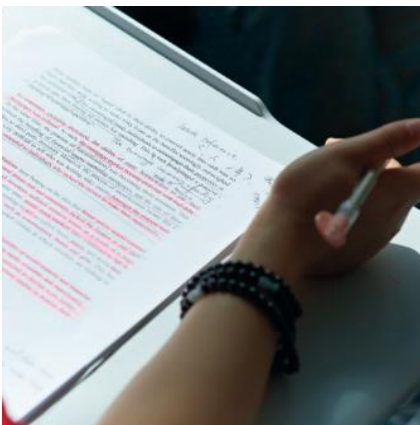


Academic Partnerships Guide

Oversight of HE with Academic Partners



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Part A

1. Higher Education with Partners Overview

Background and Context

- 1.1 The University has, since the early 1990s, conducted successful collaborative academic partnerships with a variety of organisations and currently works with a wide range of collaborative partners, including the NHS, employers and overseas HE institutes, both public and private.
- 1.2 The University offers a diverse portfolio of named awards; both at Bradford and in collaboration with one or more partner academic institutions. The range includes continuing professional development courses, foundation degrees, undergraduate bachelor's degrees, postgraduate Master's and doctoral awards.
- 1.3 Partnership arrangements leading to awards fall into several categories: franchise; validation; distance taught; joint awards and supported provision (as defined in the *University Typology of Academic Partnerships, Appendix 1*).

Introduction to Guide

- 1.4 This guidance has been established to assist in maintaining academic standards and to assure and enhance the quality of the student experience on programmes delivered with partners. As such this Guide is part of the University's Academic Quality Assurance procedures, aligns to the University Learning, Teaching and Student Experience Strategy, and applies to the types of relationships described in the University Typology of Academic Partnerships.
- 1.5 It provides information for:
 - 1.5.1. University of Bradford and partner colleagues involved in the development of a new academic partnership.
 - 1.5.2. University of Bradford and partner colleagues involved in the development of a new programme with an existing partner; and

- 1.5.3. University of Bradford and partner colleagues involved in the delivery of a University of Bradford programme at or in collaboration with a partner organisation.
- 1.6** The guide sets out the processes by which the University will:
- 1.6.1. initiate, develop, approve and contract for higher education with partners.
- 1.6.2. manage, monitor, review and enhance both partners and the programmes delivered through partnership arrangements.
- 1.6.3. terminate programmes and/or partnerships.
- 1.7** It also provides associated guidance and templates, links to other relevant information, and points of contact for further support, thus ensuring consistency in the operation of higher education with partners across all Faculties and Directorates of the University.
- 1.8** Learning, Teaching and Student Experience should be informed of any potential higher education with partners at the earliest opportunity. Correct procedures must be followed to avoid any potential exposure to undue reputational, financial or legal risk.
- 1.9** All proposals must have the support of their Faculty Management Committee or equivalent decision-making structure, and approval from the Faculty Dean, so please ensure that you have this before you begin the other formal processes or advance your discussions with the prospective partner.
- 1.10** Internal support required in 1.9 above applies equally to opportunities identified by Professional Services Directorates (Director level approval) and Students Union colleagues (Executive level approval).

Scope of Work

- 1.11** The University has several other arrangements which fall outside of the definitions for higher education with partners. These include, for example, distance learning, executive education, bespoke programmes for employers, community engagement and work with schools.
- 1.12** If you are unsure as to whether the University can engage with a possible partnership arrangement or which procedures need to be followed, please contact Learning, Teaching and Student Experience for advice.

- 1.13 All provision leading to University credit or award must comply with the UK Quality Code and applicable Office for Students Conditions of Registration which are available in the University Academic Quality Assurance procedures.

Joint Registration Research Degrees

- 1.14 Proposals for joint registration research awards (e.g., a PhD with supervision from Bradford and another University) should be directed to the Postgraduate Research Administration for the Faculty concerned:
- Engineering and Informatics Foei-pgr@bradford.ac.uk
 - Health Studies Fohs-pgr@bradford.ac.uk
 - Life Sciences Fols-pgr@bradford.ac.uk
 - Management, Law and Social Sciences Fomlss-pgr@bradford.ac.uk
- 1.15 The approval and quality assurance policies and processes for joint awards will comply with the principles which underlie those relating to University of Bradford research students and the Academic Quality Assurance procedures.
- 1.16 Where a formal supervision agreement between institutions is required, the University has policies and templates to progress these.

2. Quality Assurance and Enhancement

- 2.1 The University is responsible for the academic standards of all awards granted in its name, and all awards made under partnership arrangements must meet the expectations of the Office for Students Conditions of Registration (as well as the UK Quality Code for Higher Education).
- 2.2 This section gives an overview of these expectations. Detailed advice about quality assurance and enhancement is available in the Academic Quality Assurance procedures on the LTSE Intranet.
- 2.3 The assurance of quality and maintenance of standards have the highest priority and must not be compromised under any circumstances.

Quality Assurance Agency (QAA)

- 2.4 The mission of the QAA is to safeguard standards and improve the quality of UK higher education, and the strategic aims for 2017-20 are:

- supporting a diverse system of co-regulation of UK Higher Education.
 - delivering valued services that provide assurance and drive quality enhancement.
 - using the QAA's international reputation and partnerships to benefit UK Higher Education.
- 2.5 The QAA as a membership organisation offer advice, guidance and support to UK universities, colleges and other institutions with a view to providing the best possible student experience.
- 2.6 Using peer reviewers with recent experience of higher education and a student reviewer, QAA review teams conduct reviews of institutions and publish reports detailing the findings, including points of good practice and recommendations to help improve quality.
- 2.7 The QAA also publish a range of reference points and guidance to support standards and promote quality enhancement. The new UK Quality Code for Higher Education¹ has three main sections, on expectations, core practices, and guidance.
- 2.8 While only a small section of the Code is binding in England, the Code represents the international expectation of HE quality in the UK, remains a sector benchmark in England and is binding in Wales, Scotland and Northern Ireland.

Office for Students Conditions of Registration

- 2.9 The Office for Students sets out seven Conditions that all English providers of Higher Education are required to meet.
- 2.10 All the University's provision leading to credit or an award, however it is delivered or by whom, must comply in all respects with the Conditions of Registration.
- 2.11 The general ongoing Conditions are:
- A. Access and participation for students from all backgrounds.
 - B. Quality, reliable standards and positive outcomes for all students.
 - C. Protecting the interests of all students.
 - D. Financial sustainability.
 - E. Good governance.

¹ <https://www.qaa.ac.uk/quality-code>

- F. Accurate information for students.

Higher Education Qualifications Framework and Benchmarks

- 2.12 Qualification and credit frameworks are key reference points for the UK Quality Code². The Higher Education Qualifications Framework (FHEQ) describes the achievement represented by HE qualifications in England and should be used to reference module, stage and programme learning outcomes, and for the assessment thereof.
- 2.13 Qualification benchmarks set out expectations and standards for types of qualification (such as a Foundation Degree).

Subject Benchmarks

- 2.14 Subject Benchmarks³ set out expectations and standards for discrete subject areas. They are important reference points for both programme development and review as they specify what gives the discipline its coherence and identity and define what can be expected of a graduate in terms of skills, abilities and understanding.

Programme Specification

- 2.15 A Programme Specification is the definitive document that describes a programme of study, including the intended learning outcomes and how these can be achieved and demonstrated.
- 2.16 A Programme Specification is the key document produced for academic approval and once approved is a publicly available document. It describes delivery arrangements for the programme including different modes and different locations or venues where applicable.
- 2.17 Programme specifications must meet the requirements of the UK CMA⁴.

Professional, Statutory and Regulatory Bodies (PSRB)

- 2.18 It is the responsibility of the University to inform any PSRB which has approved or recognised a programme of any proposals or agreements in relation to delivery by a partner.

² <https://www.qaa.ac.uk/quality-code/qualifications-and-credit-frameworks>

³ <https://www.qaa.ac.uk/en/quality-code/subject-benchmark-statements>

⁴ <https://www.gov.uk/government/publications/higher-education-providers-short-guide-to-consumer-protection-law>

- 2.19 The University must satisfy itself of the requirements of any PSRB in the UK or the partner country (if different) and work with the partner to ensure that these are satisfied.
- 2.20 Subsequent issues which arise in relation to PSRBs should be formally reported through the Programme Monitoring process and to the Partnership Board as appropriate.

3. General Rules

- 3.1 All elements of a programme contributing to a University of Bradford award **must** be delivered and assessed in English unless that element is a non-English Language module.
- 3.2 Serial arrangements where, for example, a partner organisation sub-contracts a University of Bradford programme to a further organisation, are **never** permitted.
- 3.3 The University of Bradford's academic Ordinances and Regulations framework, applies to **all** undergraduate and taught postgraduate collaborative programmes, **except** where waiver variations have been approved by the Learning and Teaching Committee.
- 3.4 Research Degree regulations⁵ will apply to any collaboration involving research degrees.
- 3.5 Nothing in this Guide shall bind the Senate, the Council and the Court and their committees and sub-committees (including Executive Board) to exercise their duties in respect of the business of the University and the safeguarding of its academic standards as they see fit, **except** where such guidance is the law of England.

⁵ <https://www.bradford.ac.uk/regulations/>

Part B

4. Strategic Partnership (Memorandum Of Understanding /MoU)

- 4.1** In most situations it is appropriate to set-up a Memorandum of Understanding (MoU) with a prospective partner during the development of the relationship. This is particularly the case with overseas institutions where it is common practice to request a MoU at the initiation stage.
- 4.2** A MoU sets out a basis for working towards a more formal agreement without committing to any legal or financial transactions. It should not, however, be entered lightly as it clearly involves the commitment of the University of Bradford to relationship building.
- 4.3** The following table illustrates the stages (gateways) at which an MoU is developed through the University governance procedures:

Gateway	Activity
Germination	Faculty identify potential partner and begin discussions about potential relationship with an Academic Lead to develop the proposal.
Proposal	Academic Lead completes sections of Proposal Form and Initial Due Diligence with support from Professional Services as required.
Approval	In-Faculty presentation of approval inc. Dean of Faculty sign-off - APSC members should not self-approve their own proposals.
Scrutiny	LTSE Business Partner completes signed Proposal Form, liaising with Academic Lead, and submits to APSC for discussion and recommendation
Confirmation	Learning and Teaching Committee accepts or declines APSC recommendation
Enactment	Upon approval, APSC liaise with Academic Lead to produce documents signed by parties to MoU. Document is not enacted until all parties have signed - validity is from date of last signature
Monitoring	APSC liaise with Academic Lead and other departments to monitor MoU progress into a formal agreement

- 4.4 An MoU requires the approval and oversight of the University, which is exercised through the Learning and Teaching Committee. The relevant processes for approval, review and termination as determined by that Committee and its Academic Partnerships Sub-Committee must therefore be followed.

Germination Gateway

- 4.5 Academics and Faculties are invited to consider any potential relationship that could be aligned to their Faculty Internationalisation strategy and any University-level strategy relating to partnership activity, if such activity is a form of partnership that the University can consider (as defined in the *University Typology of Academic Partnerships, Appendix 1*).
- 4.6 The University Typology of Academic Partnerships shall be determined or amended by a motion of Learning and Teaching Committee either independently or on recommendation by a Board or Sub-Committee.
- 4.7 Other sources of information for the exploration of opportunities include professional networks such as the QAA Transnational Education forum and interpersonal relationships between academics.
- 4.8 The University receives speculative approaches by email and telephone, and these are disseminated to Faculty representatives where they are legitimate and in line with 4.5.

Approval Gateways of Strategic Partnerships

- 4.9 A proposal for a Memorandum of Understanding should be submitted to the Faculty LTSE Business Partner and include the following:
- MoU Proposal Form
 - Initial Due Diligence
 - Other items as required by APSC such as but not limited to a draft MoU and an activity plan to progress the MoU to business
- 4.10 Templates are available in the Academic Quality Assurance procedures on the LTSE Sharepoint. MoU Proposal Forms provide a description of the proposed partner: organisation type, size, educational, business and organisational objectives, and reputation or standing within its sector.
- 4.11 The proposal must be supported and signed by the Dean of the Faculty prior to onward submission to APSC.

- 4.12** Every proposal must also have an identified academic champion or academic lead who will be the main point of contact for matters pertaining to the proposal. This could be the lead researcher, someone interested in external relations, or a colleague with links to the other institution. **Proposals without a lead member of staff, including external approaches, will not be permitted to proceed.**
- 4.13** An MoU is normally approved for 2 years, during which time it is expected that a formal agreement is developed, or that the proposal is abandoned or renewed. Not every MoU has to lead to a partnership or to business for the University, but establishing an MoU is not a cost neutral activity and should at the very least support aspects of the University Strategy in building the relationship.
- 4.14** Longer terms may be required if the complexity of the proposal requires further discussion, up to a maximum of 5 years.
- 4.15** It is not permitted to sign "unlimited" or "rolling" agreements without the express approval of the University Secretary.

Enactment and Review Gateways of Strategic Partnerships

- 4.16** An MoU for the University must be signed by an approved signatory of the University, normally meaning the Vice-Chancellor or any other senior officer designated as a signatory.
- 4.17** MoUs may be tangible (paper-based) or intangible (digital/scanned). For the avoidance of doubt an MoU may not be verbal as the Memorandum does not represent any form of contract or partnership between the Parties.
- 4.18** MoUs enacted by Deans of Faculty or academics shall normally be ruled out of order and should be replaced by a properly enacted document or terminated as appropriate.
- 4.19** Members of Academic Partnerships Sub-Committee and LTSE Business Partners will check in periodically with Academic Leads and Faculty Associate Deans about progress towards outcomes such as publications, visits, or a formal agreement with a costed work plan.
- 4.20** Following progress checks, Academic Leads and APSC should jointly make a recommendation to either terminate or continue the MoU or should state if and how the relationship will be further developed.

Part C

5. Development And Approval Of New Academic Partnership Provision

- 5.1 A risk-based approach to developing and managing partnership activity is in place. The approach is commensurate with the complexity of the proposed collaboration and the nature of the partner organisation.
- 5.2 The following table illustrates the stages (gateways) at which an academic partnership is initiated and progressed through the University governance procedures:

Gateway	Activity
Monitoring	APSC liaise with Academic Lead and other departments to monitor MoU progress into a formal agreement
Proposal	Academic Lead completes sections of Proposal Form and Initial Due Diligence with support from Professional Services as required.
Approval	In-Faculty presentation of approval inc. Dean of Faculty sign-off - APSC members should not self-approve their own proposals.
Scrutiny	LTSE Business Partner completes signed Proposal Form, liaising with Academic Lead, and submits to APSC for discussion and recommendation
Confirmation	Phase 1 programme approval, if required. Learning and Teaching Committee accepts or declines APSC recommendation
Enactment	Faculty liaise with Business Managers, Legal, Admissions, Finance, Fees, Library and other departments as required before signing the final contract. Deposit copies of the contract with Legal and APSC. Phase 2 programme approval, if required.
Standard Programme Monitoring	Annual or bi-annual Partnership Boards including virtual or in-person site visits. Minor modifications permitted.
Enhanced Programme Monitoring	Periodic (quinquennial) review, major modifications (contract changes) or where concern is identified in an aspect of the partnership delivery by either partner. In-person site visits.
Teach-Out	Winding down of the partnership according to a mutually agreed timetable prioritising student wellbeing and access to quality education. Collection and settling of outstanding debts.

- 5.3 All delivery and assessment of University of Bradford modules, programmes and awards shall normally be in English with the sole exception being languages courses.

Academic Partnership Approval

- 5.4 Partnership Approval is required for a new partner, and for the extension of an existing partnership to another Faculty or a new academic area. The decision whether to proceed with a proposed partnership is based upon strategic fit, an assessment of risk, potential benefits and financial viability.
- 5.5 If a Faculty feels that an initiative is to be pursued the Academic Partnerships Sub-Committee is the first point of contact in relation and will advise on the policy, processes and requirements in relation to both new and existing arrangements. APSC will "loop-in" LTSE Business Partners and other colleagues as required.
- 5.6 Partnership Approval involving new provision also incorporates academic 'Phase 1' approval. New programmes (in a cognate subject area) with existing partners require academic 'Phase 1' approval but not Partnership Approval.
- 5.7 **It is vital that discussions prior to this stage do not commit the University to an arrangement without the proper approvals having been granted.**
- 5.8 **It is vital that the prospective partner is reminded that no activity can commence without a contract having been agreed and signed.**
- 5.9 **It is vital that no negotiation or agreement may be made regarding fees or other payments until the Financial Plan has been generated by the Faculty Finance Business Partner and received approval by the relevant Learning & Teaching Committee Sub-Committee.**
- 5.10 A Partnership Proposal is made from a Faculty or Directorate to the Academic Partnerships or Admissions Sub-Committee and comprises the following (non-exhaustive list) of documentation as required by that Sub-Committee and the University Due Diligence Framework:
- Partnership Proposal including Statement of Strategic Benefit
 - Full Due Diligence (see Due Diligence section)
 - Risk Assessment
 - Work Plan

- Initial Financial Plan
- 5.11 The above should provide the Sub-Committee with all the information necessary for deciding whether to proceed.
- 5.12 The Proposal must be signed by the relevant Dean and provide all the details about the proposed arrangement and the roles and obligations of the parties that, when combined with the documentation for academic approval, will enable the formal contract to be developed.
- 5.13 The three possible outcomes of the Academic Partnerships Sub-Committee are:
 - 5.13.1. **Approve** – and proceed to Programme Approval for consideration, referring to the LTSE Business Partner for guidance and support, and to contract development via the Legal and Finance teams.
 - 5.13.2. **Defer** – and refer back to the Faculty to consider the proposal further and undertake additional development if appropriate.
 - 5.13.3. **Reject** – and notify the Faculty and the prospective partner.

Statement of Strategic Benefit

- 5.14 The Quality Assurance Agency advise that the ‘**A clear institutional strategy for working in partnership... will help ensure organisational commitment to the development and that appropriate resources are in place to deliver the proposal**’⁶. The Statement of Strategic Benefit should address these basic requirements by:
 - 5.14.1. outlining the programmes and explaining the delivery arrangement and respective roles of the University and the partner.
 - 5.14.2. stating how the proposal will build upon existing provision, confirming that there is academic fit, and outlining arrangements to fill any gaps in required expertise.
 - 5.14.3. demonstrating how the proposed arrangement will contribute to the Corporate Strategy and Internationalisation Strategy, and clearly articulating the benefits both to the Faculty and the University.

⁶ QAA (2018) UK Quality Code for Higher Education, Advice and Guidance: Partnerships, p5, Guiding Principle 2.

5.15 Importantly, higher education with partners must be:

- compliant with the UK Quality Code for Higher Education
- compliant with the University's policies and procedures
- educationally sustainable
- financially sustainable
- fully costed with resource requirements made explicit
- of good legal standing
- assessed using a risk-based approach
- approved formally by the University.

Risk Assessment for Academic Partnerships

5.16 The risk assessment questionnaire is designed to be readily completed by the proposer based upon a few basic elements of the proposal. The questionnaire categorises the proposal as low, medium or high and enables key risk indicators to be identified and addressed during the development process. It can also act as an indicator of the level and nature of the due diligence required.

Initial Due Diligence for Academic Partnerships

5.17 The purpose of due diligence is to examine whether the prospective partner is an organisation with which the University would wish to work and be associated with, both from a financial and academic quality perspective.

5.18 The Partnership (the University of Bradford and the other party/parties) must have the capacity in legal, financial and resource terms to enter a productive and sustainable relationship.

5.19 The Quality Assurance Agency look for legal, financial and academic due diligence processes that: ***'provide the relevant information required for a provider to make clear judgements and assess any potential risk to the organisation or its students...'***

'The processes should be proportionate and timely, and will depend on a range of factors...'

'Due diligence enquiries are completed, and legally binding written agreements are signed prior to the commencement of student registration...'

'due diligence enquiries are refreshed periodically and before agreements are renewed'⁷.

- 5.20 Due diligence is by necessity a detailed, rigorous and resource-intensive process. Therefore, to avoid undue wasted effort associated with investigating organisations with which we do not intend to work, full due diligence is undertaken in two stages – one before Partnership Approval and one before the final contract is signed.
- 5.21 The Faculty Finance Business Partner coordinates with Legal Services to ensure that all aspects of the proposal are scrutinised in the interest of students and the University.
- 5.22 Due diligence is required of any prospective new partner, though may be scaled down for low-risk arrangements. It may also be required in respect of an existing partner where the proposed arrangement is significantly different or on a greater scale than those in existence, where the relationship or contract is due for review, or because of other information.
- 5.23 Contact the Data Protection Officer (data-protection@bradford.ac.uk) for an overview of due diligence requirements which vary depending on where the partnership is located (i.e., the risk of operating).
- Engagement and Partnerships offer a useful UK-based partnership assessment *pro forma*.
 - APSC offer an international partnership *pro forma*.
 - Other departments may offer more suitable *pro forma* templates for other types of partnership, for example a research or resourcing partnership should conduct due diligence as determined by Research, Knowledge Transfer and Innovation colleagues.

Initial Financial Plan for Sustainable Income

- 5.24 The Faculty Finance Business Partner produces a projection of income and expenditure based upon an initial description of the activity and will be able to estimate the fee level that will be required to generate sustainable income to support the activity.

⁷ QAA (2018) UK Quality Code for Higher Education, Advice and Guidance: Partnerships, p6, Guiding Principle 3.

- 5.25 Financial projection must be carried out and presented for approval to the relevant committee(s) before any negotiation(s) on price commences with the prospective partner.
- 5.26 Financial negotiations are undertaken by a senior manager on behalf of the University. **Financial negotiations should not be undertaken by Faculty academic staff.** The financial plan and fee at this stage is an initial estimate and may be adjusted as the proposal progresses through full development.
- 5.27 Sustainable income is defined by Finance and can vary depending on the financial situation of the proposing unit. In principle, for a collaborative taught programme:
- Sustainable income is a profit greater than costs at student numbers lower than the projected average intake.
 - Sustainable income requires twice as many students as a home course to break even.
 - Sustainable income can absorb contingencies for unforeseen costs, such as learning resources requiring more expensive licensing for learning at partners.
 - Sustainable income includes administrative and set-up costs to support the activity, for example travel to the site (see Institutional Visits section), drafting time, legal advice, licensing and regulation, ongoing partnership administration if the Faculty/Directorate does not have existing capacity.
 - Student fees should be equivalent to UK/International fees charged at Bradford unless a strong legal and financial justification is given, and the final proposal is approved by Executive Board and Phase 1 Programme Approval.

Work plan

- 5.28 The work plan is a similar document to the MoU Activity log but will contain more specific milestones and deadlines, such as when preparation for a particular part of work should be completed by, and have components assigned to people who will be working on the partnership.

- 5.29 The work plan document is tailored to the University of Bradford and should be completed by the Faculty Academic Lead for the proposal. Work plans that have been supplied by the partner are unlikely to contain SMART targets relevant to our institution's practice.

Record of formal agreements

- 5.30 All arrangements that are subject to a formal agreement are recorded by the University Secretary. The information held includes:
- 5.30.1. the name, address and nature of the partner institution(s).
 - 5.30.2. the date of the formal agreement or contract, the dates on which it is to be reviewed, and the dates on which it will end.
 - 5.30.3. the nature of the agreement, the programmes and awards involved.
 - 5.30.4. details of individuals in the University and the partner institution with responsibility for overseeing the arrangement.
 - 5.30.5. the language of assessment used in the programme.
- 5.31 Any changes to the partner details held on the record must be reported at the earliest possible opportunity to the Legal and Finance departments. The University will endeavour to report changes on its side to Academic Partners at the next Partnership Board or as soon as otherwise possible.

6. Partnership Approval: Next Steps

- 6.1 If a partnership proposal is approved by the LTC following recommendation at its Sub-Committee, the proposal may then proceed to programme development phase and to University academic approval through a Programme Approval Panel. During this phase the Faculty shall conduct full due diligence on the advice of APSC, LTSE and other services; arrange for the completion of financial negotiations; and liaise with Legal and Finance on the preparation of the contract.

Institutional Visit

- 6.2 If the proposal is given initial approval to proceed, where the proposal involves a new partner, the next stage will normally be an institutional visit. This is essentially another stage of due diligence and is to be distinguished from the site visit that is undertaken at department level

to examine the specific resources available to deliver the programme, which is undertaken as part of programme approval.

- 6.3** The discussions and information gathering during this visit are institutional rather than programme specific. A risk-based approach will be taken to the institutional visit. It will be planned and arranged by the Faculty on behalf of the University and will be undertaken by senior managers including one who is independent of the Faculty proposing the partnership.
- 6.4** The purpose of the visit is:
- 6.4.1. To verify earlier information and provide assurance that the proposed partner is of good standing and will provide an educational experience of the quality and to the standard required.
- 6.4.2. To initiate financial and contractual negotiations.
- 6.4.3. To gather, as appropriate, any outstanding documentation required for full due diligence.
- 6.5** It is recognised that potential partners and partnerships are diverse with diverse associated risks, and that the format of institutional visits will vary to reflect this. A non-exhaustive list of areas to consider as part of a visit agenda include:
- Verification of information provided for initial due diligence
 - Institutional commitment
 - Institutional values and student focus
 - Strategy and plans
 - Approach to relationship management
 - Membership and operation of Partnership Board
 - Human resources and approach to staff recruitment and development
 - Resource planning and allocation
 - Framework for assuring quality and standards
- 6.6** The institutional visit report will record discussions, decisions and matters requiring further consideration and negotiation. It will form part of the full due diligence and inform contract negotiations and terms and conditions.

Full Due Diligence

- 6.7 Full due diligence builds upon initial due diligence and the institutional visit. It provides more detailed information to confirm the partner's compatibility with the University strategy and thematic criteria. Importantly it will confirm the partner's capacity and capability to effectively deliver or support University programmes.
- 6.8 The information required for full due diligence is monitored by APSC and should be collated by the Faculty, who may seek advice from LTSE and other professional services in doing so. In addition to the items listed above, full due diligence includes:
- Mission Statement, Strategic Plan and Key Risk Register
 - Prospectus or equivalent
 - Financing arrangements, charges or indebtedness, state/public funding
 - Grants, subsidies, allowances claimed or granted in relation to partnership
 - Regulations relevant to collaboration
 - Legal framework applicable and confirmation that the organisation can deliver in accordance with the Office for Students Conditions of Registration for Higher Education Providers
 - Governance and management arrangements including administrative capacity to implement a quality assurance system consistent with the requirements of the University's Academic Quality Assurance procedures
 - Departmental operational arrangements for programme(s)
 - Confirmation that organisation owns or has the right to use the venues and resources required for the partnership
 - Copies of any authorities, registrations, licences, approvals etc., relevant to the partnership
 - Any data protection requirements
 - Copies of reports from funding, quality assurance or professional bodies
 - Confirmation of UK Student Visa status if relevant
 - Confirmation that organisation can provide a safe working environment for University staff and students
 - Relevant policies and procedures relating to disclosure and barring, bribery, health and safety, environmental and ethical issues, corporate and social responsibility, equality and diversity

- 6.9 References may be sought if available, and for overseas partners, advice from the British Council, QAA, UK ENIC and/or the government Foreign, Commonwealth and Development Office.

In-Country Approval

- 6.10 Many overseas collaborations require the approval of a government agency either at institutional level, or at programme level or both. This is often the responsibility of the partner, but it is essential both in our interests and those of prospective students, that these are in place before delivery commences.
- 6.11 Early discussions with the partner are necessary as it can take considerable time to secure such approvals. The Learning, Teaching and Student Experience Business Partner can facilitate this part of the process working alongside Faculty business/accreditation managers and the partner and will check that in-country and other approvals are in place as part of due diligence.

7. Development and approval of new Academic Programmes and Modules taught with partners

Programme Approval

- 7.1 Once a partnership teaching proposal has received the approval of Academic Partnerships Sub-Committee, and the proposal to develop a programme with a partner has received approval at Phase 1, the programme team may begin programme development with the partner.
- 7.2 All such new proposals must be considered and signed off by the Faculty before proceeding to University Programme Approval Panel(s).
- 7.3 As with 'home' provision, the purpose of Programme Approval Panel(s) scrutiny of partnership provision is to ensure:
- That the learning outcomes are appropriately benchmarked against the Higher Education Qualifications Framework (FHEQ).
 - That all aspects of the programme have been designed to safeguard academic standards and it is worthy of an award in the University's name.
 - That the programme of study is academically coherent and appropriately aligned to Subject and Qualification Benchmarks, and any relevant Professional and Statutory Body or any in-country accreditations requirements.

- That the learning opportunities afforded to students provide the best possible chance for them to succeed.
 - That the assessment strategy enables students to demonstrate that they have achieved the intended learning outcomes and is robust, valid and reliable.
 - That students receive accurate information about the programme(s) and the student experience.
 - That the arrangements meet or exceed the expectations for quality and standards in the UK Quality Code for Higher Education.
- 7.4 Each of these factors is as important in partnership provision as it is in 'home' provision but securing assurance can be more complex and require a more detailed explanation.
- 7.5 To reach its conclusions, in addition to the necessary assurance about quality and standards, the Programme Approval Panel(s) will consider:
- The admissions criteria and their equivalence to those for home provision
 - The rigour of the quality assurance procedures
 - The comparability of the student experience and of the learning opportunities provided by the partner
 - The suitability and qualifications of the teaching staff
 - The adequacy and comparability of resources, including student access to University learner support and virtual learning environments
 - The arrangements for the management of the programme
 - Any changes/variations to the mode of delivery, curriculum (such as options), waiver of regulations as compared to other occurrences of the programme
 - The arrangements for assessment, moderation of marks and Board of Examiners
 - The arrangements for student engagement and feedback
 - The involvement of students in decision making
 - The accuracy of published information
 - Any other special features of the arrangement
- 7.6 A programme-level site visit, to be undertaken by an experienced member of academic staff who is independent to the proposal, is normally required as part of the evidence to be presented to the Panel.
- 7.7 The Panel will make a recommendation to Learning & Teaching Committee which has delegated authority from Senate to make a definitive decision regarding approval, except in cases involving regulation and/or policy.

8. *Contractual Agreement and Financial Schedule*

Contractual Agreement

- 8.1 The contractual agreement covers the partnership and quality assurance arrangements in relation to specified programmes of study, and the associated financial terms.
- 8.2 The contract is the legally binding agreement between the University and the partner(s) for the programme(s) or arrangement(s) it covers. It sets out the responsibilities and obligations of each party and covers standard contractual matters such as definitions, liabilities and warranties, insurance, intellectual property, data protection, confidentiality, breach, dispute resolution, notice periods and termination.
- 8.3 The contract sets out the academic arrangements for the assurance of quality and standards, the management and monitoring of the programme and those relating to student administration such as marketing and publicity, registration and enrolment, production of certificates and transcripts and graduation.
- 8.4 The contract also states which programmes are covered, maximum and/or minimum student numbers and the financial arrangements, usually in an attached Schedule that may be modified more frequently than the legal terms of the agreement.
- 8.5 The University has a few partnerships that involve more than one programme, subject area or Faculty. Wherever possible the University will agree and maintain one contract per partner. However, either because the programmes are of a very different nature or because of the timing of different developments, there may be some partners with which the University holds multiple contracts.

Financial Schedule

- 8.6 It is often the case that a more detailed examination of the proposed arrangement and the negotiations with the proposed partner result in a revision of both the costs and the fees compared to the initial plan.
- 8.7 **It is important that programme teams provide all the information necessary for the Faculty Finance Business Partner to make an accurate assessment of the likely costs of the relationship, and that fee negotiations are undertaken by a member of senior management or finance department and NOT by academic staff.**

- 8.8** The Financial Plan produced at this stage is an important document in determining whether a viable partnership is possible having regard to the costs, fees and scale or potential market. It is important that proposed arrangements demonstrate sustainable financial margins, and that the Faculty can justify and account for any arrangements where the financial projections are unfavourable.
- 8.9** The Finance Department may also be required to advise upon levels of liability and insurance that need to be specified in the contract.

Production of the Contract

- 8.10** The contract is drawn up, based upon the information supplied by the documentation generated through the approval process, in a collaborative action led by the University Secretary and Legal Services.
- 8.11** Sufficient time should be allowed for the contracting process. It can take several weeks to agree a final draft and complete the contract sign-off procedure. Colleagues should also be aware that the University's resource for contract development is extremely limited and should consider budgeting for external drafting with one of the University's outside counsels if time is of the essence.
- 8.12** As far as possible contracts will be produced using University standard templates. Features of each relationship need to be made explicit in the contract.
- 8.13** In cases where a partner or client wishes to use their form of contract, or where there are significant deviations from the University's standard template, the Legal team must review it to ensure that the University's interests are protected.
- 8.14** Once the draft contract has been agreed, it is issued to the partner for comment. Revised drafts are produced if necessary. Final approval of the contract requires approval of the final draft by the Faculty Dean.

Contract Signing and storage

- 8.15** All institutional contracts are signed by the sitting Vice-Chancellor or the approved signatory if this is a different person.
- 8.16** Two copies of a printed signed contract are sent by secure delivery to the partner for signature, one to retain and one to return. It shall not generally be permissible for a digital contract to suffice without approved exceptional circumstances/arrangements.

- 8.17** The University Secretariat will be responsible for entering the new provision on a database (formerly known as the Register of Collaborative Provision), for the safe keeping of original signed contracts, and for notifying APSC/LTSE/Programme Administration department (as appropriate) of the contract terms and validity.
- 8.18** **Students may only be enrolled on any collaborative taught programme when the contract has been signed and enacted by all parties.**

Part D

9. Management Of The Student Experience

Student Admissions

9.1 The University is responsible for admissions to all its programmes. The University Admissions Policy applies equally to programmes delivered in partnership as to 'home' programmes, and partners are responsible for ensuring that they fulfil their responsibilities to University applicants in accordance with it.

9.2 The University adopts a risk-based approach to the delegation of admissions processes to partners based upon the outcomes of due diligence, the maturity of the relationship, and the outcomes of annual monitoring and periodic review. There are two possible levels of delegation:

9.2.1. Delegated

- University of Bradford Admissions Policy applies.
- Admissions processes and procedures used by the partner must align with those of the University.
- Published information in relation to admissions must align with University requirements.
- The approved and published entry criteria for the programme(s) apply.
- Applicants with 'non-standard' qualifications, or those applying for Recognition of Prior Learning (RPL) are referred to the University.
- The University samples at least 10% of applications at each entry point for the programme.

9.2.2. Not Delegated

- All applications are processed and considered by the University of Bradford.
- The arrangements for submitting applications are agreed on a partner-by-partner basis.
- The University issues offer letters to successful applicants.

- University policy, procedures and entry criteria apply.
- 9.3** Admissions are normally made by prospective students direct to the partner. In cases where admissions are delegated, partner institutions can make offers to applicants who meet the published entry criteria for entry to University of Bradford programmes.
- 9.4** Where students are admitted to a partnership programme delivered by their employer, the University will ensure that its obligations to those individuals, who are also employees of the partner organisation, are made clear if their employment is terminated.

Student Enrolment and Registration for overseas partners

- 9.5** To facilitate the enrolment of overseas partner students, they must have a record on the student record system used by the University. The partner is required to provide all student information no later than two weeks following the commencement of the programme, including a personal email address which the University can use to inform them how to register for their University of Bradford IT account.
- 9.6** Students must also complete the enrolment process along with scanned copies of the student's passport or national identity card which have been verified and signed by staff in the partner institution, together with proof of qualifications. These should be received within 14 days of the student information being received at the University of Bradford from the partner.

Student Records and Data

- 9.7** Partners are required to provide the University with accurate, complete and timely student data, about applicants, students and graduates.
- 9.8** Partners must comply with the UK GDPR and Data Protection Act 2018. For partnerships in countries where the UK does not have a Data Protection Equivalency Agreement, a Data Transfer Agreement is signed alongside the contractual agreement, that requires the partner to manage personal information appropriately. The Information Governance team can advise on standard contractual clauses required to comply with these laws.
- 9.9** Exchange of information between the University and the partner will include data on withdrawals, intercalations, late registrations, module registrations and de-registrations as appropriate.

- 9.10** Partner institutions are responsible for maintaining a full record of students' academic progress, including periods of study, module marks, and personal data.
- 9.11** Where students are fully enrolled as University of Bradford students, the University will also maintain a full record of student data and for this purpose will require timely and accurate student data, including monthly updates.
- 9.12** Each party must meet its own obligations in relation to statutory returns and reporting as set out in the contract.

Status of Students and Entitlements

- 9.13** Students at partner institutions who are enrolled with the University of Bradford should receive the full range of learning resource entitlements enjoyed by home students. This includes a username and password together with information about how to access University of Bradford resources and information.
- 9.14** Enrolled students on University of Bradford awards at partner institutions are granted standard accounts which allow them to use email, file storage, the Virtual Learning Environment and web-based applications such as e:Vision.
- 9.15** Such students may also access a range of library and other learning resources including online journals, databases and e-books. Students visiting Bradford may also use the JB Priestley Library for study purposes and may borrow and renew printed materials.
- 9.16** Partners must treat disabled students equally to their peers, as at the University of Bradford. The University promotes the social model of disability which focusses on anticipating and removing barriers that restrict study for disabled students, including physical impairments, mental health difficulties and learning difficulties. Disabled students at partner institutions who are enrolled with the University of Bradford can access support & advice from Disability Services.
- 9.17** The partnership, as far as is legally possible, must comply with all other University policies and practices for student protection, equality, diversity and inclusion.
- 9.18** Depending on the nature of the partnership, access to other entitlements may be available to students, such as software, services of the University

of Bradford Students' Union (UBU), the Careers and Employability Service, or Faculty specific support services.

Student involvement in quality assurance and enhancement

- 9.19** Student involvement covers a diverse range of activities and structures, and student feedback can be provided by several different means. For example, through evaluation questionnaires, the personal tutorial system or through students being present at Staff-Student Liaison Committees or Programme Committees.
- 9.20** Representation enables dialogue between students and staff to aid development of programmes of study, the student experience and the holistic quality of the institution. This dialogue can take place in both formal and informal structures and circumstances.
- 9.21** The University policy for Student Representation provides a framework for coordination and representation at Programme, Faculty and University level.
- 9.22** Partners are required either to adopt the University Policy, System and Procedures or to propose their own system for approval, in which case the arrangements must be equivalent to those of the University.

Student Feedback and Evaluation

- 9.23** Student feedback and evaluation provides vital information for quality enhancement. As a minimum, the University expects partners to collect feedback from students at the end of each module, and at the end of each year of study, and to have in place mechanisms for acting upon this feedback and reporting back to students on action taken.
- 9.24** Approval is required should partners wish to propose alternative arrangements to those detailed in the University of Bradford Academic Quality Assurance procedures. A summary of students' feedback, both positive and negative, should be included in the annual monitoring report, together with a record of action taken and confirmation that an appropriate response has been disseminated to students.
- 9.25** Programme Co-ordinators should, where possible, meet with student representatives or student groups when they visit partners, to receive additional feedback about their learning experience. Summarised meetings with students should be included in the Visit Report.

10. Assessment

- 10.1 The University expects to work closely and co-operatively with partners to ensure that all aspects of the assessment process are managed with rigour, fairness, transparency and consistency.
- 10.2 While exact arrangements for the management of assessment of students will vary depending upon the nature and maturity of the partnership, and the perceived level of risk associated with any given arrangement, the University requirements as set out in the Academic Quality Assurance procedures will apply.
- 10.3 All assessments and marking schemes must be approved in advance by the University and the External Examiner and use the methods and weightings in the Programme Specification(s) and Module Descriptors.

Assessment at Partners

- 10.4 In some cases, the University will set all examinations and assignments and seek double-marking arrangements; in others, assessments will be set by the partner and be subject to University approval. As the partnership matures, the role played by the partner in assessment should be expected to increase incrementally. The External Examiner must always be involved in the process.
- 10.5 Examination and assessment arrangements at partner institutions must be agreed with the Programme Co-ordinator who will need to be satisfied that these are rigorous and secure. Security arrangements for examinations can be particularly complex for franchised programmes where the same examination may be taking place at multiple venues and in different time zones, so these require careful planning and management.

Assessment Information for Students at Partners

- 10.6 It is the partner's responsibility to make the necessary arrangements for examinations and to make these known to students. The University provides information for both invigilators and students in relation to conduct during examinations, and this must be made available to both staff and students.
- 10.7 Students should be given information about assessment timescales and deadlines, as well as clear assignment or project briefs including assessment criteria, arrangements for submission, penalties for late submission and the regulations associated with mitigating circumstances, absence and appeals. Students also need to be fully

informed about the consequences of missing an examination, what to do in case of illness or emergency, and procedures relating to mitigating circumstances.

- 10.8** Where a student has a declared disability or health problem, partner institutions must ensure that arrangements are in place that have been approved by the University, to assess student requirements and ensure that, where appropriate, alternative examination arrangements are in place.

Extenuating Circumstances

- 10.9** The process for managing extenuating circumstances is delegated to Faculties. The Administrative Regulations Relating to Assessment provide a non-exhaustive and general definition of extenuating circumstances, as:
- ‘good cause’ which has prevented a student from attending required assessments or from completing a particular assessment
 - ill-health or other form of adverse circumstances which may have led to significant impairment of a student’s performance in an assessment.
- 10.10** There are different regulations relating to the submission of requests under these two scenarios. These are explained in the University Policy and Procedures for Managing Cases of Extenuating Circumstances.
- 10.11** Extenuating circumstances are typically of a medical or personal nature affecting the student for a period on or around the assessment or examination period. The key issue is to ensure that a student is not unfairly disadvantaged, and to make consistent and fair decisions based upon objective criteria and evidence.
- 10.12** An expansion of the above definition and the circumstances which the University will accept as extenuating circumstances is provided in the Policy and Procedures along with details of the evidence required. Acceptable evidence includes:
- a death certificate.
 - a medical/health certificate covering the relevant date/period.
 - letter of support/explanation from an independent third party such as a religious leader.
 - letter of support/explanation from a University support service.

- 10.13** Students wishing to present a letter from the University Counselling Service in support of their claim for extenuating circumstances may only do so if they are currently attending or were attending that service within the period relevant to their claim.
- 10.14** It is the responsibility of the student to inform the University of extenuating circumstances and submit supporting evidence according to the agreed policy and procedures and within the agreed deadlines.

Assessment Committee and Boards of Examiners

- 10.15** The arrangements for Assessment Committees and Boards of Examiners are detailed in the Academic Quality Assurance procedures.
- 10.16** The arrangements for receipt and confirmation of the marks of students studying at partner institutions will need to be explained by the Programme Co-ordinator and agreed with the partner during the programme development phase. All module marks are subject to moderation by an External Examiner and confirmation by an Assessment Committee.
- 10.17** The Board of Examiners have responsibility for making recommendations to Senate on student progression through a programme, and on final awards. Senate has the ultimate authority for decision-making. All decisions and deliberations are made within the context of the University regulations, and any programme variations that apply thereto.
- 10.18** The arrangements for Boards of Examiners should be agreed during the partnership development and negotiation stage: Boards of Examiners for overseas partnerships are normally held at the University of Bradford, and those of UK partners may be held at the partner institution. It is expected that the External Examiner(s) will attend meetings and a Business Partner from Learning, Teaching and Student Experience will be in attendance.
- 10.19** Meetings of Boards of Examiners should take place in plenty of time prior to the awards ceremony, to allow enough time for the information to be passed to the University of Bradford, and the preparations for the ceremony to take place.

External Examiners

- 10.20** The role of the External Examiner in the UK and Irish Higher Education systems is to assist a University in discharging its responsibility for the

quality and standards of the education it provides and of the awards made in its name. The role is crucial in the view of the Quality Assurance Agency in assuring that standards are appropriate and safeguarded:

“The provider uses external expertise, assessment and classification processes that are reliable, fair and transparent”⁸

- 10.21** At least one External Examiner is appointed to act on behalf of the University for each programme. There may be more than one External Examiner, depending upon the nature, size and number of occurrences of a programme. The regulations and processes governing the nomination, approval and appointment of External Examiners are in the Regulations and Academic Quality Assurance procedures.
- 10.22** Each External Examiner is required to submit a report annually to the University. This report forms part of the evidence-base for programme monitoring and will be made available (securely) to partners and their staff and students. It is the University’s responsibility in conjunction with the partner to respond to and act upon the matters raised by the External Examiner and to communicate with them about this.
- 10.23** When relevant, External Examiners must be able to identify collaborative provision and the partner institution at which each student is studying, and to make judgement and comments about the comparability of quality and standards of a programme delivered by partners.
- 10.24** The University provides induction and training to support External Examiners in fulfilling their role.

11. Academic Misconduct, Appeals and Complaints

- 11.1** The University has developed some key principles, reflected in its regulations and policies, which should be applied in cases involving students studying on the home campus and at partner organisations:
- 11.1.1.** Approved University policies and procedures must be used by partner organisations when dealing with academic misconduct and academic appeals.
- 11.1.2.** Cases of Academic Misconduct and Student Appeals and Complaints should be dealt with in a timely manner and where possible, students

⁸ QAA (2018) UK Quality Code for Higher Education, p3

should be made aware of the outcome of a case before they enter the next stage of their studies.

- 11.1.3. All policies should operate on the principles of natural justice. A *prima facie* case may be found on the balance of probabilities; however, a clear burden of proof must be established.
- 11.1.4. Partner organisations must ensure that students have a voice in the process and are able to meet with the person responsible for investigating an allegation against them to discuss their case if they wish.
- 11.1.5. Proper consideration of extenuating circumstances should be applied on a case-by-case basis in accordance with the relevant Policy and Procedure.
- 11.1.6. All students should be clearly informed about appropriate referencing conventions. Partner organisations should ensure that this information is properly understood by students, particularly those who are new to higher education and/or new to the conventions of higher education, governed by academic conventions practised in the United Kingdom.
- 11.1.7. All students must be sent a formal Completion of Procedures letter at the end of the process.

Making students aware of University Policy and Regulations

- 11.2 Guidance of the University of Bradford regulations and procedures is available for colleagues at partner organisations to adapt in line with details contained in contractual agreements reached with the University of Bradford. These should be made available to University of Bradford students and included in student-facing documentation provided to students.
- 11.3 All amendments to these procedures must be approved via the Complaints Manager of the University (currently the Student Casework Team in the Academic Registry) prior to implementation.
- 11.4 Further information or clarification for partners about University policies in this area is available from the Programme Co-ordinator in the Faculty which manages the academic partnership.

Academic Misconduct

- 11.5** The Learning & Teaching Committee of the University of Bradford has resolved that to ensure equity of treatment for all students, partner organisations will be required to manage all suspected cases of academic misconduct within their own organisation, with the support of the Programme Co-ordinator and in line with University of Bradford regulations and procedures.
- 11.6** Such management includes approval for senior academics at collaborative partner organisations to consider and establish *prima facie* cases in respect of final-year undergraduate and postgraduate dissertations, projects and theses, and for their subsequent consideration by Investigating Committees, following University of Bradford regulations.
- 11.7** Partner organisations will be required to issue a formal ‘outcomes letter’ to students once the process of investigating the alleged breach is complete. This letter should include the University contact details should they not be satisfied with the outcome.
- 11.8** Partners should report to the relevant Faculty on an annual basis on the incidents of academic misconduct they have dealt with.

Appeals and Complaints

- 11.9** Academic appeals will be sent by the partner organisation to the Associate Dean (Learning & Teaching) in the partner Faculty within the University. Such appeals will be considered by an independent Investigating Dean and a response made to both the Partner and the student concerned.
- 11.10** Student Complaints will be managed within existing procedures approved and published by partner organisations. Students who are dissatisfied with the outcome of their appeal at partner level may apply for a review of their case to the Student Casework Manager at the University of Bradford.
- 11.11** Partner organisations are required to report annually, at the start of each January, on the number and nature of cases they consider. These reports will be provided to the partner Faculty within the University in order that they may be included in the University’s annual examination of academic misconduct, appeals and complaints.

- 11.12 University of Bradford regulations on academic misconduct, academic appeals and student complaints are in line with rules introduced by the Office of the Independent Adjudicator (OIA) .
- 11.13 OIA rules apply to all students registered on a programme of the University, whether studying on the home campus, by distance or at a partner organisation. The rules cover academic misconduct, appeals against academic judgements, complaints about a student's academic experience or about a service provided to them by the University and the conduct of, and matters in relation to, disciplinary or grievance committee hearings.

12. Certificates, Transcripts and Award Ceremonies

- 12.1 All students should receive a transcript and (where an award is achieved) a certificate.
- 12.2 Certificates and transcripts are extremely important and valuable documents in that they provide the main verification of an award or qualification. The University has sole responsibility for the issue of certificates and transcripts in its name and must ensure, for example, that the name and location of the partner involved in the delivery of the programme is included.
- 12.3 Faculties must maintain accurate records of awards they manage including interim/exit titles if these are different for partner provision.

University of Bradford Certificates

- 12.4 Clear and accurate information regarding the name to be included on the awarding certificate is requested from the partner institution. Once the certificate has been printed changes cannot be made unless there has been an error by the University.
- 12.5 Award certificates are presented at the award ceremony or will be sent by the University to the partner for those students who are unable to attend. Arrangements should be made for students who are awarded in absentia to collect their certificates from the partner institution, either in person or by an authorised nominee. A letter confirming that the student is eligible for an award in advance of the award ceremony will be produced upon request.

- 12.6** Students may request a replacement certificate via an online form ⁹. Students requesting a replacement certificate will be asked to return their original certificate and pay the requisite fee.
- 12.7** Joint awards of the University and another institution shall have special and secure arrangements for the production and enactment of their certificates, including administration and transport between institutions, which should be detailed in a schedule of their contract where possible.

Student Transcripts

- 12.8** The arrangements to produce the transcript must be agreed with each partner and must comply with the University of Bradford template. Where the agreement is for the transcript to be produced by the partner, an example must be submitted and held on file by Learning, Teaching and Student Experience.
- 12.9** Transcripts and certificates will not be issued until assessment results have been ratified by a Board of Examiners and the relevant award ceremony has taken place.
- 12.10** After the award ceremony transcripts will be made available to students by the University on the secure digital transcript system, which is accessed as directed to students (by email, in a handbook or through the e:Vision platform). Students should be informed that their transcript provider log-in is separate from their University of Bradford IT log-in and does not expire.

Award Ceremonies with Partners

- 12.11** All partner institutions are asked to provide a named contact for liaison regarding co-ordination of the awards ceremony. The contractual agreement normally makes provision for the University to support one award ceremony a year for each overseas partner, and for each major UK partner.
- 12.12** The students of other UK partners are normally invited to the University of Bradford award ceremonies, which take place in July and December of each year.
- 12.13** Students are only permitted to attend one award ceremony.

⁹ www.bradford.ac.uk/alumni/transcripts/

Partner Student Debtors

- 12.14** Students with outstanding financial debt **for tuition fees** will not receive a graduation certificate and this should be clearly stated in the Student Contract.
- 12.15** Where the partner collects the fee, they should flag any students who are in debt before the meeting of the Board of Examiners takes place. Their results will not be considered until the partner informs the University in writing that the debt has been cleared and the student is eligible to receive his/her results and/or award.
- 12.16** At the request of a partner, a student with outstanding tuition fee debt may be suspended from their programme of study.
- 12.17** Students with outstanding financial debt **only for other services** will be eligible to receive a graduation certificate.

Part E

13. *Information For Prospective And Current Students*

Promotional Activity

- 13.1 A programme may only be advertised by a partner following academic approval and with a signed contract in place.
- 13.2 All publicity materials relating to the University and its programmes, in whatever format, must follow University brand guidelines, must be accurate and must be approved by the University before publication. The contract will specify the obligations of all parties in this regard. When requested to by the University of Bradford, partners must immediately cease and desist improper or unauthorised usage of the University logo/brand, or risk legal actions and the recovery of damages.
- 13.3 The University will provide partners with generic information about the University for it to use in relation to its partnership with the University and the associated programmes. Partners are expected to work closely with the University in the production of public information, especially prospectuses which contain a considerable volume of very detailed information.
- 13.4 Information about programme content is the responsibility of the Faculty and can be obtained from the Programme Co-ordinator.
- 13.5 Information about corporate style and use of the University logo is the responsibility of the Brand Guardian within the University Outreach, Recruitment and Marketing Directorate. Publicity materials should be submitted via the Marketing contact for the Faculty for inspection and approval prior to publication.

Application Information

- 13.6 Prospective students should be provided with as much information as they need to make informed judgements on where and what to study. Module detail, assessment criteria and other such information should be easily accessible to all applicants.

- 13.7 Partner institutions should publish in full their Admissions Policy and selection criteria and ensure that prospective students are fully informed as to how to compare the admissions and enrolment processes.

Induction

- 13.8 All students should be provided with a formal induction to their programme of study.
- 13.9 Induction should include:
- academic requirements of the programme
 - attendance requirements and/or expectations
 - learning support (e.g., personal academic tutoring, academic misconduct/breaches/appeals)
 - access to library, IT and other resources
 - student services (e.g., Counselling, Disability, Careers and Employability)
 - health and safety
 - institutional or departmental information.
- 13.10 Induction is also an opportunity for partners to explain the relationship between the institutions, and the role of the University of Bradford as awarding body.
- 13.11 Advice relating to the format and content of student induction should in the first instance be sought from the Programme Co-ordinator.
- 13.12 Attention is drawn to the need to hold an initial expectations session for all new and returning students at the start of each academic session to ensure that clear ground rules for learning are developed and implemented. The Student Charter¹⁰ should also be discussed as part of this session.

Programme and Module Handbooks

- 13.13 Prospective and current students should be provided with all the relevant information they need to apply, enrol for and complete their studies.
- 13.14 Students should be provided with Module Handbooks at the commencement of their programme for every module that they are studying, which should include the details of study, policy on extenuating circumstances, policy on academic misconduct, and

¹⁰ www.brad.ac.uk/student-charter/

channels through which students can raise concerns, including those for complaints and appeals to the University.

- 13.15** Unless the contact hours and/or assessments for partner occurrences of provision are different, partners and 'home' programmes are obliged to use the same Module Handbooks.
- 13.16** Students should also be directed to or provided with the Programme Specification and any applicable regulations for the programme. Some of this information is available as standard text that is supplied by the University.
- 13.17** It is essential that information in these documents is tailored to the programmes and modules that are running, in accordance with currently applicable UK Competition and Markets Authority guidance¹¹, to keep the University and the partner out of undesired legal liabilities.
- 13.18** Advice for completing Module Handbooks is available from Learning, Teaching and Student Experience.

¹¹ <https://www.gov.uk/government/publications/higher-education-providers-short-guide-to-consumer-protection-law>

Part F

14. *Monitoring Arrangements For Partnership Provision*

Relationship Management

- 14.1 It is important that the University establishes and maintains a constructive and professional relationship with its partners and that these are actively managed at both Faculty and institutional level, for the purposes of:
- Assurance of academic quality and standards.
 - Ensuring contract compliance.
 - Financial management; and
 - Communication and information exchange.
- 14.2 Depending upon the scale and nature of the relationship, it will be managed and maintained at several levels:

Level of interaction	Nature and frequency of interaction
At senior/executive level through Partnership Boards, which are established for each academic partnership, chaired by a senior manager and comprise senior staff from all organisations.	Partnership Boards will convene at least once every 2 years, normally at the partner organisation, to review performance and contractual aspects of the relationship. This may be combined, for example, with a visit by the Faculty Dean or other senior colleagues for graduation. This provides an opportunity to sustain the relationship at the most senior level, to enhance and grow activity, and for high-level discussion about any future developments, issues or problems.

Level of interaction	Nature and frequency of interaction
<p>At a formal, contractual level between the Faculty Business Manager and senior staff and/or registry/legal services at the partner organisation. Each partner should identify a point of contact for the other(s) to communicate with.</p>	<p>The Faculty interacts with the partner as required on a formal professional basis and will formally write to the partner on matters relating to the contract, finance, or regarding quality and standards should this be necessary.</p>
<p>At an academic level between the Programme Co-ordinator and subject staff from the University, with partner staff delivering the programme. The partner should identify a point of contact at programme level for the Programme Co-ordinator to link with.</p>	<p>The Programme Co-ordinator is expected to visit the partner at least once a year, and to complete a visit report. This includes interaction with both programme staff and students, observing teaching, sampling admissions, inspecting resources, and checking publicity materials. The visit report should be submitted to the ADLT and the LTSE Business Partner. The Faculty will be alerted should the visit report not be submitted according to the schedule.</p>
<p>Between various support and administrative staff regarding issues such as admissions, enrolment, adjustment and support for disabled students, graduation, and assessment results, for example.</p>	<p>Partner organisations may contact a range of University departments via Learning, Teaching and Student Experience or the Programme Co-ordinator on an <i>ad hoc</i> basis on any matter relating to programmes or students.</p>

- 14.3** It is important that there is effective communication between the various University colleagues involved in relationship management to avoid duplication and confusion, and to ensure that our relationships are always managed professionally and effectively.

Monitoring and Review

- 14.4** A Partnership Board is convened for each academic partnership where an arrangement leads to an award of the University.
- 14.5** The Partnership Board meets at least once every 2 years, provides a forum for the strategic development of the relationship, and affords an opportunity to discuss performance, contract compliance and finance.
- 14.6** The Partnership Board is chaired by a senior manager and is constituted from a small group of senior staff from the University and relevant partner institution(s).
- 14.7** The role of the Partnership Board is to:
- Review student numbers and update the financial arrangements
 - Ensure the operational aspects of the contractual agreement are being met
 - Discuss any issues arising from annual monitoring, periodic review, audits, External Examiner reports, student feedback or visit reports, and address any actions arising from these
 - Review actions from the previous Partnership Board and Partnership Review
 - Discuss plans for the partnership
- 14.8** Each Partnership Board reports to the Academic Partnerships Sub-Committee and where relevant to the governors of the partner(s).
- 14.9** All programmes that are delivered in partnership are subject to standard programme monitoring. The programme monitoring process gathers information from a range of sources to produce a report and an action plan, as with any other programme at the University.
- 14.10** An External Examiner or External Expert for a programme will serve for the 'home' programme and any collaborative provision to ensure work is held to the same standard.
- 14.11** Programmes delivered through collaborative partnerships are subject to the same arrangements for Periodic Review as 'home' programmes. Periodic Review of provision delivered by partners should thus be done at the same time as Periodic Review of the equivalent 'home' provision.

- 14.12 Periodic Review, whenever it takes place, MUST incorporate student feedback and MUST involve staff and students from the partner organisation(s). Periodic review will follow the processes in the Academic Quality Assurance procedures.**

Procedures for Module/Programme Modifications

- 14.13** Any modifications to approved modules or programmes delivered in a collaborative arrangement are required to follow the same procedure as 'home' programmes. These are described in the Academic Quality Assurance procedures.
- 14.14** Major modifications that have an impact on resource requirements may require a further site visit by the programme team.
- 14.15** Proposals for modifications and any approved changes made during the academic session are summarised within the Programme Monitoring Report, once approved are reported to the Partnership Board or Review so that any required modifications to the contract arising from the changes can be identified and actioned.

Partnership Review

- 14.16** The outcomes of monitoring and review are used to inform Partnership Review.
- 14.17** Each partnership is subject to a formal review at an interval of no more than five years. The exact format of the Partnership Review will be determined on a risk-based approach, based upon the nature, scale and location of the partnership, determined jointly by LTSE and Academic Partnerships Sub-Committee.
- 14.18** Partnership Review is undertaken by a panel comprising suitably qualified and experienced University staff and student representation. The format will normally be a panel convened either at the University of Bradford, or at a partner institution.
- 14.19** Partnership Review focuses upon the development, strength and benefits of the continuing relationship. A reassessment of the due diligence checks will be undertaken to safeguard against any potential risks. Such checks will include a reassessment of the partner's financial standing. An assessment of the capacity of the partner institution to assure academic standards and to provide learning opportunities sufficient for students to achieve the intended learning outcomes will be made.

14.20 The outcome is either a recommendation to:

- Renew the relationship with existing terms.
- Renew the relationship with revised terms.
- Renew the relationship with a specified further periodic review date.
- Or to Terminate the relationship.

14.21 The report and recommendations of a Partnership Review are reported through Academic Partnerships Sub-committee and Learning & Teaching Committee to Senate.

Termination Of Partnership And Suspension/Withdrawal Of Programmes

14.22 The contract makes provision for the suspension or withdrawal of a programme and the termination of a partnership agreement.

14.23 A distinction should be made between **suspension of a programme**, where a course is temporarily withdrawn but is expected to be reinstated at some point in the future, and **withdrawal of a programme**, where the course is permanently removed from the partnership agreement or University's portfolio of awards.

14.24 Any intention to suspend or withdraw the delivery of a programme by a partner that will otherwise continue to deliver University of Bradford awards should be raised through the Annual Monitoring Report and/or a Visit Report, and then follow the approved procedures as set out below.

14.25 A programme delivered by or with a collaborative partner may be suspended or terminated in accordance with any obligation for the provision of notice as set out in the contract for one or more of the following reasons:

14.25.1. Failure to recruit the minimum number of students for more than one year in succession.

14.25.2. Persistent concerns about quality and/or standards where the partner fails to address these within a reasonable timescale.

14.25.3. Faculty is no longer able to support delivery at the partner institution.

14.25.4. Faculty no longer runs the programme and/or is unable to provide appropriate subject expertise for the assurance of quality and standards.

14.25.5. Failure to reach agreement about future fees or finances.

14.25.6. Any material breach of contract.

14.25.7. Provision is no longer aligned to the University Strategy and/or Faculty strategies.

Suspension or withdrawal of a programme

14.26 A formal proposal to suspend or withdraw a programme must be submitted to Learning, Teaching and Student Experience as detailed in the Academic Quality Assurance procedures.

14.27 Where there are still registered students, arrangements for teaching-out or transfer of existing students must be explained and approved in an exit strategy to ensure that the University continues to meet its obligations to them for the duration of their studies.

14.28 Once approved by LTC and Senate, Legal and Governance will make any necessary revisions to the contract and the records of partnership provision.

Termination of a Partnership

14.29 Terminations will normally be proposed by the Partnership Board because of annual review of the partnership, or because of Partnership Review. All terminations are handled by Academic Partnerships Sub-Committee in consultation with the Faculty, and require the approval of the Faculty Board, LTC and Senate.

14.30 While different arrangements and circumstances may result in different notice periods, all such arrangements will involve the development of an exit strategy to safeguard the student experience and make provision for enrolled students to complete their programme of study. This might involve, for example, transferring students to an equivalent programme in Bradford or at another partner, University staff travelling to the partner to teach out the programme, or providing finance to support alternative arrangements.

14.31 Whatever the reason for termination, most contracts state that no further students can be enrolled on the programme once notice has been given.

Procedures for the Termination of a Partnership

14.32 An exit strategy must be agreed with the partner in all circumstances.

14.33 Unless instigated by the partner, a proposal to terminate is subject to approval via Academic Partnerships Sub-Committee and Learning &

Teaching Committee by Senate. **Faculties are not permitted to act on behalf of the University in respect of a potential termination.**

- 14.34** If a Faculty wishes to terminate, it should complete a Suspension/Withdrawal/Termination Form outlining the reasons and describing the proposed exit arrangements, and pass this at Faculty Board, after which it is submitted to Learning, Teaching and Student Experience.
- 14.35** The Suspension/Withdrawal/Termination Form will then be considered by the Academic Partnerships Sub-Committee and a recommendation made to Learning & Teaching Committee and thence to Senate. A meeting, or correspondence, should then be arranged as soon as possible to discuss the proposed termination.
- 14.36** Formal notice of termination of the contract will be issued by the University Secretary in accordance with the provisions of the contract. If the University receives notice of termination from a partner, the Faculty/Faculties will be required to produce an exit strategy and report this to Academic Partnerships Sub-Committee for scrutiny and recommendations.

Exit Strategy

- 14.37** Following notice of termination to or from a partner, the University and the partner will work together to develop an exit strategy from the partnership. The primary purpose of the exit strategy is to safeguard the experience of students already enrolled on a programme and to ensure that they can successfully complete their studies and achieve an award.
- 14.38** Developing the exit strategy is often a complex process, as there are usually students at different stages of study and some who may have suspended studies or have mitigating circumstances that extend their studies beyond their anticipated completion date. The University and the partner have a responsibility to ensure all students can complete their studies, and the implications of this require consideration by both parties.
- 14.39** When notice is given to terminate a partnership, the parties will need to agree on how the remaining students will be taught out, the obligations of each partner and the financial arrangements. This is primarily discussed between the Faculty, the Finance Directorate and the partner, however where the partnership involves more than one Faculty or the withdrawal from the partnership is likely to be significantly complex,

LTSE and the University Secretary and/or (Deputy) Academic Registrar should also be involved.

14.40 The exit strategy should cover:

14.40.1. The date from which the exit strategy will commence and the projected period necessary to fulfil obligations to students in accordance with the terms of the contract.

14.40.2. The financial arrangements during the exit strategy and any additional charges/costs arising from the termination arrangements.

14.40.3. The responsibilities and expectations of all parties during the exit phase, as unless otherwise stated the expectation is that the relationship will continue as set out in the contract.

14.40.4. Communication Strategy and student consultation.

14.41 Learning, Teaching and Student Experience can support Faculties in developing teach-out plans. The University Secretary must be consulted about any wording and mode of communication to continuing students in relation to termination and/or transfer.

Monitoring Arrangements after Programme/Partnership Termination

14.42 The exit period is considered a high-risk phase of any partnership, and it is vital that students can complete their programmes of study without any adverse effect or compromise to quality and standards. The exit strategy will be monitored through the annual monitoring procedures for both partnerships and programmes and reported to both the Academic Partnerships Sub-Committee and the Learning and Teaching Committee.

14.43 Programme Co-ordinator visits and reports will provide commentary on how exit arrangements are progressing and identify any issues to be addressed.

Parts G & H

15. *Approval, Monitoring and Review of Articulation Agreements*

Specific guidance relating to Articulation Agreements has been withdrawn as this is the responsibility of Admissions Sub-Committee to oversee.

16. *Approval, Monitoring and Review of Recognition Agreements*

Specific guidance relating to Articulation Agreements has been withdrawn as this is the responsibility of Admissions Sub-Committee to oversee.

Part J

17. *Partner Staffing*

Relationship Management and Co-ordination

- 17.1 It is expected that the partner will identify a central point of contact with whom the Faculty and LTSE can link in relation to administrative and contractual aspects of the relationship with the partner organisation.
- 17.2 In addition, a co-ordinator or 'link tutor' with similar duties as the University of Bradford Programme Co-ordinator should be identified for dealing with operational aspects of each programme, and for matters of academic quality assurance and standards.

Approval of Partner Teaching Staff

- 17.3 The University expects partner staff engaged in delivering University of Bradford programmes to be suitably qualified and experienced. Some Faculties and programmes have unique requirements in this regard, often due to external accreditation or professional body requirements;

these will be explained during the partnership and programme development phase and specified in the contract.

- 17.4 All partners' staff to be engaged in delivering University of Bradford programmes are required to be approved as part of the University approval process, and their CVs are required to evidence their suitability.
- 17.5 It is a requirement that partners keep the University informed about staff changes and seek the approval of the relevant Faculty, through the Programme Co-ordinator, for any new staff they wish to employ in the delivery of Bradford programmes.

Partner Staff Access to Learning Resources

- 17.6 Staff in partner institutions, particularly those involved in the delivery of franchised programmes, will require access to learning resources including web-based applications such as the Virtual Learning Environment and online journals and databases.
- 17.7 Requests for staff access should be made to the Infrastructure Directorate (IT Services) via the Faculty, and individual access must be renewed on an annual basis.

Partner Staff Development

- 17.8 The University expects partners to have an appropriate staff development policy for staff involved in the delivery, support and administration of University of Bradford programmes, and to provide suitable opportunities for their professional development.
- 17.9 The University aims to support partners in this regard and UK partner staff are invited to attend University staff development workshops that are run throughout the year and encouraged to attend the Learning & Teaching Conference or in similar such events.
- 17.10 Overseas partner staff who hold University of Bradford staff numbers are invited to participate in online workshops through the University system.
- 17.11 Academic staff are encouraged to enhance their research and scholarly activity by developing links with academic counterparts at the University, by registering for research degrees offered by the University, and by engaging in shared supervision of PhDs.

- 17.12** Partner staff who do not hold a suitable teaching qualification are required to take part in the Bradford:Fellowships scheme, which can be made available by distance learning.
- 17.13** New and existing members of Boards of Examiners will be invited to attend Board of Examiner training, hosted by the University. In the event of non-attendance, a Programme Co-ordinator or senior LTSE officer will arrange for bespoke training as required.

Peer Observation of Teaching

- 17.14** The Programme Co-ordinator, or other University colleagues, will undertake observation of teaching as part of their regular visits to partner institutions. Their observations will be reported in their Visit Report and through participation in the peer supported review scheme.

Responsibilities for Partner Staff

- 17.15** It is important to note that while the University is responsible for the quality of teaching on its programmes and will make recommendations in this regard as part of its management of quality and standards, the partner is responsible for all matters pertaining to the employment and management of the staff which it deploys on the delivery of University of Bradford programmes, under whatever arrangements they are employed. The University will expect the partner to deal with any human resource management issues arising from persistent unsatisfactory teaching.

Appendix 1

18. Typology Of Academic Partnerships

1. Memorandum of Understanding

- 1.1. In the early phases of a relationship and to formalise the development phase of the collaborative activity, partnerships begin with a Memorandum of Understanding (MoU).
- 1.2. The MoU is a general statement of intent to develop a strategic relationship between the University and the partner(s).
- 1.3. In some instances, MoUs will be entered into with commercial entities to pursue opportunities for the University. These are managed as part of the University's approach to commercial activity and are not covered by this guide.
- 1.4. MoUs for academic partnerships involve staff or student exchange, joint research proposals, articulation and recognition arrangements, fee discounts for preferred international partners, franchise or partnership provision of teaching, and other specified areas of cooperation in academic endeavour and scholarship.
- 1.5. The MoU is not in itself an academic partnership, and no programme delivery or admission may take place under an MoU.
- 1.6. The MoU does, however, require formal approval and oversight and may only be signed by the Vice-Chancellor or a delegate approved by Senate.
- 1.7. MoUs will be assessed on the bases of risk and reputation and other areas as determined by APSC, LTC, and the University Secretary.

1.8. A Memorandum of Understanding:

- 1.8.1. Sets out a basis for working towards a more formal agreement.
- 1.8.2. May specify relevant areas of collaboration (the University template includes broad general areas).
- 1.8.3. Does not specify activities or involve costed work plans.
- 1.8.4. Commits the Faculty/Directorate and the University to exploring a relationship with the party/parties and must be signed off by the Dean.
- 1.8.5. Will normally be for two years and may be terminated by either party on 1-3 months' notice. Unlimited MoUs are not permitted to be signed.
- 1.8.6. Has no financial transaction.
- 1.8.7. Must not constitute a legally binding contract.
- 1.8.8. Is subject to the approval of Senate via Learning & Teaching Committee.

- 1.8.9. May be modified jointly by the competent authorities of the involved Parties after governance approval as long as such modifications do not extend the term of the agreement or otherwise violate the above clauses.

- 1.9. If and when the arrangement progresses to a more formal stage, the appropriate approval procedures must be followed, and a new agreement set up.

2. Academic Partnership Types

2.1. An Academic Partnership:

- 2.1.1. Is a formal agreement with an established strategic partner.
- 2.1.2. Specifies relevant areas of collaboration on a University template approved by the Legal department, and with any modifications signed off by the University Lawyer or their nominee.
- 2.1.3. Specifies activities within the agreement or in an attached schedule.

- 2.1.4. Will normally be for a period of 5 years and may be terminated by either party on 6-12 months' notice. Agreements may not be signed for a period exceeding 10 years.
 - 2.1.5. Is financially sustainable as a viable activity under the host Faculty/Directorate and appropriately signed off by representatives of Finance and the Fees Sub-Committee as appropriate.
 - 2.1.6. Constitutes a legally binding contract.
 - 2.1.7. Is subject to the approval of Executive Board via Learning and Teaching Committee and any other responsible persons such as the Chief Financial Officer or Pro-Vice-Chancellor (Research).
 - 2.1.8. May be modified jointly by the competent authorities of the involved Parties after governance approval including renewal under normal business management processes and procedures.
- 2.2. The following typology represents arrangements acknowledged by the University of Bradford, without prejudice to other classifications it uses in submissions to regulators and other bodies.
- 2.3. Types of academic partnership the University of Bradford will consider for higher education (taught or research provision) with partners include:
 - 2.3.1. **Distance taught** / "fly-in faculty"
 - 2.3.2. **Taught knowledge transfer** outside the UK / "buy-in faculty"
 - 2.3.3. **Validation**
 - 2.3.4. **Delivery support provider** or joint enterprise
 - 2.3.5. **Centre for Doctoral Training**
 - 2.3.6. **Joint Degree Award**, where the University and partners teach students within an academic year for a single award from all involved institutions
 - 2.3.7. **Dual Degree Award**, where the University and a partner operate a bespoke programme with at least one academic year of study at each institution leading to an award from both bodies

2.4. Types of academic partnership the University will consider admission and/or registration proposals for include:

2.4.1. Recognition

2.4.2. Articulation

2.4.3. Reserved places

2.4.4. General academic student/staff mobility

2.4.5. Co-supervision and/or co-registration

2.4.6. International summer school or other short international programme

2.5. The University has several other arrangements which fall outside of the definitions for higher education with partners. These include, for example, distance learning, executive education, bespoke programmes for employers, degree apprenticeships and student exchanges.

2.6. The University will not consider new provision in the following categories, as defined below, until further notice:

2.6.1. **Franchise**, where a partner without degree awarding powers has responsibility

for a University of Bradford degree programme

2.6.2. **Overseas campus**, operated by University staff or by agents operating on its behalf

2.6.3. **Multiple/Double Award**, where credit is counted more than once for Bradford and partner degree awards

2.6.4. **Concurrent Award**, where the University offers its own degree for completion of a partner's degree programme of study

2.7. The University can consider other arrangements than listed in this section or above under the provisos that appropriate monitoring arrangements are in place and that the University can meet its obligations for quality assurance, financial oversight and student experience management.

2.8. If you are unsure as to whether the University can engage with a possible partnership arrangement or which procedures need to be followed, please contact the Chair of Academic Partnerships Sub-Committee for advice.

Type of partnership	Key characteristics
<p><i>Franchise</i></p> <p>A University of Bradford programme which is normally (but not always) delivered at the University and is also authorised by the University for delivery by a partner institution, and which leads to UoB credit or award.</p>	<ul style="list-style-type: none"> • The University ‘owns’ the programme and as such retains direct control and responsibility for its content, the teaching and learning strategy, assessment and quality assurance. • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability, and the suitability of the partner to deliver a UoB award. • Partnership proposal subject to full partnership approval by Senate via Academic Partnerships Sub-Committee and Learning & Teaching Committee. • Covered by a formal contract, between the partner and UoB, which includes the financial arrangements. • Students are enrolled and have a direct contractual relationship with the University and are entitled to access University learning resources. • Subject to annual monitoring and periodic review of programme(s). • Board of Examiners chaired by UoB, and to include an External Examiner appointed by UoB. • Partnership and contract subject to annual/periodic review through Partnership Board/Review. • Monitoring of publicity material.

Type of partnership	Key characteristics
<p><i>Validation</i></p> <p>A programme developed and delivered by a partner organisation leading to UoB credit or award. The programme(s) must fit with the University's strategic, ethical and financial objectives and have been approved as of appropriate standard to lead to an award of the University of Bradford.</p>	<ul style="list-style-type: none"> • The programme is designed, developed and owned by the partner. • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability. • Partnership proposal subject to approval by Senate via Academic Partnerships Sub-Committee and Learning & Teaching Committee. • The University must assure itself that the quality and standard of the programme and its management are appropriate to contribute or lead to a University of Bradford award. • Covered by a formal contract, between the partner and UoB, which includes the financial arrangements. • Students normally have a direct contractual relationship with the partner and the partner is responsible for providing appropriate learning resources and support in accordance with the University's requirements. • Subject to annual monitoring or equivalent partner process, and periodic review of programme(s). • Examination Board chaired by UoB, and to include an External Examiner appointed by UoB. • Partnership and contract subject to annual/periodic review through Programme Coordinator visits, Partnership Board/Review. • Monitoring of publicity material.

Type of partnership	Key characteristics
<p><i>Delivery Support Provider</i></p> <p>An organisation, other than the University of Bradford, which supplies support, resources or specialist facilities for student learning opportunities on a programme or programmes of study. The support organisation may be a higher education provider without degree-awarding powers or an employer.</p>	<ul style="list-style-type: none"> • The programme is designed and developed jointly by the University and the support organisation(s). The University is the ultimate 'owner' of the Programme in all aspects other than the intellectual or commercial property of the provider(s). • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability, and the suitability of the partner(s) to deliver a UoB award. • Partnership proposal subject to full partnership approval by Senate via Academic Partnerships Sub-Committee and Learning & Teaching Committee. • Covered by a formal contract, between the partner(s) and UoB, which includes the financial arrangements. Reviewed frequently to ensure the provider(s) and the University are satisfied that academic and student experience standards are being met. • Students are enrolled and have a direct contractual relationship with the University and are entitled to access University learning resources. • Subject to annual monitoring and periodic review of programme(s). • Board of Examiners chaired by UoB, and to include an External Examiner appointed by UoB. • Partnership and contract subject to annual/periodic review through Partnership Board/Review. • Monitoring of publicity material.

Type of partnership	Key characteristics
<p><i>Doctoral Training Centre</i></p> <p>DTCs bring together diverse areas of expertise as a means of increasing capacity in interdisciplinary research activities. Typically, postgraduate research students will spend time pursuing their research and undertaking training in one or more partner institutions.</p>	<ul style="list-style-type: none"> • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability, and the suitability of the partner(s). • Partnership proposal subject to approval by Senate via RKT Committee. • Covered by a formal contract, between the partner(s) and UoB, which includes the financial arrangements. • Students studying for a PGR award at Bradford are enrolled and have a direct contractual relationship with the University and are entitled to access University learning resources. • Students attending Bradford for doctoral training are enrolled with the relevant partner. The arrangements for access to learning resources and support should be made clear in the contract and in the information provided to students. • Information for prospective and existing students should be agreed by all parties.

Type of partnership	Key characteristics
<p><i>Dual Award</i></p> <p>The University, with another partner institution jointly design a programme of study comprising a joint curriculum, which diverges at a given point leading to two entirely separate awards being granted by the two degree-awarding bodies (and which may be at different levels). The overall study period and volume of learning is longer than for either of the individual awards, but typically shorter than if each of the programmes had been studied consecutively.</p>	<ul style="list-style-type: none"> • The University of Bradford is responsible for assuring itself of the quality and academic standards of the programme of study leading to the University of Bradford award. • The partner is responsible for assuring the quality and standards of its own award. • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability. • Partnership proposal subject to approval by Senate via Academic Partnerships Sub-Committee and Learning & Teaching Committee. • Covered by a formal contract, between the partner and UoB, which includes the financial arrangements. • Students are enrolled and have a direct contractual relationship with the University and are entitled to access University learning resources. • Subject to annual monitoring and periodic review of programme(s). • Examination Board held and chaired by UoB for our award, and to include an External Examiner appointed by UoB to oversee UoB modules and award. • Partnership and contract subject to annual/periodic review through Programme Coordinator visits, Partnership Board/Review. • Monitoring of publicity material.

Type of partnership	Key characteristics
<p><i>Joint Award</i></p> <p>The University with one or more partner institutions jointly develops and delivers a single programme leading to a single qualification awarded jointly by both/all partners. A single certificate signed by the competent authorities, replaces the standard institutional certificates.</p>	<ul style="list-style-type: none"> • The University jointly ‘owns’ the programme and as such share's responsibility for control and responsibility for its content, the teaching and learning strategy, assessment and quality assurance. • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability, and the suitability of the partner to deliver a programme leading to UoB award. • Partnership proposal subject to approval by Senate via Academic Partnerships Sub-Committee and Learning & Teaching Committee. • Covered by a formal contract, between the partner and UoB, which includes the financial arrangements. • The arrangements for the enrolment of students, the payment of fees and student data must be negotiated and set out in the contractual agreement. • Students have a direct contractual relationship with the University, are enrolled for the modules delivered by the University and are entitled to access University learning resources. • Subject to annual monitoring and periodic review of programme(s). • The arrangements for Board of Examiners must be negotiated ad set out in the Agreement and must include an External Examiner appointed by UoB. • Partnership and contract subject to annual/periodic review through Programme Coordinator Visits and Partnership Board/Review. • Monitoring of publicity material.

Type of partnership	Key characteristics
<p><i>Multiple/Double Award</i></p> <p>The University with one or more partner institution jointly develop and deliver a single programme leading to separate qualifications (and separate certificates) being awarded by both/all partners. The certificate and/or transcript must indicate that a jointly delivered single programme is leading to two or more awards. A multiple qualification may be appropriate if there are legal impediments, in some jurisdictions, to a single joint qualification, or difficulties with the recognition of the certificate and transcript of a single joint qualification.</p>	<ul style="list-style-type: none"> • The University of Bradford is responsible for assuring itself of the quality and academic standards of the programme of study leading to the University of Bradford award. • The partner is responsible for assuring the quality and standards of its own award. • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability. • Partnership proposal subject to approval by Senate via Academic Partnerships Sub-Committee and Learning & Teaching Committee. • Covered by a formal contract, between the partner and UoB, which includes the financial arrangements. • Students are enrolled and have a direct contractual relationship with the University and are entitled to access University learning resources. • Subject to annual monitoring and periodic review of programme(s). • Examination Board held and chaired by UoB for our award, and to include an External Examiner appointed by UoB to oversee UoB modules and award. • Partnership and contract subject to annual/periodic review through Programme Coordinator visits, Partnership Board/Review. • Monitoring of publicity material.

Type of partnership	Key characteristics
<p><i>Concurrent Award</i></p> <p>A single programme of study, which is delivered by a degree-awarding partner, leads to two separate qualifications at the same or equivalent level. One is awarded by the degree-awarding institution that delivers the programme and the other by the University of Bradford. A concurrent award arrangement would typically evolve from an existing franchise or validation agreement with an established overseas partner (that has acquired degree-awarding powers).</p>	<ul style="list-style-type: none"> • The University of Bradford is responsible for assuring itself of the quality and academic standards of the programme of study leading to the University of Bradford award. • The regulations relating to the use of credit towards more than one qualification need to be clear within the programme documentation and approved by Senate. • The partner is responsible for assuring the quality and standards of its own award. • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability. • Partnership proposal subject to approval by Senate via Academic Partnerships Sub-Committee and Learning & Teaching Committee. • The arrangements for handling Appeals and Complaints must be agreed with the partner and communicated clearly to the students. • Covered by a formal contract, between the partner and UoB, which includes the financial arrangements. • Students are enrolled and have a direct contractual relationship with the University and are entitled to access University learning resources. • Subject to annual monitoring and periodic review of programme(s). • Examination Board held and chaired by UoB for our award, and to include an External Examiner appointed by UoB to oversee UoB modules and award. • Partnership and contract subject to annual/periodic review through Programme Coordinator visits, Partnership Board/Review. • Monitoring of publicity material. • Both the certificate and the transcript state that a single programme of study, delivered by one provider, lead to two or more qualifications from different degree-awarding bodies.

Type of partnership	Key characteristics
<p>Articulation Agreement</p> <p>Recognises and grants guaranteed admission with or without recognition of prior learning (RPL) or advanced standing to a University of Bradford award, from a programme of study undertaken at an approved partner organisation. Typically, an Articulation Agreement will evolve only after a period with a recognition agreement to ensure that academic standards can be monitored and assured.</p>	<ul style="list-style-type: none"> • The University reviews and maps the relevant provision at the partner organisation and judges that the curriculum, or a specified part of it provides the basis for admission and/or the Recognition of Prior Learning (RPL) and entry with credit or advanced standing (such as direct to stage 2 or 3) to a University of Bradford programme. • The achievements gained by partner students are deemed equivalent to other students entering the programme at the same stage, and to students progressing at the same stage on the Bradford programme. • A discounted fee is sometimes part of the agreement. <i>Such discounts should not be offered without a costed business proposal through Finance and Fees Committee.</i> • Progression to attend UoB from overseas partners need to address UK Visas and Immigration requirements. • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability. • Partnership proposal subject to approval by Senate via Academic Partnerships Sub-Committee and Learning & Teaching Committee. • With guaranteed progression the partner’s provision is considered part of the overall programme and the University must retain responsibility for academic quality and standards. • The continuing suitability of the partner’s provision is evaluated through monitoring of student performance as part of annual monitoring and periodic review. • Partnership and contract subject to annual/periodic review through Programme Coordinator visits, Partnership Board/ Review. • The University’s obligations to the students commence once they have accepted a place on the partner’s programme, because of the guaranteed admission arrangement. • Students are enrolled at the point they progress to the University and have a direct contractual relationship with the University. Once enrolled they are entitled to access University learning resources. • Monitoring of publicity material.

Type of partnership	Key characteristics
<p><i>Recognition Agreement</i></p> <p>Recognises and grants, but does not guarantee, admission with or without recognition of prior learning (RPL) or advanced standing to a University of Bradford award, from a programme of study undertaken at an approved partner organisation.</p>	<ul style="list-style-type: none"> • The University ‘owns’ the programme and as such retains direct control and responsibility for its content, the teaching and learning strategy, assessment and quality assurance. • Approval process assesses the strategic rationale for the partnership, including its financial viability and sustainability, and the suitability of the partner to deliver a UoB award. • Partnership proposal subject to full partnership approval by Senate via Admissions Sub-Committee and Learning & Teaching Committee. • Covered by a formal contract, between the partner and UoB, which includes the financial arrangements. • Students are enrolled and have a direct contractual relationship with the University and are entitled to access University learning resources. • Subject to annual monitoring and periodic review of programme(s). • Board of Examiners chaired by UoB, and to include an External Examiner appointed by UoB. • Partnership and contract subject to annual/periodic review through Partnership Board/Review. • Monitoring of publicity material.

Appendices 2-3

Appendix 2 and Appendix 3 have been withdrawn.

Appendix 4

19. *Staff Visits to and from Partner Institutions*

1. Introduction

1.1. Visits to partner institutions support partner colleagues, sustain the relationship and quality-assure the provision. It is recognised that academic partnerships vary in type, scale and geographical distance from Bradford and that relationships should mature over time. There may also need to be different arrangements arising from subject or accreditation requirements. This document is therefore issued as guidance, for Faculties/Directorates to interpret and adopt as appropriate for their own partnership arrangements. However, it is expected that at least one visit report will be produced per year to inform annual monitoring.

2. Frequency of Visits

2.1 Programme Co-ordinators should visit the partner institution at least once per academic year – the

purpose of these visits is to monitor the effectiveness of the partnership; to offer advice and support to the partner; and to receive feedback for transmission to the Faculty and the University. Where relevant, visits should take place during the examination period to ensure that examinations are carried out in a secure way which conforms to the University's regulations relating to assessment.

2.2 For Franchises and Dual Awards, each academic partner should receive at least two visits by a representative of the University per academic year – to ensure that students and staff at the partner institution receive the maximum benefit, these visits should be made during the teaching period of the Module Leader's module and jointly comprise a minimum of three full working days at the partner institution. As far as is appropriate,

visits should include all the activities listed in section 3.5 below.

- 2.3 Additional visits of academic and/or administrative staff may also be arranged either at the request of the partner, or in the event of a particular issue (e.g., administrative or assessment issues) – the arrangements for any additional visits should be at the discretion of, and subject to approval by, the Dean on the recommendation of the Programme Co-ordinator and Associate Dean.
- 2.4 A schedule of visits for the following academic year should be drawn up by the host Faculty each year – and a copy of this should be forwarded to LTSE to facilitate co-ordination and effective communication.

3. Guidelines for Academic Staff Undertaking Visits

- 3.1 Visits may be arranged as part of the annual schedule of visits described above. Alternatively, they may be requested by the partners, or may be because of problems raised with specific modules (e.g., relating to their teaching or assessment regimes). In addition, Bradford staff may be in the country for conference or recruitment purposes

and can conveniently arrange to visit the partner whilst in the country.

- 3.2 Permission must be sought in accordance with Faculty procedures for a visit to take place. The Programme Co-ordinator is responsible for ascertaining with the partners if the timing is suitable. Notification of intention to visit should also be copied to LTSE, and where risks have been identified to Legal and Finance as appropriate.
- 3.3 The main purpose and duration of the visit must be agreed with the Programme Co-ordinator. It is expected that academic staff planning such a visit will liaise with other staff members who work with the partner to see if there are any other issues they might wish to raise.
- 3.4 It will be the responsibility of the member of staff to ensure that visas/vaccinations and passport details are up to date for the country to be visited, that they have consulted the latest Foreign and Commonwealth Office travel advice and are carrying the appropriate insurance documentation.

3.5 Prior to and/or during each visit, as appropriate, each member of staff is expected to:

- arrange meetings with relevant staff, in particular those members of staff who are responsible for delivery of their module(s), to discuss teaching and learning and any other matters pertaining to the module(s).
- if requested by the partner, deliver lectures and/or tutorials for their module - alternatively all visiting Module Leaders from Bradford are expected to prepare for and provide a guest lecturer in their specialist subject, area of research and/or of general relevance to the modules they teach.
- act as a representative of the Faculty and University to ensure coverage of issues across programmes and modules, as far as practicable.
- where possible, observe the teaching delivered on their module(s), and at least one other teaching session.
- be prepared to give feedback to staff on their observed teaching.
- where possible, assess procedures for examinations and observe the same.

- visit library and IT facilities and assess these, particularly library stocks in their subject area; and
- where possible, be prepared to talk to student groups at all levels - some partners may ask visiting staff from Bradford to become involved in recruitment events; a briefing on this can be provided, if required.

3.6 All staff who visits partner institutions are required to submit a written report on their visit within 10 working days of their return to Bradford. This should be sent to the relevant Faculty staff, including the Associate Dean and to the Learning, Teaching and Student Experience Business Partner. These reports should be used to inform annual monitoring of collaborative provision, and Faculty Enhancement Plans. They should also be copied to the relevant partner.

3.7 Programme Co-ordinators are also required to review and retain copies of any marketing or publicity material produced by the partner for any Bradford award programme. They should raise any inaccuracies with the partner at the time of the visit and report any concerns regarding public information to LTSE and the Partnership Board. This must be explicitly covered in the report.