GOVERNANCE ARRANGEMENTS FOR OFF CAMPUS COLLABORATIVE PARTNERSHIPS

(NEW PARTNER OR NEW/CHANGED PROGRAMMES AT EXISTING PARTNERS*)
(Revised April 2016)

This procedure is applicable to any arrangement of an academic nature dealing with delivery of educational services by a third party (in whole or in part) in partnership with the University of Bolton.

STAGE 1
SCOPING. INITIAL REVIEW AND STRATEGIC APPROVAL

Stage 1.1	**Initial Enquiry Review:** a. All approaches to University staff from third parties related to the delivery (in whole or in part) of educational services in partnership with the University to be routed through a member of Off Campus Division Senior Management Team (OfCD SMT). The OfCD SMT consists of the Head, Off Campus Division (HofOCD), Programmes Validation Manager (PVM), Partnership Relations Manager (PRM), Academic Group Co-ordinator Set-up and Development (AGCPSUD), AGC Standards, Enhancement and the Learner Experience (AGCSELE) and the Off-Campus Administration Manager (OfCD AM). OfCD SMT shall ensure approaches are handled consistently in accordance with this procedure. Consultation with appropriate staff within the University at each stage of the process is implicit. b. Ongoing maintenance of the Enquiries Database (logging incoming proposals and decisions) is the responsibility of the OfCD SMT. c. OfCD to conduct desk based research and review in consultation with the Head of the relevant Academic School (HAS), and a senior member of the Standards and Enhancement Office (SEO), prior to a decision to progress with Due Diligence (DD) checks, an Institutional Appraisal (IA) and production of a proposal for consideration by the Strategic Planning, Resources and Development Committee (SPRDC). d. Desk based research to include communication with the partner on strategic fit, resources and facilities, forecast numbers and student fee/partner share. e. During the review of an initial enquiry the Academic School(s) that will have responsibility for the programmes is/are identified. The HAS must agree to any development progressing to approval.
Stage 1.2	**Due Dilligence, Institutional Appraisal:** a. Prior to submission of a proposal to SPRDC, the Head of Off-Campus Division (HofOCD) to <u>ensure:</u> completion of Institutional/Site Appraisal process including credit checks; completion of Due Diligence Information; and production of the Institutional/Site Appraisal Report (IAR). b. IAR to be signed off by HofOCD c. Due Diligence **(DD)** checks and the Institutional Appraisal **(IA)** must be completed, and referenced in the SPRDC proposal, *except*:

	d. In instances where the IA would involve significant international travel (and therefore investment) SPRDC may make a decision in principal, pending receipt of the IAR. SPRDC confirm the decision on receipt of the IAR.
Stage 1.3	**Strategic Approval:** a. Programmes Validation Manager (PVM), a member of OfCD SMT, to co-ordinate the production of the SPRDC Proposal using Strategic Approval Form (SAF), which includes financial summary/business proposal/reference to due diligence and institutional appraisal/risk analysis , and ensure this is signed by the HAS and the Assistant Vice Chancellor – Academic (AVC-A) b. Any arrangement involving On Campus staffing resource **must** be clearly identified in the Proposal Document (including costs) and must not create a detriment or shortfall to the teaching resources on the Bolton campus. c. Financial summary should be based on a fee level and fee share that would be normal for the market – the actual fee and fee share to be negotiated and finalised in stage 2. d. Proposal Document to be sent to SPRDC for consideration of strategic fit (*academic/financial business case/viability/quality and risk*) and decision to proceed to STAGE 2. Outcome to be noted on Enquiries Database. **e.** SEO Secretary to open "PROPOSAL DEVELOPMENT RECORD" (**PDR)** folder to store relevant Minutes of SPRDC, and Programmes Committee, programme documentation, Institutional Appraisal and due diligence.

GOVERNANCE ARRANGEMENTS FOR OFF CAMPUS COLLABORATIVE PARTNERSHIPS

(NEW PARTNER OR NEW/CHANGED PROGRAMMES AT EXISTING PARTNERS*)
(Revised April 2016)

	STAGE 2 **COMMERCIAL AND LEGAL SET-UP**

Commercial and legal set-up consist of:- Financial Negotiations (2.1) and Contract Preparation (2.2).

The Agreement detailing the contractual arrangement is an **essential** element of the Programme Approval documentation required for stage 3. The final approval event will be postponed if a final draft agreement, approved via the checklist is not available to the Approval panel.

Stage 2.1	**Financial Negotiations:**
	    a. AVC-A or designate to act as 'Lead Negotiator' on behalf of the University to ensure consistency of business planning and commercial viability, in liaison with the relevant HAS (if the arrangement requires On Campus staffing resource), the Standards and Enhancement Office (SEO) and Executive Management.
	    b. Final agreed fee to be communicated to Partnerships Relations Manager PRM to incorporate in the contract.

Stage 2.2	**New Agreement Preparation:**
	
	    a. PRM to complete a Contract Request Form – to be signed by HoOfCD (and where relevant HAS) and complete draft contract using the appropriate template, as provided by the Contracts and Compliance Officer (CCO).
	
	    b. PRM to send completed draft contract to CCO to start the internal authorisation process.
	
	    c. CCO to review draft contract and send with Contracts Approval Check List to Financial Officer, Assistant Vice Chancellor – Academic (AVC-A) and Assistant Vice Chancellor - Resources (AVC-R).
	
	    d. Final authorisation of financial commitment by AVC-R if financial value in excess of £25,000. AVC-R to confirm Board of Governors' prior approval to any contract with a value in excess of £500,000.
	
	    e. CCO to finalise Agreement in collaboration with PRM.
	
	    f. Finalised agreement to be provided as part of final approval documentation set.
	
	    g. Following Programme Approval PRM to arrange signing and countersigning by the University and the partner prior to enrolment of students on the programme(s)

GOVERNANCE ARRANGEMENTS FOR OFF CAMPUS COLLABORATIVE PARTNERSHIPS

(NEW PARTNER OR NEW/CHANGED PROGRAMMES AT EXISTING PARTNERS*)
(Revised April 2016)

Stage 2.3	**Agreement Variation Preparation:**
	a. Any proposal to change the contract such that it requires material changes to the strategic fit, academic or business basis for the partnership must go through the full process set-out in this governance process.
	b. PRM to complete variation using the appropriate template for the proposed arrangement, as provided by the CCO.
	c. Any variation to the Agreement will be made by the PRM in consultation with the HoOFCD, CCO, AVC-A, Registrar (R) and AVC-R (as appropriate) before variation may be communicated to the prospective partner.
	d. PRM to send draft variation to prospective partner for consideration.
	e. CCO to send draft variation/addendum and Contracts Approval Check List to Assistant Vice Chancellor – Academic (AVC-A).
	f. Financial and non-financial variations to be authorised by AVC-A. AVC-A to confirm that the negotiated commercial arrangements are reflected in the variation, that the expected financial value, if more than £25,000 has been reported to the AVC-R for approval and that the commercial arrangement will not be in financial deficit. AVC-R to confirm Board of Governors' prior approval to any contract with a value in excess of £500,000.
	g. CCO to finalise variation/addendum in collaboration with PRM.
	h. Finalised variation/addendum to be provided as part of final approval documentation set (if academic approval for the variation is required)
	i. Following Programme Approval CCO and PRM to arrange signing and countersigning by the University and the partner prior to enrolment of students on the programme(s)

GOVERNANCE ARRANGEMENTS FOR OFF CAMPUS COLLABORATIVE PARTNERSHIPS

(NEW PARTNER OR NEW/CHANGED PROGRAMMES AT EXISTING PARTNERS*)
(Revised April 2016)

> ## STAGE 3
> ### PROGRAMME APPROVAL, PLANNING AND ADMINISTRATIVE SET-UP

Stage 3.1	**Programmes Committee:** a. Following approval from SPRDC, PVM co-ordinates the production of Programmes Approval Form (PAF) or Change Approval Form (CAF). b. SAF and IAR also to be provided for Programmes Committee stored in the PDR. c. Programmes Committee make decision for proposal to proceed/not proceed. d. Programmes Committee decide on the choice of validation route (A - University Standing Panel or B - Validation Process) e. Programmes Committee approve the choice of External Advisor (EA)
Stage 3.2	**Planning Meeting** a. A planning meeting is held for the detailed planning of Programme Approval including route, timescales for documentation and event schedule (if applicable) b. Academic School, Off-Campus, Partner staff to be represented.
Stage 3.3a	**University Standing Panel (Route A)** a. If Programmes Committee nominate route A for approval, this to proceed as detailed in the University's generic Programme Approvals Handbook.
Stage 3.3b	**Validation Panel (Route B)** a. If Programmes Committee nominate route B for approval, this to proceed as detailed in the University's generic Programme Approvals Handbook.
Stage 3.4	**Administrative set-up** a. Following Programme Approval sign-off and contract signing (stage 4) the programme is set-up for recruitment to begin.

STAGE 4
POST ACADEMIC VALIDATION REQUIREMENTS

Stage 4.1	a. Standards and Enhancement Administrator (SEA) notifies CCO in writing of outcome of Programme Approval process. If the programme is approved is without conditions, the agreement is to be signed at the event, after feedback.
Stage 4.2	a. CCO to forward approved Agreement/variation/addendum (2 x copies) to PRM (copying in HofOCD) to facilitate signature by the partner with notification sent to SDL, where appropriate. b. If Agreement not received within 30 days, PRM to escalate to HofOCD. Following signature by Partner: c. Partner to return both original signed Agreements directly to PRM. d. PRM to forward original Agreements to CCO to facilitate University authorised signature.
Stage 4.3	Following signature by University signatory: a. PRM to forward one original Agreement to partner. b. PRM to forward one original Agreement to Standards and Enhancement Administrator (SEA) to create contract number and scan with Approval Checklist for listing on L Drive for electronic archive. c. SEO confirm to SDM that course code can be made "live" on SITS to enable enrolment.
Stage 4.4	The SEO to ensure: a. PDR is up-to-date. b. Collaborative Partnerships Register updated and verified as accurate and correct by SEO. c. Hardcopy of Agreement to be archived for future monitoring.

GOVERNANCE ARRANGEMENTS FOR OFF CAMPUS COLLABORATIVE PARTNERSHIPS

(NEW PARTNER OR NEW/CHANGED PROGRAMMES AT EXISTING PARTNERS*)
(Revised April 2016)

STAGE 5 **COLLABORATION MONITORING**	

Stage 5.1	a. **ACSUPD** to co-ordinate partner set-up b. Academic Partnership Manager **(APM)** creates "Partner Overview Document" **(POD)** with key contact and introductory partner information as well as Appendix A "Business development plan" and Appendix B "Partner Quality Action Plan" (see g. below) c. APM immediately notifies any proposed material changes to the agreement/arrangement to Academic Registrar (AR) and HOfCD. d. An annual review cycle is set up and a date set for the Annual Review of Partnership Operations (**ARPO) -** a review process normally based on an annual visit conducted by an OFCD SMT member together with the APM. e. The ARPO is split into two parts: a) Business Review; b) Academic Review f. Part A outputs an updated **Partnership Business Development Plan (PBDP)** g. Part B outputs an updated **Partnership Quality Action Plan (PQAP). The PQAP identifies areas of good practice at the partner that are to be enhanced and/or areas where improvement are required. The PQAP is in tabular form, with columns identifying: the issue; the way in which it was raised/the evidence; the proposed action; the way in which the action will be evaluated; and dates on which action was taken and the action closed off.** h. **PBDP and PQAP** constitute appendix A and B of the **POD**.
Stage 5.2	**Partnership Business Development Plan** a. To be updated following ARPO. To draw upon actual enrolments against forecast, current and future programme developments, marketing review. b. Also to ensure no material change in legal status, ownership, management, financial viability etc.
Stage 5.3	**Programme monitoring including PQAP, Programme Plans, and Quality Portals** a. Evidence of programme monitoring should be made available via the partner Quality Portal.

	b. Programme Plans are produced annually by partner Course Managers and University of Bolton Link Tutors. These identify key action points for quality assurance and enhancement.
	c. Programme Plans are produced in October and are updated in the following January and July. They are tabled at SSLCs and at the Off Campus Quality Standing Panel.
	d. Partner Quality Action Plans are produced in November/December and are informed by relevant Programme Plans. Partner Quality Action Plans are reviewed and updated at biannual Quality Review Meetings which take place at partners, and involve the Academic Partnership Managers (APM) and/or Link Tutor/s. Partner Quality Action Plans are tabled at the both Partnerships Panel and at the Off Campus Board of Study.
	e. The PQAP to be signed off annually at the time of the ARPO by partner senior manager, the OfCD Academic Co-ordinator Standards, Enhancement and Student Engagement (OfCD AGCsele) and the Academic Group Co-ordinator(s) Standards Enhancement and Student Engagement from the Academic School(s) that own the programmes(s).
Stage 5.4	a. On-going monitoring of this governance process undertaken by the SEO, via the Partnerships Panel and reported to Education Committee annually.

KEY

APM	Academic Partnership Manager
AR	Academic Registrar
ARPO	Annual Review of Partner Operations
AVC- R	Assistant Vice Chancellor - Resources
AVC-AO	Assistant Vice Chancellor – Academic
CAF	Change Approval Form
CCO	Contracts and Compliance Officer
DD	Due Diligence
EA	External Advisor
HAS	Head Academic School
HoOfCD	Head Off Campus Division
IA	Institutional Appraisal
IAR	Institutional Appraisal Report
OfCD	Off-Campus Division
OfCD ACSU	OfCD Academic Co-ordinator for Set-Ups

GOVERNANCE ARRANGEMENTS FOR OFF CAMPUS COLLABORATIVE PARTNERSHIPS

(NEW PARTNER OR NEW/CHANGED PROGRAMMES AT EXISTING PARTNERS*)
(Revised April 2016)

OfCD ASELE	OfCD Academic Co-ordinator Standards, Enhancement and Learner Experience
OfCD SMT	OfCD Senior Management Team
PAF	Programmes Approval Form
PBDP	Partner Business Development Plan
PDR	Programme Development Record
PQAP	Partner Quality Action Plan
PRM	Partnerships Relations Manager
PVM	Programmes Validation Manager
SAF	Strategic Approval Form
SEA	Standards and Enhancement Administrator
SEO	Standards and Enhancement Office
SPRDC	Strategic Planning, Resources and Development Committee
R	Registrar
VS	Validation Secretary