 The overall arrangements for each collaborative partnership are reviewed by the University, normally every 5 years. The detailed arrangements for Partnership Review are set out in Appendix CP9.

9.12.3 In addition, where a new partner is delivering a programme with the University for the first time, an interim review is undertaken. The interim review is normally scheduled to take place either immediately after the first cohort of students have completed the programme (in respect of one year programmes) or after two years. The review is designed to enable the University to evaluate the first full cycle of activity with reference to:

- the operation of the programme in terms of delivery and assessment;
- student progression and achievement;
- the student experience, including the resources available for the programme and support and facilities available for students;
- (in respect of research degrees) supervisory arrangements;
- the expectations set out in the Memorandum of Agreement, including requirements in respect of public information and publicity.

9.12.4 The detailed arrangements for Interim Partnership Review are set out in Appendix CP8.

9.12.5 The University may bring forward the date of an interim or periodic review in the event that concerns have been raised about a partnership or the delivery of a collaborative programme.

## **9.13 Articulation links**

9.13.1 The University defines articulation links as arrangements whereby students at a partner institution have guaranteed direct entry with advanced standing into specified programmes of the University, subject to fulfilment of certain criteria.

9.13.2 The principles and procedures governing the University's management of articulation links are the same as those for other forms of collaborative partnerships, modified as appropriate to reflect the lower risk involved.

9.13.3 Appendix CP10 Describes the processes in relation to the proposal, approval and termination of articulation links.

## **9.14 Assessment and external examining**

9.14.1 Assessment arrangements for students on taught collaborative programmes, and arrangements for external examining, are made in accordance with the regulations and procedures outlined in Chapters 6 and 7 of the AQH. In the case of programmes leading to

awards of external bodies, arrangements may be made as specified by the relevant external body, provided that they meet the University's minimum requirements.

### **9.15 Certification and transcripts**

- 9.15.1 The University has sole authority for issuing certificates and transcripts relating to programmes of study delivered in collaboration with partner institutions. The transcript records the name and location of the partner institution, as well as the language of delivery/assessment.

### **9.16 Terminating collaborative partnerships**

- 9.16.1 As part of the development of a new collaborative partnership, the University gives consideration to the potential withdrawal or closure of that partnership in the future. Memoranda of Agreement with collaborative partner institutions include the procedures that must be followed in the event that the University or a partner institution wishes to withdraw from a partnership, and the steps that must be taken when a partnership is terminating.
- 9.16.2 In considering whether or not to terminate a collaborative partnership, or to allow a collaborative partnership to expire, the University has due regard for the educational experience of its students registered with the partner institution, and for its legal obligations to those students. It will develop an exit strategy designed to ensure that those legal obligations are addressed, and that academic quality and standards are protected until all students have completed their programmes of study.
- 9.16.3 Decisions to terminate collaborative partnerships are made by Senate, normally on the recommendation of IACPC. IACPC may make such a recommendation following an interim or periodic review of a partner institution, or under other circumstances where it has reason to believe that the continuation of the partnership may not be in the best interests of the University or the partner institution. The process for considering and implementing the termination of a collaborative partnership is described in Appendix CP12.

### **9.17 Bribery Act 2010**

- 9.17.1 It is the policy of the University that all staff and students conduct business in an honest way, and without the use of corrupt practices or acts of bribery to obtain an unfair advantage. The University recognises that bribery is a criminal offence in most countries and that corrupt acts expose the University and its employees to the risk of prosecution, fines and imprisonment, as well as endangering the University's reputation. The University attaches the utmost importance to this policy and applies a 'zero tolerance' approach to acts of bribery and corruption by any of its employees or third-party representatives (including students).