Processes for the Approval and Management of Collaborative Provision

Section 2: Processes for the Approval and Management of Associate Partners

POLICY SCHEDULE	
Policy title	Processes for the Approval and Management of Collaborative Provision Section 2: Processes for the Approval and Management of Collaborative Provision
Policy owner	Registry
Policy lead contact	Head of Collaborative Provision
Approving body	Academic Board
Date of approval	
Date of implementation	2022/23
Version no.	2.0
Related Procedures.	Process for Due Diligence of Collaborative Provision Threshold Criteria for Institutional Approval
Review interval	3 yearly

NB. This policy is available on the University of Cumbria website and it should be noted that any printed copies are uncontrolled and cannot be guaranteed to constitute the current version of the policy.

1.Introduction

1.1 Section 1 of the University's Processes for the Approval and Management of Collaborative Provision provide definitions of Collaborative Provision. This document describes the University's processes for the consideration, approval and management of Collaborative Provision. This documents has two sections:

1.2 Part A – Processes for the approval of new Associate Partners and the approval of programmes to be delivered by an Associate Partner. These processes commence once the Process for Due Diligence of Collaborative Provision has been concluded.

1.3 Part B – Processes for the management of Associate Partners, including renewal and withdrawal from partnerships.

1.4 There is a separate document detailing processes for the approval and management of School Delivery partnerships.

1.5 There is a separate document detailing processes for the approval and management of Articulation arrangements.

1.6 These processes apply to prospective partnerships and new developments with existing Collaborative Partners, with effect from 2022/23

Part A: Approval of New Associate Partners

2.1 The following processes describe how new Associate Partners are approved, with the exception of School Delivery partnerships. These are detailed separately.

2.2 The Deputy Vice Chancellor (Academic) receives recommendations from the Due Diligence Panel (refer to Process for Due Diligence of Collaborative Provision). For proposals approved to proceed to institutional approval, the prospective partner will be required to submit a set of evidence including production of a self-evaluation document. This forms the basis of the evidence set used to measure the proposal against the University's Threshold Criteria for Institutional Approval.

2.3 Due to the individual nature of arrangements for qualifications involving more than one degree-awarding body, the University maintains a core set of threshold criteria for the approval of these partnerships. Where such a proposal comes forward, the Director of Q&S may agree additional requirements.

2.4 An Institutional Approval Panel will be convened to consider the proposal. Institutional Approval Panels are normally held at the University. The Institutional Approval Panel will comprise:
- Deputy Academic Registrar (Chair)
- A Head of Service/Institute
- At least 2 members of academic staff (normally either a Principal Lecturer or a member from Student Success and Quality Assurance Committee or Collaborative Provision Sub-Committee)
- A member of staff from the University's Quality team.
- International Director (for international developments).
- Additional members may be invited as necessary dependent upon the complexity of the proposal. This may include key professional services or external representation where deemed appropriate.

2.5 Institutional Approval is an evidence-based process. It is informed by:
- Documents received from the proposed partner to evidence satisfying the Threshold Criteria for Institutional Approval. The Case for Collaboration.
- Feedback from across the University Professional Services as appropriate.
- The Formal Partner Visit Report.

2.6 The Head of Collaborative Provision and other relevant members of staff normally present the proposal to the Institutional Approval Panel. The prospective partner does not normally attend the Institutional Approval Panel meeting. However, where appropriate, the Panel may request the prospective partner be available (via video conference or other means of communication) to enable any points of clarification to be made.

2.7 Discussions and consideration of the Institutional Approval Panel is presented to CPSC as a report with a recommendation about proceeding. These may be as follows:
- To recommend that CPSC endorses the proposed partnership for approval by Academic Board (via Student Success and Quality Assurance Committee).
- To recommend that CPSC endorses the proposed partnership for approval by Academic Board (via Student Success and Quality Assurance Committee) subject to conditions, recommendations and/or actions being satisfied.

- To refer back for further work at the appropriate stage in the development (following the additional work, an Institutional Approval panel will reconvene)
- To recommend that CPSC not endorse the proposed partnership to Academic Board (via Student Success and Quality Assurance Committee)

2.8 Academic Board has the formal authority for the approval of an Associate Partner. Until Academic Board has granted approval, no programmes will commence delivery.

2.9 In giving formal approval, Academic Board will be made aware of any significant risks associated with the partnership. This ensures both parties enter into the partnership in a transparent manner and enables the University to monitor accordingly.

2.10 There can be a range of reasons for entering into a partnership. In giving formal approval, the primary basis for which the University enters into a partnership will be confirmed to Academic Board. In ongoing monitoring and review, this helps provides a basis for measuring the performance and success of the partnership.

2.11 All partnerships are supported and underpinned by a formal Institutional Agreement. Institutional Agreements are drawn up by Q&S and signed by the Deputy Vice Chancellor (Academic) and the appropriate counterpart at the Associate Partner. The format of agreements may vary depending on the nature of the partnership but will normally include an overarching Institutional Agreement with separate programme-level agreements (including financial annexe) for each arrangement approved. Fully signed agreements are lodged with Q&S prior to the partnership operating.

3 Programme Approval

3.3 Within the bounds of its designated status, an Associate Partner may seek approval to deliver programmes leading to University awards. All programmes are considered against the University's Threshold Criteria for Validation.

3.4 Proposals with UK partners shall align with the University Strategy for Academic Collaborative Provision. Proposals with International partners shall align with the University's International Strategy. The Head of Collaborative Provision (and International Director for international developments) will work with Institute leads for Student Recruitment and Portfolio Development to help develop partnerships in line with this.

3.5 Where deemed necessary, additional due diligence investigations may be undertaken prior to programme development (for example if a proposal included significant PSRB requirements). This would be referred to the Due Diligence Panel as appropriate (see Process for Due Diligence of Collaborative Provision).

3.6 For programme proposals to be progressed, an academic lead is identified to support the proposal, in developing or supporting the development of the proposal (in the case of franchises) or in acting as a point of contact for advice (in the case of validations). This role is known as the University Academic Link. For Franchised provision this is likely to be the Programme Leader.

3.7 With support from the University academic link and the Head of Collaborative Provision, proposals are progressed through the University's Programme Initiation (PI) process.

3.8 Alongside and informing the PI process, the Head of Collaborative Provision will seek clarity regarding the following:

- Evidence of Partner's ability to deliver the proposed programme. This might include:
    - o Evidence of positive student outcome data in the subject area.
    - o Positive External Examiner reports and/or student evaluation feedback relevant to the subject area.
    - o Evidence of an appropriate set of library and learning resources to support delivery.
- Where a partner intends to run a programme as an Apprenticeship or an HTQ, the extent of the University's responsibility in relation to this, and that the proposal does not conflict with the University's own strategic approaches in these areas.
- The institution that will have contractual responsibility for students on the programme
- A clear understanding regarding responsibilities relating to Competition and Markets Authority (CMA) guidance on consumer law and associated marketing plans
- A clear understanding regarding responsibilities relating to sharing student data and the General Data Protection Regulation (GDPR).
- Any implications for the University in terms of UKVI.
- The extent of engagement from the partner in a Flying Faculty arrangement and how this will interact with the University (eg student support services).

3.9 Where approved through the Programme Initiation Process, programmes are brought forward for validation. Details of this including any variations for collaborative provision are detailed in the University's Validation Processes. Through the approval process, programmes are assigned to a Subject Group. This helps support ongoing Subject Periodic Review process.

3.10 For all proposals brought forward that will lead to a University award, the University's templates for Programme Specifications and Module Descriptors are used.

3.11 For Franchises, staff from the relevant University academic department will share validated programme documentation. Staff from the Associate Partner will be responsible for producing a set of franchised documentation from this. Where a Shared Delivery Franchise arrangement is being developed, this would be led by University staff with the level of input from Partner staff dependent upon the nature of the arrangement.

3.12 For Validations, it would be expected that staff from the Associate Partner will produce all documentation. For Shared Delivery Validations, the relevant University academic staff would support the Associate Partner in the production of programme documentation as appropriate to the nature of the proposal (eg for those elements that will be delivered by the University).

3.13 For Flying Faculty, staff from the relevant University academic department will lead on the development of programme documentation with support and input from the Flying Faculty venue as appropriate.

3.14 All Partner proposals are expected to engage with the University's Learning & Teaching Enhancement (LTE) Profession in the same way as core provision does.

3.15 During the validated life of a programme approval, in the event of a request to change the model of collaboration, this shall be discussed with the Head of Collaborative Provision and Quality Assurance Manager to agree the most appropriate mechanism to formalise any change. At all times, the ability of the University to secure its academic standards shall take precedence in decision-making. For example, the conversion of a Shared Delivery Franchise becoming a fully Franchised arrangement would require a validation (franchise) event, whilst converting a University validated programme (ie its own core delivery) to a shared delivery arrangement might require scrutiny of staff cvs, approval of the delivery arrangements and reporting to Minor Modification and Awards Panel.

3.16 For programme developments for qualifications awarded by more than one degree awarding body, specific arrangements outwith the standard processes may be developed to manage such bespoke arrangements. In this situation, arrangements would be presented to CPSC for approval prior to use.

4 Approval of Additional Partner sites

4.3 For multi-site Associate Partners, in the event of an Associate Partner wishing to add or change a site of delivery (from that approved at validation), approval would go through the University's Minor Modification and Award Process with an expectation that relevant University staff have also visited the new location prior to any delivery taking place.

5 Approval of Placements and Work-based Learning within collaborative provision programmes

5.3 Where programmes are validated to include placements or WBL, consideration is given to the ways in which the University will maintain oversight of activity where the achievement of learning outcomes is reliant on a third party (the placement or WBL venue).

- Where programmes come forward for validation or franchise to include placements or WBL, the Associate Partner will state how they approve and manage these arrangements. Arrangements may vary depending on scale but may include any of the following: Agreeing criteria for suitable venues.
- Agreeing criteria for mentors at the venue.
- Venues secured for students by the Associate Partner.
- Venues visited by the Associate Partner prior to students' commencing placement / WBL.

Part B: Management of Associate Partners

6 Introduction

6.1 Part A of the University's Processes and Procedures for the Approval and Management of Collaborative Provision details the processes for the approval of Associate Partners and programmes for delivery by Associate Partners. Part B describes the University's processes for the management of Associate Partners. In addition to this, there is also additional guidance available to provide supplementary information regarding qualifications involving more than one degree-awarding body. Part B includes the following areas:

- Framework for Quality Assurance
- Marketing and Information
- Admissions and Registration Arrangements
- Contractual Responsibility, Student Returns and Associate Partner Staff and Student Status
- Associate Partner Staff Approval and Staff Development
- Programme Delivery and Assessment
- Certificates and Graduation
- Student Support
- Student Representation and Feedback
- Annual Monitoring
- Minor Modification
- Programme Withdrawal
- Partnership Review and Renewal of Partnerships
- Managing Unsatisfactory Provision

7 Framework for Quality Assurance

7.1 In enabling the University to meet the Initial and Ongoing Conditions of Registration with Office for Students (OfS), and in accordance with the UK Quality Code, the University of Cumbria is responsible for the academic standards of all awards granted in its name.

7.2 The University's awards will be delivered and managed by Associate Partners in accordance with University's Academic Regulations and the University's Academic Processes and Procedures. The University may approve bespoke arrangements to manage awards granted by more than one degree awarding body.

7.3 University-wide oversight of ACP is maintained through the **Collaborative Provision Sub-Committee (CPSC)**. CPSC is a sub-committee of Student Success and Quality Assurance Committee which reports to Academic Board. The Terms of Reference detailed in the University's Committee Handbook.

7.4 In entering into Collaborative Provision partnerships, the University recognises there are a range of risks. In helping to manage these risks, the Collaborative Provision maintain oversight of the Risk Management Plans developed at the beginning of each partnership development. These are updated as necessary and are reported annually to CPSC.

7.5 Individual programmes approved for delivery by an Associate Partner will have a University 'home' in an Academic Institute. Further to this, a wide range of academic and professional service teams are used across the University to enable its Collaborative Provision activity to operate successfully. A set of Role Descriptors articulates baseline responsibilities for each team.

8   Management of Associate Partnerships

8.1   The following table provides an overview of the institution whose processes would apply to different stages of the student journey. In the event of the University agreeing to operate differently to this, such variations would be considered by CPSC and approved by Academic Board (where a variation to the Academic Regulations was required):

Process	Ownership of Process					
	Validated	**Shared Delivery Validation**	**Franchised**	**Shared Delivery Franchise**	**School Delivery**	**Flying Faculty**
Academic Regulations	University	University	University	University	University	University
Annual Monitoring (AMR) process	University	University	University	University	University	University
External Examining processes	University	University	University	University	University	University
Extenuating Circumstances Processes	University	University	University	University	University	University
Assessment processes	University	University	University	University	University	University
Student representation	Associate Partner	Associate Partner	Associate Partner	University	University	Depends on specific arrangement
Personal Tutor processes	Associate Partner	Associate Partner	Associate Partner	University	University	Depends on specific arrangement
Academic Malpractice	University	University	University	University	University	University
Student complaints (relating to academic provision)	Associate Partner in the first instance with recourse to the	Associate Partner in the first instance with recourse to the	Associate Partner in the first instance with recourse to the	University	University	University

	University if complainant remains unsatisfied.	University if complainant remains unsatisfied.	University if complainant remains unsatisfied.			
Student Academic Appeals	University	University	University	University	University	University
Student Code of Conduct and Adjudication	Associate Partner	Associate Partner	Associate Partner	University	University	University
Peer Review of teaching and learning	Associate Partner	Associate Partner	Associate Partner	University	Associate Partner	University

Note: for Joint / Double Degree and Dual Degrees, the use of relevant processes and procedures would be agreed through the approval process and may require bespoke arrangements to be set up.

9 Marketing and Information

9.1 For UK partnerships, the University and Partner are responsible for ensuring marketing and information about the partnership complies with the Competition and Markets Authority (CMA) Consumer Law Advice for Providers.

9.2 For International partnerships, the University will support the Partner as appropriate in complying with local legislation and compliance requirements relating to marketing and information. The Partner will support the University as appropriate to enable the University to comply with UK requirements relating to marketing and information.

9.3 In entering into a partnership with the University, Associate Partners are expected to follow the University's Brand Guidelines when referring to the University in its own publicity and marketing material.

9.4 The Collaborative Provision Team routinely audits Partner websites and other marketing material to monitor the accuracy of information and compliance with CMA. Where required, the University's CP Team liaises with Partners to resolve issues where identified.

9.5 Further information about marketing and information are provided in the Collaborative Provision Guidelines for Associate Partners.

9.6 A set of programme-level documentation is produced and approved through the validation process. Following validation, full modular delivery information is produced as necessary. This may be through production of Module Guides or via a VLE. For Franchised and Shared Delivery Franchised programmes, University academics may support the production of documentation. For Validated programmes, the Associate Partner would be expected to produce all documentation. For Shared Delivery Validated programmes, the relevant University academic staff would support the Associate Partner in the production of programme documentation as appropriate to the nature of the proposal

9.7 It is expected that University staff will have access to the Partner's programme material to enable effective monitoring of information.

9.8 The University will look to make use of each partnership as part of its own marketing and outreach work. The Head of Collaborative Provision will liaise with the Director of Recruitment and Outreach to ensure such activity aligns with the University's strategies for recruitment.

10 Admissions, Registration And Student Status

10.1 The following provides information about the management of admissions and registration arrangements. Where variations are agreed, these should be detailed in accompanying partnership agreements.

10.2 The University's Admissions team review Partner admissions and entry criteria to ensure comparability to the University

10.3 The University Admissions team undertakes sample auditing to enable the University to maintain oversight of Partner admissions activity.

10.4 **Where students apply to the Associate Partner.** The Collaborative Provision Guidelines for Associate Partners includes a set of Admissions Protocols supports the timing and process for sharing of student admission data. Under arrangements where students apply and register with the Associate Partner, the Associate Partner will forward student data to the University Admissions Team within an agreed timeframe to enable a University student record to be created. Once an Associate Partner student is registered on the University's student record system, an email is sent to the student. This allocates a University student reference number and enables the student to complete their registration with the University. All information passed between an Associate Partner and the University does so in accordance with the General Data Protection Regulation (GDPR) and in line with Information Sharing Protocol statements that form part of partnership agreements. The University Admissions team routinely audit Associate Partner's admissions process. This is undertaken by a sample of each cohort. Should queries arise, University Admissions may audit the entire cohort admission and take action as required. The admissions audit is reported to the Collaborative Provision Team for monitoring as appropriate. Admissions audits are also reported and considered as part of Partnership Review activity.

10.5 **Where students apply to the University.** Under arrangements where students apply to the University (including Shared Delivery and School Delivery arrangements), the University Admissions Team forward student details to the Associate Partner within the agreed timeframe. All information passed between the University and an Associate Partner does so in accordance with the General Data Protection Regulation (GDPR) and in line with Information Sharing Protocol statements that form part of partnership agreements.

Contractual Responsibility, Student Returns and Associate Partner Staff and Student Status

10.6 As part of the approval process, agreement will be reached about Associate Partner staff and students' status with the University. This status affects entitlements to access to the University's services and learning resources. This will be linked to the financial agreement underpinning the partnership. This status should be set out in the Programme Agreement and reflected accurately in all programme information. This discussion will also confirm which institution has full contractual responsibility for the provision of educational services to students. This will be expressed in agreements.

11   Associate Partner Staff and Partner Staff Development

11.1   The Collaborative Provision Guidelines for Associate Partners sets out the University's expectations for qualifications and experience of teaching staff delivering on programmes leading to a University of Cumbria award.

11.2   Staff contributing to the delivery of University awards must be approved by the University. In the first instance, Associate Partner staff are approved at the point of validation. The Academic Link is responsible for maintaining an oversight of who is delivering a programme at an Associate Partner.

11.3   Supported by the Collaborative Provision Team, University Academic Links work with their counterparts and associated colleagues to ensure Associate Partner staff understand the processes and procedures that underpin the delivery of programmes.

11.4   The Collaborative Provision Team liaise regularly with Associate Partner staff to provide information and guidance on the use and implementation of University processes and procedures.

11.5   At the start of each academic year, the Partner Programme Leader (PPL) will confirm to the Academic Link the programme team delivering the programme.

11.6   Where a new member of staff has been identified to teach on a programme of study, the Associate Partner will submit a Staff Approval Form and CV to the Collaborative Provision Team.

11.7   The Collaborative Provision Team liaises with the relevant University Institute Head and other staff as relevant to make a decision. Where a decision is taken not to approve a member of staff, the Academic Link will work with the PPL to identify an appropriate resolution.

11.8   Following the decision, the Collaborative Provision Team will update its records and liaise with HR to ensure the appropriate levels of access to University systems and resources are made available where required.

11.9   Throughout the life of a partnership, the University engages with Associate Partners and its staff development needs. This may be through attendance at scheduled staff development sessions or bespoke activities dependent upon need.

11.10   The University supports engagement with the UK Professional Standards Framework (UKPSF). The University actively engages with its Associate Partners to enable partner staff to achieve a Fellowship status.

12   Programme Delivery Planning

12.1   The Academic Link is responsible for liaison with counterparts at the Associate Partner on a regular basis to help ensure the smooth running of the partnership.

12.2   Programme delivery planning will take place between Academic Links and PPLs and other relevant members of staff. Typically, this includes meetings but the nature and complexity of the partnership may result in different approaches being taken. Programme delivery planning helps ensure an alignment of Associate Partner programme delivery to the University's assessment calendar and other academic processes to ensure the successful operation of the programme.

12.3   In addition to this, for franchised provision, it is expected that meetings take place before the start of module delivery to ensure a standardised approach is taken to delivery and assessment.

12.4   A variation of the above is flying faculty arrangements, where the University lead would be responsible for liaising with the University institute management to ensure the offsite delivery is appropriately timetabled into standard work patterns.

13   Assessment, Marking and Moderation

13.1   The University is responsible for the academic quality and standards of all provision operating at its collaborative provision partnerships. It is therefore required to ensure that students are assessed effectively and that each assessment is valid and reliable.

13.2   Unless specifically agreed otherwise, all arrangements for assessment are conducted in accordance with the University's Academic Regulations and Academic Processes and Procedures (except where specific Academic Regulations are approved to manage Joint Degrees), with the additional steps outlined in this section.

13.3   The programme assessment strategy and methods of assessment are approved through the validation process and published in the Programme Specification and Module Descriptors (MDFs).

13.4   Any specific arrangements regarding assessment will be agreed through approval processes and detailed in accompanying agreements. Roles and responsibilities may vary depending on the nature of the partner and the type of partnership.

13.5   For Validation arrangements, the Partner is expected to submit draft assessment questions to the University Academic Link for approval prior to sharing with students.

13.6   For Franchise arrangements, the University Academic Link will share the existing assessment questions and discuss with the partner to build a shared understanding of the assessment requirements. Proposed variations to these that the Partner may wish to introduce must be discussed and approved by the University Academic Link prior to sharing with students.

Marking and Moderation

13.7 Assessment relating to modules delivered by an Associate Partner is marked and moderated by the Associate Partner, unless agreed otherwise

13.8 The University academic link will actively engage with the Partner as part of its operation of the assessment process and be involved in the moderation of assessment for programmes running at the Associate Partner.

13.9 Assessment is reviewed by a University-appointed External Examiner as set out in the University's Academic Regulations.

Examination Arrangements

13.10 Where programmes include formal examinations, Associate Partners will follow the University procedures for examinations, including invigilation (except where specific arrangements might be approved to manage Joint Awards).

13.11 Any time differences from the UK will be taken into account so that examinations take place simultaneously (or as near as possible).

13.12 Associate Partners retain examination scripts and a sample of other work until after assessment results have been confirmed by the appropriate University Assessment Board and in accordance with the University's policy on the retention of assessed work.

External Examiner Arrangements

13.13 External Examiners for programmes leading to a University award are appointed by the University as External Examiners of the University. The arrangements for External Examining shall be as set out in the University's Academic Regulations and the Academic Procedures and Processes.

13.14 Where franchised modules are being delivered by the University and an Associate Partner, the same External Examiner shall normally be used.

13.15 Wherever practicable, it is expected that External Examiners are able to visit an Associate Partner and meet students. Appropriate arrangements shall be made to facilitate this. Alternatively, this may be achieved via video conference.

13.16 Specific arrangements may be put in place to manage external examining arrangements for qualifications awarded by more than one degree-awarding body. The requirements of all partners must be satisfied in such a way to enable all to secure their academic standards. Any variations to the University's standard processes may require approval from Academic Board prior to implementation and this will be articulated in supporting agreements

Assessment Boards

13.17 Assessment Boards operate in accordance with the Academic Regulations and the Academic Procedures and Processes (The Conduct and Operation of Assessment Boards). Any variations to this (such as for qualifications awarded by more than

one degree-awarding body) will require approval from Academic Board prior to implementation and will be articulated in supporting agreements.

13.18 Where modules are delivered by the University and an Associate Partner, they would normally be presented to the same assessment board to enable there to be confirmation of parity between delivery venues.

13.19 Following confirmation of marks, the University's Assessment, Awards and Compliance Team provides Associate Partners with a partner-wide overview of its students' results.

Extenuating Circumstances

13.20 A student wishing to make a claim for Extenuating Circumstances will follow the University's procedures (except where specific Academic Regulations are approved to manage Joint Awards). The claim is considered in accordance with the University's procedures. This is detailed in the University's Procedures for Extenuating Circumstances.

13.21 The University's Assessment, Awards and Compliance Team is responsible for administration of this process.

Academic Appeals

13.22 Associate Partner students wishing to submit an Academic Appeal will follow with the University's Academic Appeals Procedures. The Associate Partner provide students with information about this process.

13.23 The University's Assessment, Awards and Compliance Team is responsible for administration of this process.

Academic Malpractice

13.24 Where an Associate Partner suspects a student of academic malpractice, the University's processes for Academic Malpractice will be followed. This is detailed in the University's Policy and Procedures Governing Academic Malpractice.

13.25 The University's Assessment, Awards and Compliance Team is responsible for administration of this process

Student Complaints

13.26 In the event of a student wishing to make a complaint, the Associate Partner's Student Complaints process will be followed in the first instance. The student has the right of appeal through the University's complaints procedure once the Associate Partner's process has been exhausted. This is articulated in supporting agreements.

13.27 Associate Partners must provide clear information to students about the ways in which a complaint might be made (through their own and the University's procedures)

14   Certificates and Graduation

14.1   The University retains responsibility for awarding certificates granted in its name. The publication of results and production of certificates will be undertaken by the University in accordance with standard University procedures.

14.2   In the case of Joint Degrees, the University may agree to delegate the issuing of certificates to one of the other degree-awarding bodies involved in arrangement (where it is satisfied it can retain a means to exercise control over the process). Where this is the case, it is expressed in the discrete Academic Regulations underpinning the Joint Degree.

14.3   The name of the Associate Partner may be recorded on students' certificates.

14.4   Certificates and transcripts are normally sent to students' home addresses as detailed on the University records. Any variation to this must be discussed and agreed with the Assessment, Awards and Compliance Team.

14.5   Students from Associate Partners are entitled to attend the University's Graduation Ceremony (unless specifically agreed otherwise).

14.6   The University's Ceremonies Team will invite students and relevant Associate Partner staff to the appropriate Graduation Ceremony.

14.7   Where an Associate Partner undertakes its own award ceremony or celebration, these are to be undertaken in line with additional guidelines and are not regarded as a public conferral of the award.

15   Student Support

15.1   Unless specifically agreed otherwise through the development of a partnership, the Associate Partner is responsible for providing all student support services for its students. The following information is included for clarity on specific areas of student support.

15.2   Associate Partners will provide Personal Tutoring arrangements of a nature comparable to the University's [Personal Tutoring Policy](#) and of a manner that reflects the nature of the Associate Partner delivery.

15.3   Unless agreed otherwise (and articulated in accompanying agreement), students studying at the Partner seek Disabled Students' Allowance (DSA) through the Partner. The Partner is responsible for putting reasonable adjustments in place as appropriate, although the University's Student Services will liaise with counterparts (where requested) to discuss comparable steps the University might take in similar situations.

15.4   For UK-based franchised partnerships, the University retains responsibility for ensuring Prevent arrangements are in place for its registered students. As a part of the approval process, the University will assure itself of the appropriateness of the Associate Partners' arrangements for managing this.

15.5   For UK-based validated partnerships, the Associate Partner retains responsibility for their own policies and procedures regarding Prevent. As a part of the approval process, the University will assure itself that these are in place.

15.6   Slight variations to the above may be agreed to support flying faculty arrangements. In particular, where the partnership is such that the flying faculty partner provides local support, agreements will be reached about integrating this support with the wider University student services that students might be entitled to access.

16   Student Representation and Feedback

16.1   Associate Partners are expected to actively seek the views of its students. It is recognised that the manner in which feedback is gathered may vary dependent upon the nature and scale of the Associate Partner.

16.2   The Collaborative Provision Team systematically gather student feedback from Associate Partners. The Collaborative Provision Team liaise with the University Academic link as appropriate where issues are identified. The student feedback is also considered as part of the next Partnership Review.

16.3   As a part of assuring itself that students' needs are consistently met, the University may seek to gather feedback from Associate Partner students.

17   Associate Partner External Audit

17.1   Associate Partners are expected to engage with the University in any external review activity and to advise the University of any planned reviews.

17.2   Where Associate Partners undergo external audit, the University shall support the partner as appropriate.

17.3   The University maintains oversight of Associate Partner external audit activity through regular reporting into CPSC.

18   Ongoing Risk Assessment of existing Associate Partners

18.1   As part of the development of a Partnership, due diligence investigations are carried out.   From that point onward, the Head of Collaborative Provision maintains a Risk Management Plan for each partner.

18.2   Risk Management Plans are presented to CPSC on an annual basis but are reviewed regularly and updated as necessary. It is through the Risk Management Plan that the University might instigate additional due diligence investigations during the life of a partnership.   Similarly, persistent quality concerns might result in an action plan or additional quality steps to be put in place.   For example, this might include:

- A large and unplanned increase in the scale of the partnership (increasing the risk to the University should the partnership collapse).
- A change of governance
- Sector-wide changes that might adversely affect an Associate Partner
- Concerns caused by persistent delays in payments
- Student Outcome data falling substantially and persistently below the University's average

18.3   Instigating additional due diligence investigations or developing and monitoring a set of additional quality controls measures would normally be led by via the Head of Collaborative Provision and reported into the Due Diligence Panel as appropriate (refer to the Process for Due Diligence of Collaborative Provision) and CPCP respectively

19   Monitoring and Review

19.1   The University undertakes a number of monitoring and review activities on its collaborative provision activity. On an ongoing basis, the Collaborative Provision Team maintain an oversight of monitoring and review activities to enable any systemic partner-wise concerns to be identified and actioned as appropriate.

Annual Monitoring (AMR)

19.2   All University awards delivered by Associate Partners follows the University's standard Annual Monitoring Report (AMR) process and timeline. The partner is normally responsible for the completion of the AMR with input and support from the Academic Link as appropriate.   The completed report feeds into the University's AMR process, with peer review and reporting into the relevant Institute AMR as per core provision

Subject Periodic Review (SPR)

19.3   All University awards delivered by Associate Partners follow the University's standard programme review process. At the point of validation, Partner delivered programmes are assigned to a Subject Group. This is then used to undertake ongoing review as part of Subject Periodic Review (SPR). More information on this (including the recourse to revalidation where needed) is detailed in the University's Procedures and Processes for the Validation of Credit Bearing Academic Provision.

Minor Modification

19.4　During the validated life of a programme, where changes are requested to provision delivered by an Associate Partner, it is discussed in the first instance with the relevant University Academic Link. Requests for changes are made through the University's Minor Modification process. It would normally be expected that the University Academic Link would present to the Minor Modification and Awards Panel on the Associate Partner's behalf. Consideration and approval of changes to Joint Degrees may vary depending on the content of the agreement.

Programme Withdrawal

19.5　In the event of the Associate Partner wishing to withdraw the programme, this shall follow the University's Programme Withdrawal process. In the event of the University wishing to withdraw a programme that is delivered by an Associate Partner, this shall follow the University's Programme Withdrawal process. Prior to this, the Head of Collaborative Provision shall discuss this with the Associate Partner. Where required, action plans shall be delivered to ensure students are able to see out their programme of study.

20 Partnership Review and Renewal of Partnerships

20.1 In addition to the standard monitoring and review processes, collaborative provision partnerships also go through a periodic Partnership Review cycles are undertaken periodically throughout the life of a partnership. The focus of Partnership Review is to gain assurance about the ongoing quality assurance of a partnership and its continual alignment with the Threshold Criteria for Institutional Approval. A cycle of Partnership Review activity is approved by Collaborative Provision Sub-Committee (CPSC) and is overseen by the Head of Collaborative Provision. Alongside this, the Head of Collaborative Provision liaises with the University's Finance and Resources Service to receive regular financial reports to maintain an overview of the financial performance of each partnership

Partnership Review

20.2 Partnership Reviews normally take place toward the end of Semester One. The key focus of Partnership Review is to seek assurance that partnership continues to meet the University's Threshold Criteria for Institutional Approval, although the review might focus on other aspects of a partnership, as necessary. This may require Partners to submit updated data or documentation to evidence this.

20.3 As a minimum, there will be a Partnership Review following the first and third years of delivery. Follow-up Partnership Reviews may take place every subsequent three years although different levels of frequency may be agreed.

20.4 Partnership Review will normally include a visit to the partner by the Head of Collaborative Provision. The visit would typically include meetings with the Partner's HE management, relevant academics support staff, and students.

20.5 The findings of Partnership Reviews are reported to CPSC where any actions are monitored as appropriate. Risks or issues identified through Partnership Review are added to the ongoing Risk Management Plan. The Head of Collaborative Provision liaises with the Associate Partner as necessary to discuss the actions and outcomes.

20.6 Through the regular reporting from Finance and Planning, the Head of Collaborative Provision monitors the financial performance of each partnership. This enables partnerships to be measured against any financial targets set through the approval process.

Renewal of Associate Partners

20.7 Following the fourth year of operation of all Associate Partners, the Head of Collaborative Provision meet with the relevant involved in the partnership to review the partnership to date and agree whether to continue the partnership. This will reflect on the findings of the Partnership Reviews, the financial performance reports, and the alignment of the partnership to the University's Strategic Plan. The Head of Collaborative Provision shall report this to the Deputy Vice Chancellor (Academic).

20.8 Where there is support for the partnership to continue, the Head of Collaborative Provision shall report to CPSC with a summary of the partnership to date and a recommendation to endorse to Academic Board the renewal of the partnership. Alongside this, the Head of Collaborative Provision shall lead on entering

discussions with the Associate Partner to renegotiate the partnership. Following formal approval by Academic Board, a new Institutional Agreement shall be drawn up and signed.

20.9 Where it is agreed the partnership should come to a close, this shall be reported to CPSC and the Head of Collaborative Provision will notify the Associate Partner of the decision. The Head of Collaborative Provision shall liaise accordingly to instigate teach-out arrangements. These shall be reported to CPSC.

20.10 In the event of the Associate Partner deciding to withdraw from the partnership, the Head of Collaborative Provision and the relevant University staff shall discuss the decision with the Associate Partner. An appropriate representative from the University will formally acknowledge the decision, coordinated by the Head of Collaborative Provision.

20.11 Where a decision is taken for a partnership to come to a close, the Head of Collaborative Provision will coordinate planning for teach-out arrangements. An action plan may be drawn up to manage the timely teach-out of students. These are monitored by CPSC on a regular basis throughout the teach-out.

21 Managing Unsatisfactory Provision

21.1   This section describes processes that are followed in the event of serious problems being identified with provision leading to a University of Cumbria award that is delivered by an Associate Partner.

21.2   Unsatisfactory provision may be identified through a variety of routes. This may include student feedback or complaints, annual monitoring reports (AMRs), External Examiner reports, Partnership Reviews, QAA or other external body reports. Problems may also be identified via regular interaction between the University and the Associate Partner.

21.3   Where issues are identified they will normally be progressed through the stages described below. However, in the event of a serious issue arising (including any issues which are deemed to compromise academic standards), stages may be bypassed.

Informal Stage

21.4   Where an issue is identified and received, the Head of Collaborative Provision will liaise with the relevant University Department and work with the Head of academic Institute, Academic Link, Associate Partner, and University Professional Services as necessary to resolve the issue.

Formal Stage

21.5   Where informal working does not resolve the situation, the Head of Collaborative Provision will convene a meeting with the relevant University staff and Associate Partner staff to discuss the issue. The Head of Collaborative Provision will coordinate the development of an action plan of issues to be addressed. The action plan will include timelines for resolving the situation. The Head of Collaborative Provision will monitor the action plan and this will be reported into the following Partnership Review.

21.6   In the event of actions not being addressed within the specified timelines, this shall be reported to the Deputy Academic Registrar who will review progress to date and either agree revised deadlines to resolve the action or convene a group to undertake a formal review meeting.

21.7   A formal review meeting is normally facilitated by the Head of Collaborative Provision and typically this will include attendance by the Academic Link, and relevant Associate Partner staff.

21.8   The review meeting will consider the issues identified, progress made and make appropriate recommendations. This will be reported to CPSC. CPSC will monitor the action plan.

21.9   Where recommendations agreed by the formal review do not resolve the issue, this is reported to the Deputy Academic Registrar. One of the following may be agreed:

21.10 That sufficient evidence has been provided to show that reasonable steps are being taken to resolve the issue. CPSC to continue to monitor the issue and take steps accordingly.

21.11 That evidence received shows the issue under review remains a concern with little or no indication that it will improve to the University's satisfaction over the agreed timescale. A decision will be taken to:

- Consider the wider future of the partnership.
- Suspend recruitment until the issues are resolved to the satisfaction of CPSC.
- Instigate programme withdrawal processes.

21.12 In cases where the evidence received shows that the issue under review remains a concern such that it gives the University limited confidence in the overall partnership, CPSC will recommend to Academic Board that the partnership be terminated in line with the relevant partnership agreement. The Head of Collaborative Provision shall advise the Associate Partner of the University's decision and clarify each party's responsibility to students who are still enrolled on the programmes.

21.13 Planning meetings will be convened to discuss and manage teach-out arrangements. The Head of Collaborative Provision coordinate teach-out planning meetings. An action plan may be drawn up to manage the timely teach-out of students.

21.14 CPSC monitors the action plan to oversee the effective teach-out.

3.23 Responsibilities retained by the University

Responsibilities that are never delegated by the University	Steps taken by the University to fulfil its responsibilities
UoC retains responsibility for academic standards: Ensuring consistency with national qualification frameworks. Ensuring standards are reasonably comparable with other UK providers	- The University's Validation process sets academic standards. - Programmes are required to follow the University's Academic Regulations - Use of University appointed External Examiners - Partnership Review
UoC retains responsibility for ensuring the student's academic experience (from admissions to outcomes) is high quality.	- Programmes are required to following the University's Curriculum Design Framework - Partner Admissions practices are audited - Partnership Review - Approval of partner staff (at validation and ongoing). - Partner delivered provision is managed through the University's Assessment Board process. - Analysis of Partner student Progression and Outcome data - Annual and Periodic Review processes
UoC retains responsibility for ensuring the enhancement opportunities are available to students.	Regular receipt and analysis of student feedback
UoC retains responsibility for ensuring that student needs are consistently met.	- Regular receipt and analysis of student feedback. - Meeting with Partner student support staff. - Meeting with Partner students
UoC retains authority and responsibility for awarding certificated and records of study.	- Partner delivered provision is managed through the University's Assessment Board process. - The University produces partner students' certificates and transcripts. - The University retains a student record.