

Section 11: Working with other institutions

Responsibilities List for Partnership Activities

There are 3 primary stakeholders in the scoping, approving, implementation and monitoring of T&L Partnerships. These are **the International Partnerships Team (IPT)**, the **Centre for Quality Support and Development (CQSD)** and **Schools** (Programme Directors, SDTLs, International tutors etc). They work alongside other Functions and Services in order to carry out these activities as indicated below.

(See Annex 2 for a quick-guide to responsibilities for each stakeholder)

Scoping

- The **IPT** has a specific remit to scope and develop international partnerships in line with the University's strategies.
- **Schools** may appoint a specific individual to act as a lead in scoping and developing new international and local partnerships.
- **Schools** may also become aware of opportunities through personal contacts with other institutions. **Schools** are encouraged to speak with the **IPT** in the first instance, where a new opportunity arises.

Where large strategic international partners are being considered, **IPT** will normally lead and provide the primary support on the initial scoping and discussions in regards to the partnership activities¹.

Approvals

Idea Development:

- The **IPT** will normally arrange for the initial idea to be discussed with relevant stakeholders at an early stage; this will be done in consultation with **CQSD** when related to a T&L proposal and with The **Graduate School** when related to a PhD proposal.
- The **IPT** will assist the School in developing their idea and preparing the proposal for a MoU.
- The **IPT** will submit all MoU requests to GESB for approval.
- Once approved, the **IPT** will work with **Legal Services** (using the templates provided) to produce a MoU to be signed by both parties. The **School** will assist in obtaining the relevant signatures.
- Where a partner's MoU template is being used, the **IPT** will liaise with **Legal Services** to ensure it is compliant with the University's requirements.
- The **IPT** will hold the definitive record of all MoUs on their database.

¹ For UK-based partners, the functions performed by **IPT** may be delegated to **CQSD** (T&L) or the **Graduate School** (PhD) depending upon the focus of the partnership (normally based upon international recruitment vs UK recruitment).

Where the MoU is leading to a recruitment arrangement (Double Masters, 4+1):

- The **IPT** will ensure approval for the arrangement has been given from the Head of School.
- The **IPT** will organise for any fee reduction applications to go to the Fees Sub-group for consideration and approval.
- Once approved, the **IPT** will work with **Legal Services** (using the templates provided) to produce a MoA to be signed by both parties. The **School** will assist in obtaining the relevant signatures.
- The **IPT** will hold the definitive record of all recruitment MoAs on their database.

Where the MoU is leading to a T&L partnership or a PhD, further documentation will be required.

Documentation:

- The **IPT** will assist **Schools** in developing their partnership idea and business plan in consultation with the relevant stakeholders.^{2,3}
- **CQSD** will usually be involved in early discussions about the programme development in order to advise on programme and partnership design and to prepare for any upcoming due diligence requirements.
- **CQSD** will request due diligence and policy information in support of the programme development and approval.
CQSD, IPT or the **School** will liaise with the partner to obtain this information, as relevant (ie: depending on who has the direct relationship with the partner)
- The **IPT** will work with the **School** to complete all of the relevant paperwork for the programme approval (liaising with stakeholders as needed):
 - Progression arrangements: Curriculum Mapping and Business Plan
 - T&L Partnerships: Form A – Programme Approval, and all relevant Service consultations and sign-offs, Programme Specifications, Module Descriptions and Business Proposal
 - International PhDs: Please consult the IPT on a case by case basis
- The relevant **TLD**, in consultation with **CQSD**, will decide whether a site visit is required for the proposed partnership programme.
- **CQSD** and the **TLD** will carry out due diligence on the partner and the proposed programme, and undertake a site visit (where required).
- **CQSD** and the **TLD** will produce a report and action plan based on its due diligence findings.
- The **School**, with support from **IPT**, will consider the due diligence report and address any issues highlighted in the action plan.
- The **TLD** will advise if academic scrutiny is required as part of the programme approval process. Where it is required **CQSD** will ensure that this process is carried out.
- The **School** (and **IPT** where relevant) will consider the outcomes of the academic scrutiny process and address any issues highlighted.
- **IPT** and the **School** will ensure all final sign-offs for the programme approval, following due diligence and scrutiny, have been completed (including SBTL/SDTL, HoS and TLD). **CQSD** will ensure all of the relevant paperwork is presented to UPB for consideration and University approval.
- **CQSD** will inform the **School** and **IPT** of the outcomes of the UPB consideration and any further follow up actions required for approval.

² For UK-based partnerships with, primarily, UK recruitment, the responsibilities of IPT will normally be carried out by CQSD.

³ For PhD arrangements the Graduate School will undertake the responsibilities assigned to CQSD.

Approval and contract:

- Once approved, **CQSD** will normally liaise with **Legal Services** to produce the MoA. This may be delegated to the **IPT**, but **CQSD** will always be consulted on the contents of the Agreement prior to signing.
- The **IPT** (with the **School**) will normally liaise with the partner in regards to Agreement negotiations, acting with **Legal Services**.
- The **IPT** (and/or **CQSD**) will liaise with the University VCs Office and the partner to obtain relevant signatures on all new Agreements.
- Once signed, **CQSD** will keep a copy of the signed Agreement on file.

- **CQSD** will hold the definitive record of all T&L MoAs on their database
- **IPT** will hold the definitive record of all PhD MoAs on their database

Implementation

The **School** has primary responsibility for launching and operationalising the Partnership, in accordance with the MoA and approved Programme Specification (unless otherwise stated in the approval documents).

The **IPT** may support the **School** in coordinating the set-up of some of the activities, for example RISIS codes, marketing arrangements and any actions assigned to them in the Action Plan.

CQSD will be able to advise the **School** on any set-up or ongoing quality assurance issues as they arise.

CQSD will create and maintain an Operational Handbook Template for **Schools** to use in documenting the operations for their programme and partnership.

The **IPT** will assist the **School** to complete the Operational Handbook.

The **School** is responsible for maintaining the Operational Handbook and ensuring it is kept up to date.

Monitoring and Review

1 year follow up:

- One year after the approval of a programme **CQSD** will ask the **School** for a 1 year follow up report on their action plan(s).
- The **School** are required to respond to these with the support from the **IPT** where relevant
- **CQSD** will ensure all completed one-year follow up reports are considered by UPB and will feedback to the **School** any comments from UPB and any further follow up actions.

Annual Monitoring and Reporting:

There are 2 main annual reviewing processes for partnership programmes. The Annual Quality Assurance Review of Programmes (AQAR) and the Partnership Annual Review.

- **Schools** are responsible for considering all partnership programmes as part of their AQAR process. **CQSD** manage the AQAR process across all Schools and prepare University level reports based on the School level AQAR reports.

- Alongside this, **CQSD** manages the Partnership Annual Review. **CQSD** will ask **Schools/ Programme Directors** to complete the appropriate Annual Partnership Monitoring Form (Form 1) and, where appropriate, **Schools/ Programme Directors** are required to obtain partner feedback through the Partner Sub-Report.
- **CQSD** will use the AQAR forms, the Form 1s and the Sub-Reports to complete the Partnership Annual Review to DELT and a RAG report to GESB.
- Alongside the RAG report to GESB, the **IPT** will manage Annual Monitoring for MoUs and recruitment arrangements. **IPT** will liaise with Schools and create a RAG report for GESB based on progress made and activity with the partner.

Partnership Reviews:

Prior to the renewal of MoAs, and at least every 6 years, all Partnerships must be reviewed.

- **CQSD** will lead all aspects the Partnership Review process and will alert all stakeholders (including the **IPT**) 1 year in advance of a review deadline. **Schools**, in consultation with their TLD and other relevant stakeholders, will decide whether they want to renew the partnership or terminate the agreement.
- **Schools** are responsible for completing the Self-Evaluation Document, as part of the review process and providing any other requested information.
- **Schools** will usually help **CQSD** to plan and organise a site visit to the Partner where this is required.
- **CQSD** are responsible for completing the Partnership Review report and **Schools** must address any issues raised and where relevant produce an action plan.
- **CQSD** will ensure all paperwork is considered by UPB for the approval of continuation or withdrawal of the partnership.
- **CQSD** is responsible for liaising with **Legal Services** in regards to the renewal of the MoA, where relevant, or the production of a termination letter.
- The **School** and **IPT** may be required to assist **CQSD** with any new Agreement negotiations with the partner.
- **CQSD** will ensure that the new MoA is signed and recorded prior to the expiration of the previous MoA.

Periodic Review:

All Schools and Departments are reviewed every six years and will include Partnership Programmes in their Periodic Review. This process is managed by **CQSD**.

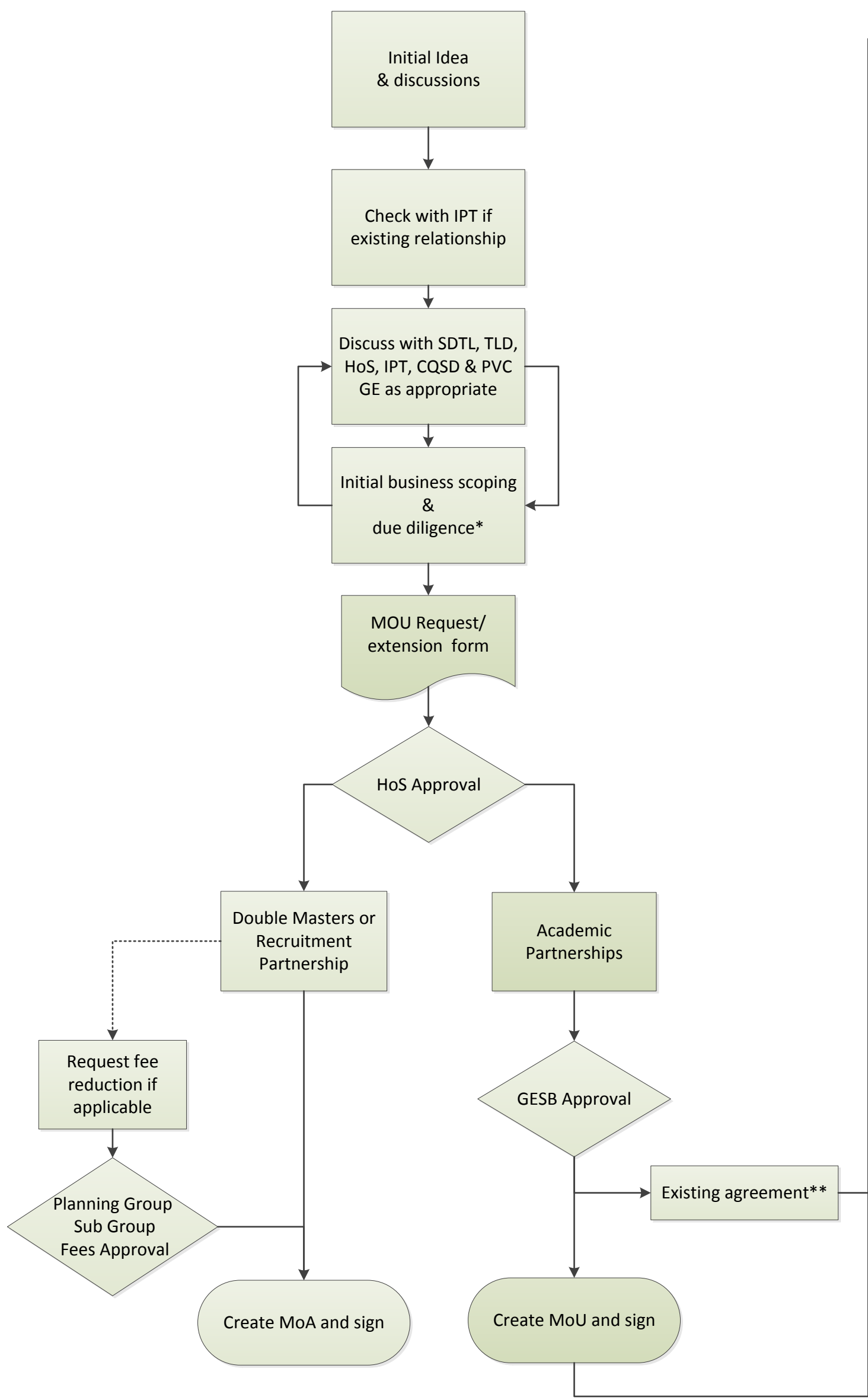
Other

Changes to Programmes:

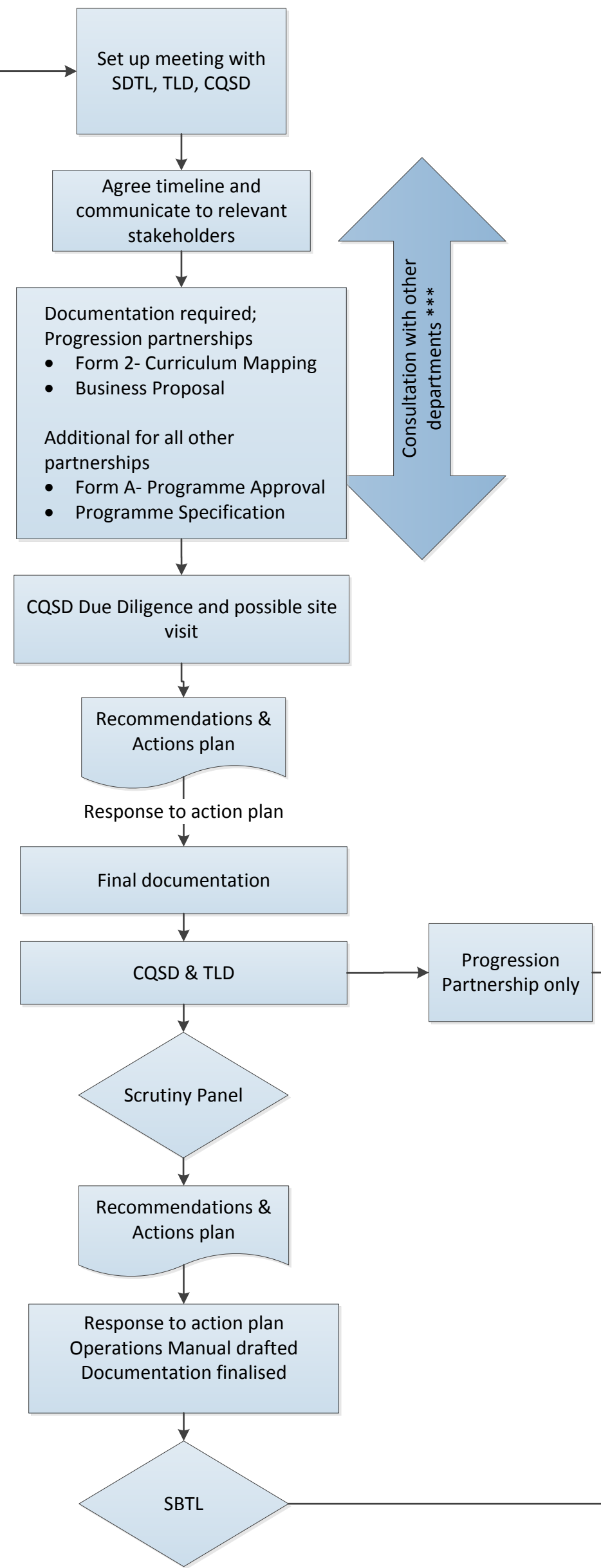
- **CQSD** is responsible for overseeing any changes to partnership programmes and making sure these are approved by UPB.
- **Schools** will be required to complete any necessary approval paperwork for the proposed changes and **CQSD** will ensure these are considered by UPB.
- **CQSD** will be responsible for working with **Legal Services** to make any necessary amendments to the existing MoA.
- The **School** and **IPT** may be required to assist **CQSD** with any new Agreement negotiations with the partner.
- **CQSD** will ensure all new variation letters or changes to Agreements are signed and recorded in the database.

Partnership Approval Process

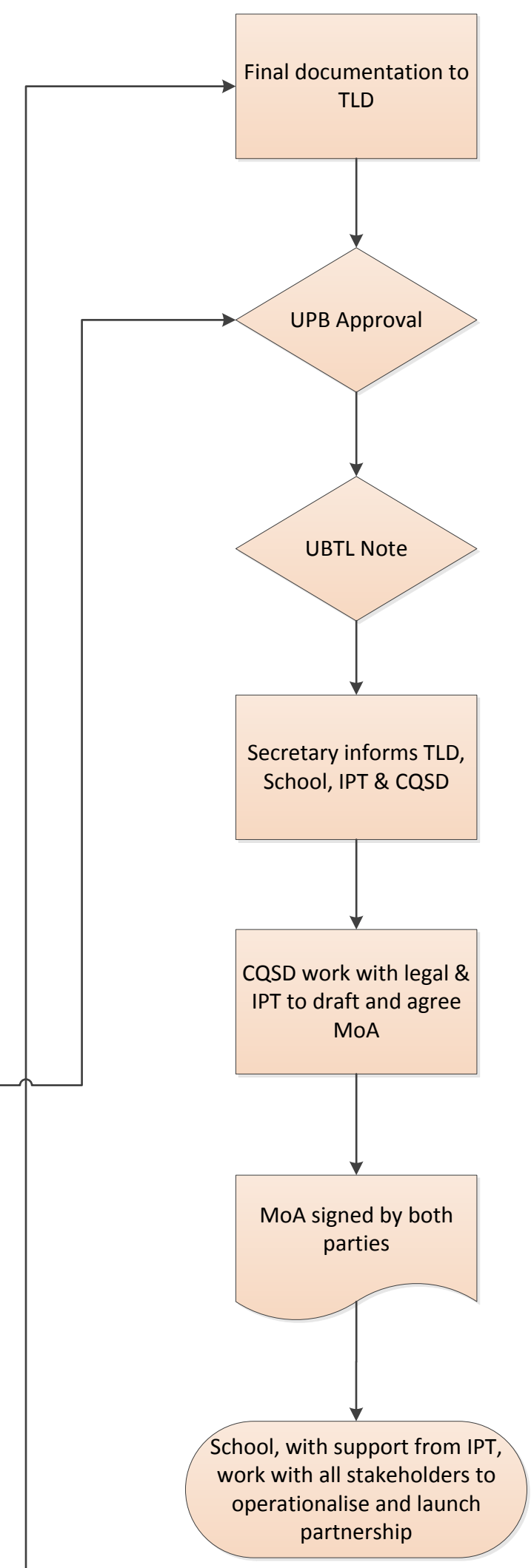
Idea Development



Documentation & Scrutiny



Final Approval & Contract



* A letter of intent or NDA may be signed at this point by the Head of Partnerships as required. Due diligence may include a prospective partner questionnaire and site visit as appropriate

** Could include new teaching partnership or change in type of partnership

*** Consultation will depend on the partnership, guidance is given in the documentation

CQSD

International
Partnerships
Team

Specific remit for scoping and developing international partnerships in line with the University strategies

Will usually lead and provide primary support for initial partnership scoping and discussions*

School

May appoint a specific individual to lead their international strategy and develop new partnerships (internationally and locally)

May become aware of opportunities through personal contacts with other institutions

Other

The **Graduate School** will advise on early scoping ideas for PhDs

* For UK-based partners this function will normally be carried out by CQSD (T&L) or the Graduate School (PhDs)

APPROVAL (Idea Development, MoUs and Recruitment Arrangements)

CQSD	International Partnerships Team	School	Other
<p>Will advise on early programme development and ideas as necessary</p>	<p>Will normally arrange for the initial idea to be discussed with all relevant stakeholders*</p> <p>Will assist the School in developing their idea and preparing the MoU proposal</p> <p>Will submit all MoU requests to GESB for approval</p> <p>Will work with Legal Services to develop an MoU and ensure it is signed by both parties</p> <p>Will hold the definitive record of all MoUs on their database</p>	<p>Will work with the IPT to develop the idea and submit the MoU request form</p>	<p>Legal Services will provide Templates for MoU Agreement and work with the IPT to produce an MoU</p>
<p>* For UK-based partners this function will normally be carried out by CQSD (T&L) or the Graduate School (PhDs)</p>	<p>Will ensure HoS permission has been given for the development of any recruitment MoA arrangements (Double Masters / 4+1)</p> <p>Will organise for any requested fee reductions for recruitment arrangements to be considered</p> <p>Will work with Legal Services to develop a MoA for recruitment arrangements and ensure it is signed by both parties</p> <p>Will hold the definitive record of all recruitment MoAs on their database</p>	<p>Will work with the IPT to submit the recruitment MoA request and any fee reduction requests</p> <p>Will implement any new recruitment arrangements, ensuring student are appropriately supported</p>	<p>Legal Services will provide Templates for recruitment MoA Agreement and work with the IPT to produce a recruitment MoA</p>

Where the MoU is leading to a T&L partnership or a PhD, further documentation will be required...

CQSD

Will advise on programme and partnership design and development

Will request due diligence and policy information (to be collated from the partner) in support of the programme development and approval

Will undertake due diligence of the partner and proposed programme, undertaking a site visit with the TLD where required

Will produce a report and action plan based on its due diligence findings

Will ensure programme scrutiny is carried out, where required

Will ensure all relevant paperwork is presented to UPB for consideration and University approval

Will inform the School and IPT (and relevant stakeholders) of the outcomes of the UPB consideration and any further follow up actions required for approval

International Partnerships Team

Will assist Schools in developing their business plan, involving key stakeholders when needed

Will assist CQSD in obtaining the necessary due diligence and policy information from the partner

Will assist the School in its consideration and response to the CQSD due diligence report and action plan

Will work with the School to ensure all final sign-offs for programme approval have been completed

School

Will assist CQSD in obtaining the necessary due diligence and policy information from the partner

Will complete all the necessary paperwork:

- Progression arrangements: Curriculum Mapping and Business Plan
- T&L Partnerships: Form A (Programme Approval), with all relevant Service consultations and sign-offs, Programme Specifications, Module Descriptions and Business Proposal
- PhDs: Consult IPT on a case by case basis

Will consider the findings of the CQSD due diligence report and will address any issues highlighted in the action plan

Will consider the findings of any programme scrutiny process and will address any issues highlighted in the report

Will ensure all School level sign-offs for programme approval have been completed

Other

TLD in consultation with CQSD will decide if a site visit is required and undertake said site visit as part of the due diligence process

TLD will work with CQSD to produce a due diligence report on the partner and proposed programme

TLD in consultation with CQSD will advise if programme scrutiny is required

Graduate School will undertake a separate approval process for PhD partnerships. Please liaise with the Graduate School and IPT for details on this process.

CQSD

Will liaise with Legal Services to produce an MoA

Will work with the VCs office to arrange signatures for the MoA

Will hold the definitive record of all T&L MoAs on their database

Will advise the School on any set-up, or ongoing, quality assurance issues, as they arise

Will make available an Operational Handbook template to assist Schools in documenting partnership operations and responsibilities

International Partnerships Team

Will support with the MoA drafting process, including liaison with the Partner

Will work with the VCs office to arrange signatures for the MoA

Will hold the definitive record of all PhD MoAs on their database

Will support the School in coordinating some aspects of the programme and partnership implementation (eg: setting up specific course codes, marketing, any specific actions designated to them during the due diligence process)

Will assist Schools in developing an Operational Handbook

School

Will support with the MoA drafting process – including liaison with the Partner

Will take the necessary steps, liaising with University Functions as appropriate, to launch and operationalise the partnership programme (in accordance with the MoA and approved Programme Specification)

Will develop an Operational Handbook, using the template and with assistance from the IPT, to ensure the smooth operations of the programme

Other

Legal Services will produce an MoA for the new partnership arrangement

CQSD

Will keep track of required monitoring and inform relevant stakeholders when a review is due. Including 1-year follow-ups, annual monitoring and partnership reviews

Will ensure all completed monitoring reports are considered by the relevant University Boards

Will manage the AQAR process and the Partnership Annual Review. Providing Schools with templates to complete.

Will use the AQAR reports, the Partnership Annual Review reports and Partner Sub-Reports to produce an overview report to DELT and to GESB in regards to partnership operations

Will manage the Partnership Review process and liaise with the School and Stakeholders to carry out this process, including a site visit where required

Will complete a Partnership Review report for consideration at UPB. And ensure all relevant paperwork is submitted to the Board for reapproval

Will liaise with Legal Service for the renewal of the MoA (or termination letter where relevant)

Will ensure the new MoA is signed and recorded in the database

International
Partnerships
Team

Will support the School in completing required monitoring processes where relevant. Including 1-year follow-ups and partnership reviews

Will manage the Annual Monitoring of MoUs and recruitment arrangements, completing a report for GESB in regards to progress made over the year

Will support the School and Partner during the Partnership Review Process if required

Will assist in any new contract negotiations with the Partner where required

School

Will complete the 1 year follow-up report when requested by CQSD

Will consider partnerships as part of their Annual Quality Assurance Review process

Will complete the Partnership Annual Review templates as required, and obtain partner feedback through the Partner sub-report (where required)

At the start of a Partnership Review, will determine if a Partnership will continue (in collaboration with any other relevant stakeholders and University Leadership where appropriate)

Will complete the Self-Evaluation Document and provide requested information as part of the Partnership Review process. Will liaise with the Partners to obtain this information where necessary

Will help to organise a review visit where required

Will produce an action plan to address any issues raised in the review report

Will assist in any new contract negotiations with the Partner where required

Other

The **Graduate School** undertakes all monitoring and review processes for PhD programmes

Legal Services will draw up a new MoA for the renewal of any Agreements