PARTNERSHIP APPROVAL AND MANAGEMENT PROCESS

Partnership Policy and Overview
This policy describes the University's approach to credit and award-bearing partnership provision including information on the criteria for considering partnership proposals, the process of approval and the responsibilities for the management and governance of partnership programmes.

Link to Partnerships Policy
http://www.city.ac.uk/__data/assets/pdf_file/0009/68985/partnerships_policy.pdf

APPROVAL PROCESS

Stage 0
Stage 0 is the initial approval stage for partnership programmes and has been designed to enable an initial evaluation of the credit or award-bearing collaborative provision proposal. It is designed to be undertaken at both School and institutional level prior to detailed discussions taking place with the proposed partner. Stage 0 is focused on the compatibility of the proposed partner with City, an initial outline of the proposal and any associated risks. The Stage 0 is considered and approved by the Deputy Vice-Chancellor (DVC) and, in the case of international partnerships, the Pro Vice-Chancellor (International).

This form is normally completed by the School-nominated Academic Partnership Coordinator (usually the Programme Director), before being signed off by the Dean of School. Once signed it is forwarded to the Validation and Partnerships Manager in Student and Academic Services for review and then passed to the DVC (and PVC (International) if appropriate) for signature.

Academic Partnership Coordinators are also asked to complete a short risk assessment form that demonstrates the risks associated with the type of proposed arrangement and is designed to give some indication of the level of approval/scrutiny required.

Link to Stage 0 form
http://www.city.ac.uk/__data/assets/word_doc/0020/124571/stage_0_approval_form.docx

Link to Risk Assessment Form
..\Forms & Templates\Risk Assessment\New Partnership risk assessment form.docx

Memorandum of Understanding (MoU)
This is a document between the City and the partner institution, which formalises the institutions’ intention to work together to develop the proposed partnership. An MoU is not a legally-binding agreement and should not create any legal obligations between City and the partner institution. The MoU is developed once the Stage 0 form has been approved. It is drafted by the Validation and Partnerships Manager, in liaison with the Academic Partnership Coordinator and the partner organisation. Once the text is finalised two copies of the MoU are signed by the DVC and then the partner organisation.

Institutional Engagement Meeting and Due Diligence
Once Stage 0 approval has been given the University is required to carry out an Institutional Engagement Meeting and undertake due diligence checks on the partner institution. This is so the
University is able to assure itself of the academic, financial and legal standing of the partner institution and the proposed partnership. We are also required to carry out Health and Safety checks to meet the requirements of our insurance. The Validation and Partnerships Manager will undertake the Institutional Engagement Meeting and complete the due diligence checks in liaison with the Academic Partnership Coordinator, Finance Department and institution, and produce a report for the School and University approval panels.

Link to Due Diligence and Institutional Engagement Meeting report
http://www.city.ac.uk/__data/assets/word_doc/0019/191224/due_diligence_and_site_visit_report.docx

**School ExCo approval**

Once the Institutional Engagement Meeting (IEM) and due diligence report has been completed the Academic Partnership Coordinator should liaise with the School PARC Secretary and the School Management Accountant to develop a proposal to ExCo, using the Stage 1 Section 4 costing new course proposals template. ExCo will be required to review the financial proposal and the IEM/due diligence report and agree for the programme to be considered for approval through the University programme approval process.

Link to Stage 1 Section 4 costing new course proposals template
http://www.city.ac.uk/__data/assets/excel_doc/0007/68929/b1_template_costing_new_course_proposals.xls

**School Stage 1 approval**

After consideration by ExCo the proposal would be considered by School PARC for School Stage 1 approval. This is the same process as for an in-house programme and Academic Partnership Coordinators will complete the Stage 1 forms in liaison with the School PARC Secretary and School Head of Academic Services. Proposals for a new partnership should be considered by the full panel and not as Chair’s Action. This helps to identify and address any potential issues before the proposal is reviewed by the University Stage 1 panel. More information on the University programme approval process is available in section 3 of the Quality Manual.

Link to Quality Manual Section 3 Programme Development, Approval and Amendment
http://www.city.ac.uk/about/education/quality-manual/3-programme-development-approval-and-amendment#tab=tab-3

Link to Programme Approval Stage 1 form with guidance notes
http://www.city.ac.uk/__data/assets/word_doc/0015/110283/programme_approval_stage1_form_with_guidance_notes.docx

**University Stage 1 approval**

Once any conditions have been met and the proposal has sign off at School Stage 1 the proposal will be considered by the University Programme Approval Committee for Stage 1.

**Post Stage 1 Marketing and Recruitment Agreement**

Once the programme has Stage 1 approval, it can normally be marketed. An agreement is drafted that sets out the terms and conditions for the marking of the programme by City and the partner institution, prior to the programme receiving full University approval. This agreement is drafted by the Validation and Partnerships Manager, in liaison with the Academic Partnership Coordinator and
the partner institution. Once the text is finalised two copies of the agreement are signed by the DVC and then the partner institution. Marketing can begin once the agreement is signed in accordance with any terms within the agreement.

**School Stage 2 approval**
The Stage 2 process for partnership approval is the same for an in-house programme with some additional areas to be considered tailored to the type of partnership provision. The School is required to complete a ‘Partnership Appendix’ which gathers information relevant to the partnership and sets out how both parties will manage the programme. The information will be considered during Stage 2 of the approval process and will be used in the drafting of a Memorandum of Agreement. The Partnership Appendices for each type of partnership are available in the University Quality Manual.

A member of the partner institution may be required to attend the School Stage 2 PARC meeting, if appropriate to the nature of the partnership. Partner institution representation at the PARC meeting will be agreed in liaison with the Academic Development Officer in Student and Academic Services. More information on this is available in Section 3 of the Quality Manual.

Link to Quality Manual Section 3 Programme Development, Approval and Amendment
[http://www.city.ac.uk/about/education/quality-manual/3-programme-development-approval-and-amendment#tab=tab-3](http://www.city.ac.uk/about/education/quality-manual/3-programme-development-approval-and-amendment#tab=tab-3)

Link to Stage 2 programme approval form with guidance notes
[http://www.city.ac.uk/__data/assets/word_doc/0006/110301/programme_approval_stage2_form_with_guidance_notes.docx](http://www.city.ac.uk/__data/assets/word_doc/0006/110301/programme_approval_stage2_form_with_guidance_notes.docx)

Link to Stage 2 Partnership Appendix A Articulation Agreement
[http://www.city.ac.uk/__data/assets/word_doc/0006/124638/a_articulation_agreement_stage2_partnership_approval.docx](http://www.city.ac.uk/__data/assets/word_doc/0006/124638/a_articulation_agreement_stage2_partnership_approval.docx)

Link to Stage 2 Partnership Appendix B Access/Feeder Provision
[http://www.city.ac.uk/__data/assets/word_doc/0007/124639/b_access_feeder_provision_stage2_partnership_approval.docx](http://www.city.ac.uk/__data/assets/word_doc/0007/124639/b_access_feeder_provision_stage2_partnership_approval.docx)

Link to Stage 2 Partnership Appendix C Franchised Provision
[http://www.city.ac.uk/__data/assets/word_doc/0003/124644/c_franchised_provision_stage2_partnership_approval.docx](http://www.city.ac.uk/__data/assets/word_doc/0003/124644/c_franchised_provision_stage2_partnership_approval.docx)

Link to Stage 2 Partnership Appendix D Franchised Access/Feeder Provision
[http://www.city.ac.uk/__data/assets/word_doc/0004/124645/d_franchised_access_feeder_provision_stage2_partnership_approval.docx](http://www.city.ac.uk/__data/assets/word_doc/0004/124645/d_franchised_access_feeder_provision_stage2_partnership_approval.docx)

Link to Stage 2 Partnership Appendix E Off-site Delivery
[http://www.city.ac.uk/__data/assets/word_doc/0005/124646/e_stage2_partnership_approval_off_site_partnership_delivery.docx](http://www.city.ac.uk/__data/assets/word_doc/0005/124646/e_stage2_partnership_approval_off_site_partnership_delivery.docx)

Link to Stage 2 Partnership Appendix F Joint programme with non-DAP
[http://www.city.ac.uk/__data/assets/word_doc/0006/124647/f_joint_programme_with_non_dap_stage2_partnership_approval.docx](http://www.city.ac.uk/__data/assets/word_doc/0006/124647/f_joint_programme_with_non_dap_stage2_partnership_approval.docx)

Link to Stage 2 Partnership Appendix G Joint Programme with DAP
[http://www.city.ac.uk/__data/assets/word_doc/0005/135779/g_join_programme_with_dap_stage2_partnership Approval.docx](http://www.city.ac.uk/__data/assets/word_doc/0005/135779/g_join_programme_with_dap_stage2_partnership_approval.docx)
University Stage 2 approval
Once any conditions have been met and the proposal has sign-off at School Stage 2 it will proceed to University Stage 2. A member of the partner institution may be required to attend the University Stage 2 meeting, if appropriate to the nature of the partnership. Partner institution representation at the UPAC meeting will be agreed in liaison with the Academic Development Officer in Student and Academic Services.

Memorandum of Agreement (MoA)
The MoA is a legally binding document which sets out the terms and details of the partnership arrangement. The MoA will also contain an Operational Schedule which sets out, in detail, the framework within which the partnership shall be developed, delivered and monitored.

After approval through University Programme Approval Committee, the Validation and Partnerships Manager will liaise with the Academic Partnership Coordinator and the partner institution to draft the MoA, which is the contract between City and the partner institution that governs the partnership. Once all University Stage 2 conditions have been signed off the MoA can be finalised and signed. Two copies will be signed by the DVC and then shared with the partner institution for final signing. A signed MoA must be in place prior to the programme starting.

MANAGEMENT OF PARTNERSHIP PROGRAMMES THROUGH SCHOOL BOARDS OF STUDIES AND THE EXECUTIVE COMMITTEES

School Board of Studies Management
As stated in the Partnerships Policy, Deans of Schools have responsibility for partnership provision within each of their Schools, with Boards of Studies overseeing matters of quality and standards and School Executive Committees advising on matters of strategy and resource. This includes, where appropriate and as designated by the Memorandum of Agreement, recruitment and admission, responsibilities for programme development and approval, student voice, assessment, external examining, programme evaluation and review and termination.
A Programme Committee should be in place to oversee the partnership programme, which is responsible to the Board of Studies for managing the day-to-day academic quality and standards of provision and for ensuring effective engagement of students on programme-related matters. The specific arrangements for the Programme Committee for a partnership programme will be set out in the MoA for that partnership. This will include terms of reference and membership including representation from the partner institution. Normally, programmes which lead to a City award, and which have significant involvement from the partner in delivery will be required to hold separate Programme Committees, such as joint programmes and franchised provision. Other types of provision such as articulation arrangements, access/feeder arrangements and off-site delivery would normally be overseen by the Programme Committees of the in-house programmes they are associated with.

Academic Partnership Coordinator and Lead Partnership Coordinator roles after approval
The Academic Partnership Coordinator, ultimately responsible to the Dean of School, will support the School in the management of quality and standards for the partnership programme; their role is intended to help cement the relationship between the partner and City. Their role will differ
depending on the type of partnership they support and more details of the specific requirements of their role is provided in the role profile and matrix

**Link to APC Role Profile**
http://www.city.ac.uk/__data/assets/pdf_file/0006/265182/apc_role_profile.pdf

Academic Partnership Coordinators are required to complete an annual report for each partnership they oversee and this report should be appended to the APE form for that programme for consideration by the School Board of Studies.

**Link to APC Annual Report Form**
http://www.city.ac.uk/__data/assets/word_doc/0005/192488/apc_annual_report_form.docx

The Lead Partnership Coordinator (LPC) for the School will be a senior member of academic or professional services staff who will be responsible to the Dean of School for effective oversight and integration or partnership provision within the School, will oversee the School Academic Partnership Coordinators and will be a member of both Board of Studies and Partnerships Sub-Committee. Information on the responsibilities of the Lead Partnership Coordinator is available in the role profile

**Link to LPC Role Profile**
http://www.city.ac.uk/__data/assets/pdf_file/0005/265181/lpc_role_profile.pdf

**School Specific Collaborative Provision Registers**
The School Specific Collaborative Provision Register serves as a record of the number of students for a particular institution, the name of the Academic Partnership Coordinator, the expiry date of the current agreement, the date of the last approval and whether the programme is required to produce a stand-alone Annual Programme Evaluation (APE). Each year Student and Academic Services will produce School Specific Collaborative Provision Registers and it is expected that these will be received and discussed as a standing item on the Board of Studies agenda. When available, Schools will be required to provide updates to the registers. This includes the number of students enrolled on or through partnership programmes each year and the name of the Academic Partnership Coordinator. The updates should be shared with the Validation and Partnerships Manager and will be used to update the University Collaborative Provision Register, which is received at Senate on an annual basis. Schools will also be expected to refer to the register to ensure APE and APC reports are completed in accordance with the requirements.

**Annual Programme Evaluation and Periodic Review**
Partnership programmes are normally evaluated in the same way as any School managed programme. Specific arrangements for Annual Programme Evaluation and Periodic Review for partnership provision including how the partner institution will be involved in these processes will be set out in the relevant MoA. Some partnership programmes, a joint degree for example, will be expected to complete a separate APE, whereas the evaluation of other arrangements, articulation for example, will be subsumed into the evaluation of the associated School programme. Details of whether separate APEs should be produced are recorded on the School Specific Collaborative Provision Register. Guidance is provided within the APE form regarding the consideration of information for partnership programmes. In some cases the partner institution will be involved in the development of the APE form, details of this requirement will be provided in the MoA. In all cases the APE should be shared with the partner organisation, normally through the Programme
Committee. All APEs should be received at Programme Committee for sign-off before being provided to the Board of Studies for consideration.

A Periodic Review should include the consideration of partnership programmes that are associated with the programme grouping being reviewed. Inclusion of consideration of partnership arrangements will be agreed through the Periodic Review development process and in liaison with Student and Academic Services and is detailed in the MoA. See Section 8 of the Quality Manual

Link to Quality Manual Section 8 Programme Development and Review
https://www.city.ac.uk/about/education/quality-manual/8-programme-evaluation-and-review

Renewal and Termination of Partnership Agreements
Each School Specific Collaborative Provision Register records when agreements for partnership arrangements expire. Toward the end of the academic year, the Validation and Partnerships Manager will meet with the Lead Partnership Coordinator and Board of Studies Secretary to discuss the School Specific Collaborative Provision Register and identify programmes which are nearing the final year of their agreement and discuss whether the School will decide to renew or terminate the arrangement.

Should the School decide to renew the arrangement the Validation and Partnerships Manager will undertake the due diligence required to renew an agreement, based on the type of arrangement being renewed, and will produce a report. This will need to be considered through School ExCo, along with a financial proposal, which will developed in liaison with the School Management Accountant. Once ExCo approval has been granted the renewal should be considered through School PARC. If approval is granted the School should inform the Validation and Partnerships Manager who will draft a new agreement in liaison with the Academic Partnership Coordinator and the partner organisation.

Should the School wish to terminate a partnership, the School should complete a Termination or Suspension of Programme Form for consideration and approval through School PARC and ExCo. Once this has been approved, Student and Academic Services will liaise with the Deputy Vice-Chancellor to gain full approval. Once the approval of the Deputy Vice-Chancellor has been gained, Student and Academic Services will liaise with Information Services and the Academic Partnership Coordinator on the next steps. In addition to this, the Validation and Partnerships Manager will draft a termination letter in liaison with the Academic Partnership Coordinator. Once drafted the letter will be signed by the Deputy Vice-Chancellor and sent to the partner institution. Each partnership agreement contains an Exit Plan, which sets out the framework for the management of the exit and communication with students. The Validation and Partnership Manager will liaise with the APC and partner institution to agree the specific roles and responsibilities to manage the termination and this will be recorded in the Exit Plan. Decisions to terminate programmes should normally be recorded on the student records system and the programme information system as soon as they have been approved by the Deputy Vice-Chancellor. This will support the provision of information about the University’s educational offer to prospective students and applicants.

Link to termination and suspension of programmes policy
Link to termination or suspension of a programme form
https://www.city.ac.uk/__data/assets/word_doc/0010/133858/guidance_termination_suspension_programmes.docx