

Code of Practice:
The Approval and
Management of Academic
Partnerships

January 2024 Version 4

Documentation Management

Document Record

Maintained by:	Global Engagement Office and Quality Assurance
Owned by:	Senate
Approval Date:	22/01/2024
Location of Master Document:	DEPT-Global Engagement Office - Cope of Practice - Approval of Academic Partnership - All Documents (sharepoint.com)

Version Control

Document Version	Amendments	Amended By	Date	Approved By
4.0	2023 Review	Senior Partnerships Office (Contracts)	January 2024	Strategic Approval Scrutiny Sub-Committee (SASSC)
3.1	To reflect changes due to creation of Global Engagement Office	Senior Collaborative Partners Liaison Officer	October 2020	Chair of University Education Committee (UEC)
3.0	To reflect changes following International Board Working Group review and VP(IAP) appointment	International Board and VP(IAP)	September 2019	University Education Committee
2.1	See Document Rollover 2017-18 Checklist Records	Head of Quality Enhancement and Student Partnership	July 2017	Academic Registrar and Director of Student Services
2.0	To reflect changes to the process of approving new partnerships	Quality Assurance Committee	November 2016	Senate
1.3	Inclusion of the roles of the Vice Deans Education and International	Partnerships & Collaborations Manager	November 2015	Chair of the Quality Assurance Committee
1.2	Clarification of approval, programme delivery, monitoring and review of partnerships	Partnerships & Collaborations Manager	June 2015	Quality Assurance Committee
1.1	To accommodate TxP and to include Joint Awards	Partnerships & Collaborations Manager	September 2014	Senate

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1. Introduction

- 1.1 The Code of Practice: Approval and Management of Academic Partnerships is informed by the condition of Brunel’s registration ¹ with the [Office for Students \(OfS\)](#) ¹, and the expectations of the Higher Education sector set out in the [UK Quality Code 2018](#)² and guidance provided in the [Quality Code 2018 Advice and Guidance on Partnerships](#). Other sources of guidance and best practice from the Quality Assurance Agency (QAA), the higher education sector and Universities UK (UUK) have been consulted.
- 1.2 The Quality Code for Higher Education 2018 sets out “guiding principles” that should be considered when a UK higher education provider works in partnerships with others³, that include:
- a provider is accountable for assuring the overall quality and academic standards of the provision, regardless of the type of partnership;
 - the provider will have in place appropriate governance to authorise and oversee the development and closure of partnership arrangements and to monitor their effective operation;
 - the provider will conduct, and periodically refresh the range of due diligence appropriate to the type of partnership, the detailed arrangement of the partnership arrangements and the identified level of risk;
 - provision delivered through partnerships will be subject to quality procedures that are at least as rigorous, secure, and open to scrutiny as those used for the provision delivered by the awarding body;
 - awarding organisations that establish arrangements for the delivery of learning opportunities with others, retain the authority and responsibility for awarding certificates and records of study in relation to student achievement;
 - all awarding organisations maintain accurate, up-to-date records of all partnership arrangements that are subject to a formal agreement; and
 - awarding organisations monitor and evaluate their partnership arrangements to satisfy themselves that the arrangements are achieving their stated outcomes and that academic standards and quality are being maintained.
- 1.3 Brunel is responsible for maintaining the academic standard of all awards granted under Brunel’s Royal Charter when a programme is provided by Brunel itself, and also when

¹ [Conditions of registration - Office for Students](#) (2023)

² The Quality Code is a key reference point for UK higher education, protecting the public and student interest, and championing UK higher education's world-leading reputation for quality. It has been developed by QAA on behalf of the UK Standing Committee for Quality Assessment (UKSCQA), in consultation with the higher education sector. [The Quality Code \(2018\)](#) – Quality Assurance Agency

³ [UK Quality Code for Higher Education - Advice and Guidance Partnerships](#) pp 2-4

programmes are delivered through partnership arrangements within the UK and internationally.

- 1.4 In order to meet the OfS conditions of registration and the prevailing expectations for maintaining academic standards set out in the Quality Code 2018 and the Framework for Higher Education Qualification of UK Degree-Awarding Bodies⁴, this document provides guidance for Brunel staff for the approval, monitoring and review of partnerships that lead to a degree awarded by Brunel and/or through which Brunel assumes responsibility for the approval of learning outcomes for credit bearing and non-credit bearing provision, the academic experience and student support provided in collaboration with the partner institution, or by the partner institution.
- 1.5 The University's Student Protection Plan contains provisions requiring oversight of programmes delivered with partners in the UK and overseas, including in relation to academic standards to mitigate the risk of such arrangements ending. This Code of Practice is consistent with the Student Protection Plan.

2. Governance

- 2.1 The University's governance of collaborative provision is set out in [Senate Regulation 7](#). This mandatory Code of Practice, which is approved by the Senate, ensures that the University can discharge its responsibilities effectively for the academic standards of Brunel awards and the quality of learning opportunities provided for students in collaboration with a partner.
- 2.2 The Code of Practice for the Approval and Management of Academic Partnerships is developed by the International Strategy Sub-Committee (ISSC) and the Finance and Budgets Sub-Committee (FBSC), approved by the University Education and Student Experience Sub Committee (UESEC), and reported to Senate. This policy will be reviewed and updated as necessary to ensure its effectiveness for the approval of academic partnerships aligns to Brunel's mission and any changes made the University's Quality Framework.

3. Awards

- 3.1 Senate Regulation 7 Article 1 sets out that all awards made under a collaborative academic partnership must be of an equivalent academic standard to awards for programmes delivered by the University. The types of award are:
- **Single Award:** a degree awarded by Brunel University London under its Royal Charter. A single award can be provided through the partnership frameworks approved by Senate.
 - **Dual Degree Award:** A Dual Award (often called a Double Degree) is a programme offered with one or more partners leading to separate degree awards. It is an integrated but independent qualification that is developed and offered to enable students to complete more than one set of criteria and to meet the conditions required to receive two awards. The student may receive an award from either partner subject to meeting that partners' requirements, irrespective of whether they meet the requirements of the other partner.
 - **Joint Degree Award:** A Joint Award is an arrangement under which two or more awarding bodies together provide a combined programme leading to a single award made jointly by both. A single certificate or document (signed by the competent authorities) attests to the successful completion of this jointly designed and delivered programme, replacing the

⁴ [The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies \(gaa.ac.uk\)](#) QAA (2014)

separate institutional or national qualifications. *Brunel does not have taught provision joint award partnerships.*

4. Partnership Frameworks

- 4.1 The mode and delivery of the Awards and the Partnership Frameworks are approved by the Senate and are subject to the University's "[Quality Assurance Framework](#)" (the range of policies and procedure set out for maintaining academic standards at Brunel). The details of each "**Partnership Framework**" (a description of each partnership type) are set out below and a summary reference table is provided in [Appendix 1](#) with a brief description of how each framework is further defined.
- 4.2 **Progression – Qualification Recognition:** an arrangement through which students that have successfully completed a programme of study at a provider may be considered on an individual basis, subject to meeting the academic criteria, for admission to either undergraduate (FHEQ 4) or Postgraduate (FHEQ 7) programmes at Brunel. Brunel recognises the academic provision offered at the partner as being sufficient to meet the requirements for admission to Year 1 of an undergraduate degree or postgraduate programme, but Brunel does not contribute to the accreditation, recruitment, delivery or quality assurance of the academic provision offered at the provider. See Para 5.7 for the Approval of External Foundation Entry of OfS Provider Entry Requirements.
- 4.3 **Articulation (Advanced Admission):** an agreement under which students that have completed a specified course at a partner institution are automatically entitled, subject to meeting the academic criteria of admission set out by Brunel, to be admitted to Year 2 (FHEQ Level 5) of a Brunel undergraduate programme with advanced standing. The approval of an articulation requires that the partner's curriculum corresponds with Brunel learning outcomes and that academic credit is equivalent, both of which are evaluated through mapping the partner's curriculum against Brunel's requirements. Subject to this mapping, the partner's provision will be recognised as equivalent to Year 1 (FHEQ 4) Brunel provision. The Brunel award is based only on study undertaken by the student at Brunel.
- 4.4 **Linked Award (Study Abroad -):** is formalised through a study abroad-postgraduate progression agreement. This is defined as a 3+1+1 arrangement which entails a period of undergraduate bespoke modular study (FHEQ 4-6) at Brunel. The successful completion of Brunel modules studied at Brunel in an intervening year (typically the third year of four years of study), is recognised by the partner and contributes to a single degree award offered by partner. The academic outcomes achieved at Brunel do not contribute to a BUL undergraduate degree award.
- 4.5 **Dual Degree Award (see 3.1 above):** is a partnership through which an integrated but independent qualification is offered to enable students to complete more than one set of criteria. Partners offering a dual degree award are responsible for the governance and quality assurance of their respective degree awards. Characteristically, each partner delivers a substantial volume of its own degree award offered as a single package comprising two components
- 4.6 **Joint Delivery:** are partnerships through which either: **(a)** an existing Brunel programme leads to a Brunel undergraduate, postgraduate or research degree award that is delivered with the support of a partner institution; or, **(b)** a new programme is developed and delivered jointly with a partner institution, either leading to a single Brunel award or separate awards from Brunel and the partner. In each case, irrespective of where the BUL programme is offered, Brunel is responsible for the academic leadership and quality assurance of the programme and supports the partner, to whom teaching, assessment and supervision is delegated. Joint Delivery Partnerships fall into four categories:

- **Transnational Education Programme (TNE):** a collaboration through which a Brunel undergraduate or postgraduate degree award, or a dual award, is offered to students enrolled for the entire duration of the programme at the partner institution overseas with the support of “**Flying Faculty**” (Brunel academic staff deployed to teach modules or section of modules at the partner institution at agreed intervals with the assistance of teaching staff employed by the partner institution to deliver elements of teaching and assessment). These partnerships are managed by the appointed TNE managers at Brunel who are responsible for the oversight of the programmes which includes:
 - the deployment of UK based Brunel staff “Flying Faculty” to teach modules at the partner institution with whom Brunel has established
 - the appointment of Recognised Teachers at the partner institution in accordance with the [Policy for Appointing Recognised Supervisors and Teachers](#);
 - the coordination of all assessments carried out by the partner on behalf of Brunel;
 - ensuring that the programme is developed and monitored in accordance with Brunel’s quality assurance procedure and policies.

- **Course Delivery Support Partnership:** a collaboration with an external organisation, such as the National Health Service or other professional organisation or similar with the expertise, experience, and the capacity to contribute to the development and delivery of teaching and assessment of programmes leading to a Brunel Award.

- **Co-Supervision of Research Degrees Partnership:** is a collaborative relationship between Brunel and the partner institution that entails a jointly supervised PhD programme leading to a BUL single award. Research degree students are admitted to BUL based on meeting relevant BUL admissions requirements. These partnerships are subject to Brunel regulations and delivered in accordance with the [Code of Practice for Research Degrees](#) and [the Policy for Admission and Management of Postgraduate Researchers Studying in Off Campus Mode](#). In addition to the BUL Principal Supervisor allocated to provide research supervision at BUL, a Recognised Supervisor is appointed at the partner institution for the duration of enrolment at BUL and at the partner institution, respectively.

- **PhD Without Residence Partnership:** is a PhD research degree programme leading to Brunel a joint degree award as defined in Senate Regulation 5(B). Supervision and delivery are managed by Brunel with support from the partner in terms of the provision of local facilities for students and supervision. These partnerships are subject to Brunel regulations and delivered in accordance with the [Code of Practice for Research Degrees](#) and [the Policy for Admission and Management of Postgraduate Researchers Studying in Off Campus Mode](#).

- 4.7 **Validation Partnership:** provision of validated programmes that feed into Brunel programmes. The University validates programmes delivered by [Brunel University London Pathway College \(BPC\)](#) located at the Brunel University London campus, which provides Pre-Masters, Foundation and Year 1 (FHEQ Level 4) programmes for students.

- 4.8 **Exchange/ Study Abroad Partnership:** agreements under which Brunel students may study at a partner institution, or students from the partner university may study at Brunel, for a semester or an academic year. Grades/marks are imported in accordance with a defined set

of criteria into the student's Brunel profile or exported to the partner institution. For all policies and process pertaining to the administration of exchange and study abroad opportunities please see [the Study Abroad/Student Exchange Programmes: Policy and Process](#)

- 4.9 **Online Learning:** programmes leading to a Brunel award that are approved and managed in accordance with Brunel's Quality Assurance Framework and are delivered by [Brunel On-Line](#) in collaboration with an online provider.

5. Partnerships Not Covered in this Code of Practice

- 5.1 The following types of arrangements are either not offered by Brunel or are covered by other University regulations and procedures and so are not considered in this Code of Practice:

- 5.2 **Franchising and Joint Award programmes:** Brunel does not support the following partnership frameworks: franchising; taught joint award programmes; validation of overseas institutions; FHEQ Level 6 'top-up' degrees for colleges and institutions in the UK or overseas.

Placements, Work-Based Learning and Apprenticeships: For further information regarding the University's management of partnerships related to placement learning, please see the [Placement Learning Policy](#) and the [UK Quality Code, Advice and Guidance: Work Based Learning](#). Please contact the [Professional Development Centre](#) (PDC) for assistance with placements and work-based learning, and for assistance with apprenticeships, please contact the Business Development Manager (Apprentices)

- 5.3 **National Health Service England (NHSE) Partnerships:** Agreements relating to NHSE partnerships, including NHSE commissions for the provision of modules and/or short courses to NHS staff, placements and any related funding or NHSE sponsorship of individual students should be referred to the Executive Dean of the College of Health, Medicine and Life Science for review and approval. Brunel Legal Services should be consulted before entering into any contractual arrangements.

- 5.4 **Commercial Partnerships:** Proposals for commercial service agreements to offer either existing or bespoke BUL academic, continuing professional development provision to an external organisation, or contracts with an external organisation for the provision of services offered by a commercial provider to a College or Department, should be referred to the Executive Dean of the College for review and approval. For more information on developing short courses, please see the [Short Course Policy](#). Brunel Legal Services should be consulted before entering into any contractual arrangements.

- 5.5 **Research and Consultancies:** Enquiries for research development including collaborative projects with business industry, consultancies, negotiating and accepting research contracts, guidance on intellectual property for research, trusted research and research grants submitted on behalf of the University should be referred to the [Research Support and Development Office](#).

- 5.6 **Approval of External Foundation Entry of OfS Provider Entry Requirements:** Brunel receives applications from applicants with foundation qualifications from a wide range of external foundation providers, the recognition of which does not entail an explicit partnership or require a legal agreement. In such cases, the Admissions Manager assesses the suitability of the foundation programme with the support of Admission Tutors for non-

standard cases. The Student Numbers and Growth Sub-Committee approves external foundation qualifications offered by OfS registered providers.

5.7 **Recruitment Agencies:** Agreements with agencies that recruit and / or support potential students applying to Brunel are subject to due diligence and approval following a formal application to become an Agent Consultant for Brunel. International Student Recruitment must be consulted before entering into negotiations with any such agency.

5.8 **Student Sponsorship:** Agreements with third party sponsors of Brunel must be referred to Brunel Legal Services.

6. Strategic Alignment

6.1 The value of partnerships is determined by the mutual benefits that a collaboration brings to Brunel and the partner institution, and when there is alignment with Brunel's strategic mission and objectives. The University expects that partnerships will have strategic alignment with goals including:

- enhancing Brunel's national and international standing;
- developing and furthering the international footprint of the institution;
- facilitating access and progression routes to Brunel programmes;
- expanding opportunities for postgraduate study at taught postgraduate and doctoral research levels;
- enhancing the student learning experience by sharing good practice and by enriching the curriculum with global perspectives and experiences;
- encouraging research and business links, in line with the University's position as a research-intensive institution;
- enhancing staff development both at Brunel and at partner institutions;
- diversifying the international student body;
- supporting diverse income streams for the University.

7. Principles of Partnership Approval

7.1 A proposal for an academic partnership will be considered if it can be demonstrated that the partnership is relevant to Brunel's strategic objectives. Partnership proposals require an assessment of the strategic benefits in a proposal form. Partnerships are developed and approved against a range of reference points including:

- the partnership brings strategic benefits to Brunel and any reputational risks are within the University's risk appetite;
- there is a clear contribution to the delivery of the University's strategic objectives;
- the proposed subject area for the partnership has an existing academic resource at Brunel;
- the partnership is approved by the College (College Management Board) prior to the submission of formal proposal documentation;
- adequate resources to support the partnership will be committed by the University;
- the partnership adheres to the requirements of the University's quality framework and regulations; the requirements and expectations of external bodies including the Office for Students, the Quality Assurance Agency and, where relevant, other professional and accreditation bodies;
- legal, ethical, and financial risks are satisfactorily assessed, with adequate mitigations identified for managing any ongoing risks, and the risks are proportionate to the advantages of the partnership;
- environmental impacts are satisfactorily assessed and minimised;

- a financial business case for the partnership is approved by the Finance and Budgets Sub-Committee
- Brunel has sufficient resources to fulfil its obligations under any resulting agreement between the partner and Brunel.

7.2 A Partnership with an academic institution or organisation can only be approved if the partner:

- is a recognised provider of higher education with the legal standing to enter into an agreement, or an organisation that possesses the appropriate recognition with a relevant oversight body;
- where applicable has the legal and/or regulatory capacity to grant an award in collaboration with a UK higher education provider;
- has compatible academic standards in place that are appropriate to the type of partnership proposed, and has policies that are consistent with Brunel’s policies for maintaining academic standards;
- possesses the facilities, resources, and infrastructure to fulfil its obligations under any resulting agreement between the partner and Brunel; and,
- will be subject to a time limited written agreement between Brunel and the partner.

8. Risk Assessment

Risk Categorisation of Partnership Frameworks

8.1 The University has determined the generic level of risk associated with each approved Partnership Framework. Partnership Frameworks are categorised as low, medium, and high risk (Table 1). This risk assessment categorisation determines the process through which proposals for new partnerships are approved.

Table 1

Low Risk	Medium Risk	High Risk
Progression (FHEQ 4 and 7)	Co-Supervision of Research Degrees	Joint Delivery TNE leading to Brunel Award (FHEQ 4-6 and FHEQ 7)
Articulation (FHEQ 5) Dual Degree (FHEQ 7)	Co-Supervision Postgraduate Programmes	Joint Delivery of a Dual Degree (FHEQ 4-6 and FHEQ 7)
Exchange/ Study Abroad		Joint Delivery of a Research degree leading to a Brunel Award

8.2 The nature of the risk associated with each partnership type is different based on the partner’s contribution to the teaching, assessment, and supervision, the location of study, the monetary value of partnership, and the extent to which initial investment is required and the on-going costs to maintain the partnership. [See Appendix 2 Risks Associated with Partnership Framework](#) for examples of the risk causes that should be considered.

Risk Assessment for Partnership Proposals

8.3 An individual risk assessment must be carried out for each partnership proposal as the nature of risk is specific to the context of each partnership.

- 8.4 The Risk Assessment Forms that are completed at the proposal stage produce a weighted score for individual aspects of the proposed partnership, which when aggregated, determines the level of risk based on the details provided about the proposed partnership.
- 8.5 When determining the risks presented by each new partnership proposal (Country Risk Assessment and Academic Risk Assessment), each risk must be considered individually, and mitigations established and reviewed over the life cycle of the partnership. See [Paragraph 23 on Risk Management](#) for further details.

Risk Evaluation and Escalation

- 8.6 Risk assessments for the partnerships are subject to a phased review based on the risk level derived from the weighed score and any relevant factors such as health and safety, academic probity, and financial and ethical considerations that may require additional scrutiny.
- 8.7 **Phase 1:** The risk assessment forms completed for each partnership proposal provide a weighted and qualitative information for evaluation by the Pro Vice-Chancellor International & Sustainability.
- 8.8 **Phase 2:** In cases where the overall risk levels specific to a partnership is high or very high (a weighted score of exceeding 15), the partnership proposal will be referred to the Risk Review Team. The Risk Review Team includes the PVC International and Sustainability, the University Secretary and General Counsel and two of the following according to nature of the risk: Deputy Vice-Chancellor, Pro-Vice Chancellor, Chief Financial Officer, and the Registrar. All three members of the Risk Review Team must consider the proposal and agree the outcome including any further risk treatment, if required.
- 8.9 Possible outcomes available to the review team are:
1. Approved: approval may be conditional on changes to the proposal and/or further information being provided
 2. Rejected: where the risk-reward balance is unfavourable to the University
 3. Referral to the Ethics Advisory Committee Phase 3, due to:
 - (a) Benefits to the University being significant and sustained, but subject to specific financial, ethical, security or personal risks
 - (b) Potential, but clearly identified, significant indirect risks that may arise from undertaking the proposed activity.
- 8.10 **Phase 3:** A review will be undertaken by the Ethics Advisory Committee (a sub-Committee of Council). The remit of this Committee has been amended to explicitly include evaluating risks associated with international activities.

9. Due Diligence

- 9.1 Carrying out due diligence enables the University to assure itself that both the partner and the University have the capacity to successfully deliver the proposed partnership, and that risks are identified, mitigated, and monitored. Due Diligence, which is separated into three categories: Academic, Legal and Financial, is tailored to the nature of the partnership and includes those items listed below as a minimum. The due diligence required for each risk category is set out in more detail in [Appendix 5](#)

- The reputation and academic standing of the partner based on reputable rankings, and with reference to the partner experience of collaborating with other UK HEI (Higher Education Institution) providers;
- The legal status of the partner, their accreditation and permission to operate in the territory in which the partner is based, and to enter into the proposed partnership;
- Partnerships with international partners should include considerations of the regulatory framework of the country concerned, a description of the higher education structure, and the political, social economic and cultural context of the country in which the partner is based;
- Funding status of the proposed partner;
- Governance and quality assurance information and other evidence demonstrating the appropriate policies for maintaining academic standards;
- Academic qualifications, expertise, experience, and capacity to contribute to teaching, assessment, and supervision;
- Administrative support available at Brunel and at the partner institution to manage the partnership; and,

9.2 Some form of financial due diligence is always necessary, but the extent of the information will depend on the type of partnerships proposed:

- For partnerships where there will be little or no direct fiscal engagement, due diligence should be confined to checking and referencing information that is publicly available.
- For partnerships of significant monetary value and where there is greater exposure to risk, and or, where a direct financial arrangement between the Brunel and partner is proposed, the information required will be greater, and include the partners annual accounts, confirmation of funding status, and taxation information for the country in which the partner is based.

9.3 Due diligence information required for each partnership is completed by the College and/or Department proposing the partnership in the Partnership Due Diligence Form for partnerships leading to a Brunel award or a dual degree award. The resulting due diligence documentation and proposal documentation is reviewed and approved by the Finance and Budgets Sub-Committee on behalf of the Executive Board and the Strategic Approval Scrutiny Sub-Committee (SASSC) on behalf of the University Education and Student Experience Sub-Committee (UESEC) and the Senate, with input from Legal Services and the Finance Department as necessary to ensure that the proposed partnership does not pose any unreasonable reputational or financial risk to the University.

9.4 If an partner is unfamiliar with due diligence or queries a request for information, they can be assured that: **(1)** It is a requirement of the United Kingdom's quality assurance body and the Office for Students; **(2)** it is intended to ensure both the University and the partner institution understand their obligations and manage the partnership for the benefit of the students and the staff engaged with the partnership; **(3)** Brunel is compliant with current legislation and regulatory guidelines; and, **(4)** Brunel will fully participate in the partner's own due diligence enquiries.

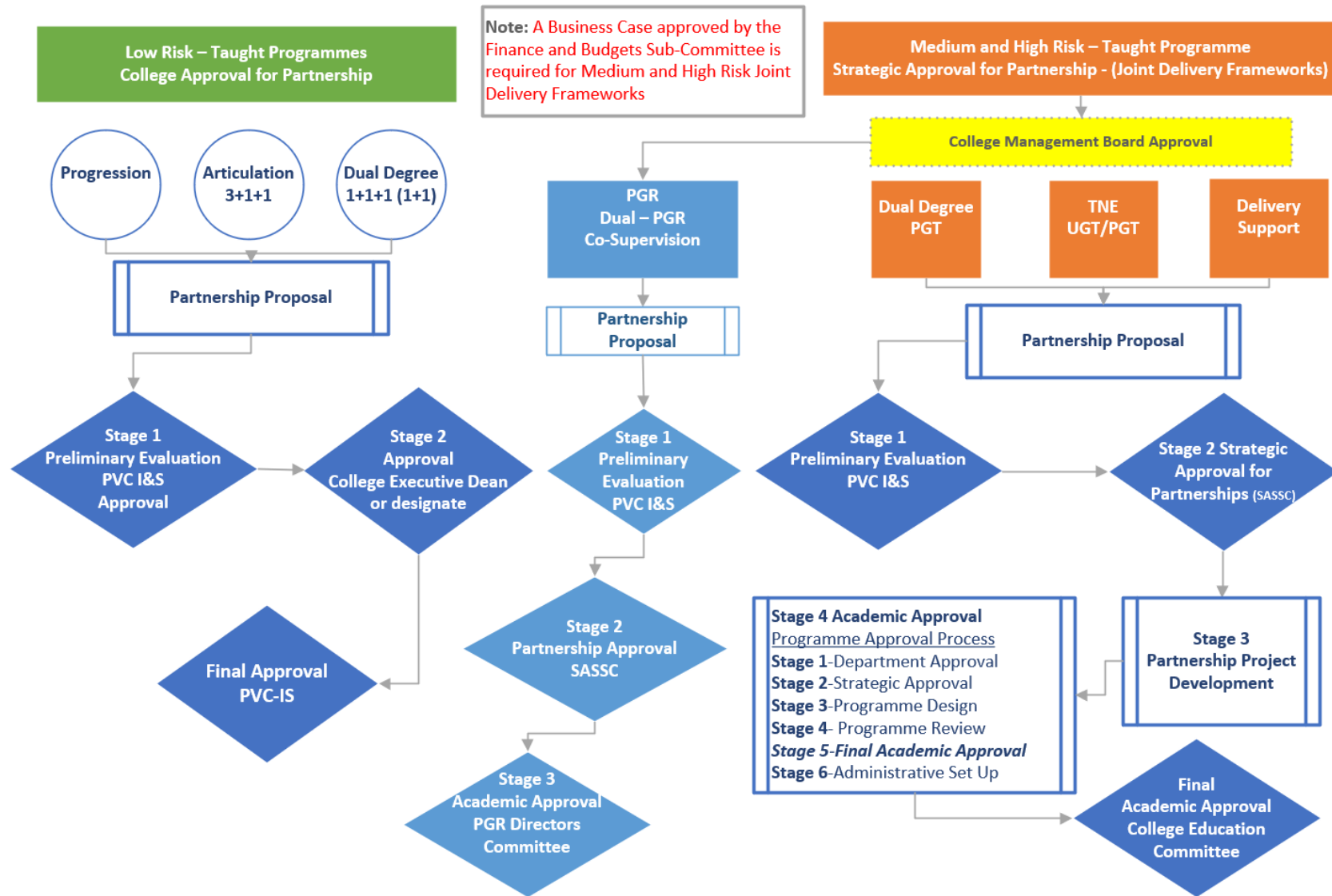
10. Overview of Process for Establishing New Partnerships

- 10.1 Anyone considering developing a partnership proposal should contact the Vice Dean International for their College
- 10.2 Partnerships opportunities and proposal developed by the GEO will require the support of the Vice Deans - International.
- 10.3 All Medium and High-Level Risk proposals must provide evidence of the support from the College Management Board (CMB).
- 10.4 Colleges and Departments are requested to identify both a Partnership Sponsor who will be tasked with championing the proposal, and an Academic Lead who will be tasked with gathering information and preparing the proposal and approval documentation. The appointed Academic Lead (and designated TNE Manager or GEO Partnerships Manager) will own the relationship with the Partner, acting as the point of contact for any queries.
- 10.5 Developing new partnerships may be a lengthy process depending on the complexity of the partnership and the level scrutiny required for approval. Appropriate time should be allowed, and the partner institution should be made aware of the timeframes.
- 10.6 Formal academic partnership agreements can only be approved by the PVC International and Sustainability, the Deputy Vice Chancellor or the Vice Chancellor. No academic partnership agreement for the Partnerships Frameworks set out in this Code of Practice, verbal or written, must be agreed or signed by any individual, department or colleges.

11. Approval for Partnerships

- 11.1 The approval point for partnership proposals is as follows:
- a partnership entailing an existing taught programme and which is categorised as Low Risk, is subject to approval by the College followed by the final approval of the Pro Vice-Chancellor International and Sustainability;
 - a partnership for new taught programme, or variation to an existing programme, that is categorised as Medium and High Risk, requires the approval of the Strategic Approval Scrutiny Sub-Committee (SASSC) followed by academic approval, and the final approval of the University Education and Student Experience Committee (UESEC).
 - Co-supervision and Brunel research degrees offered in collaboration with a partner are subject to the academic approval of the Postgraduate Research Directors Committee
- 11.2 The approval of a programme to be delivered through a new partnership, is independent of the process for agreeing the partnership, but both will be required in order for the partnership to commence and the associated programmes offered.
- 11.3 Please refer to the [Outline of College and Strategic Partnership Approval](#) for an overview of approval of partnerships on Page 14.

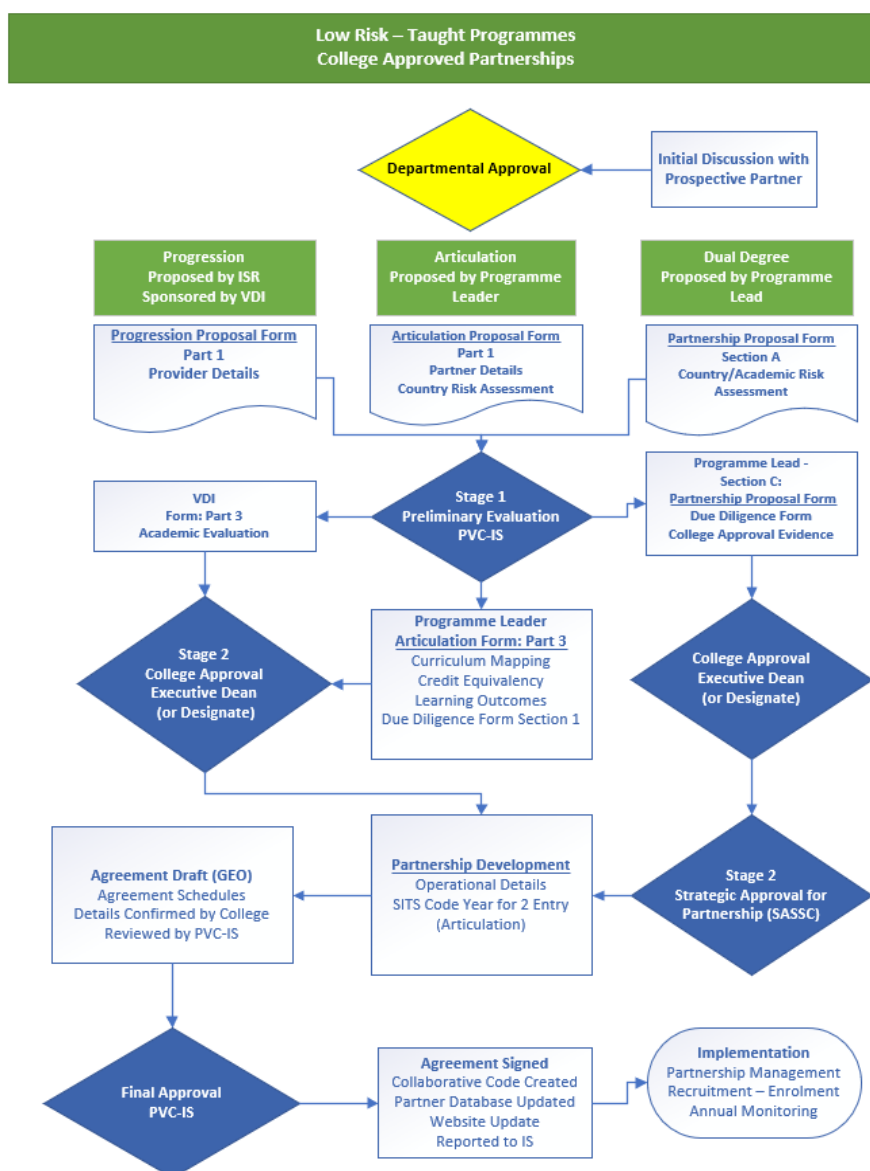
Outline of College and Strategic Partnership Approval



12. College Approval for Partnerships

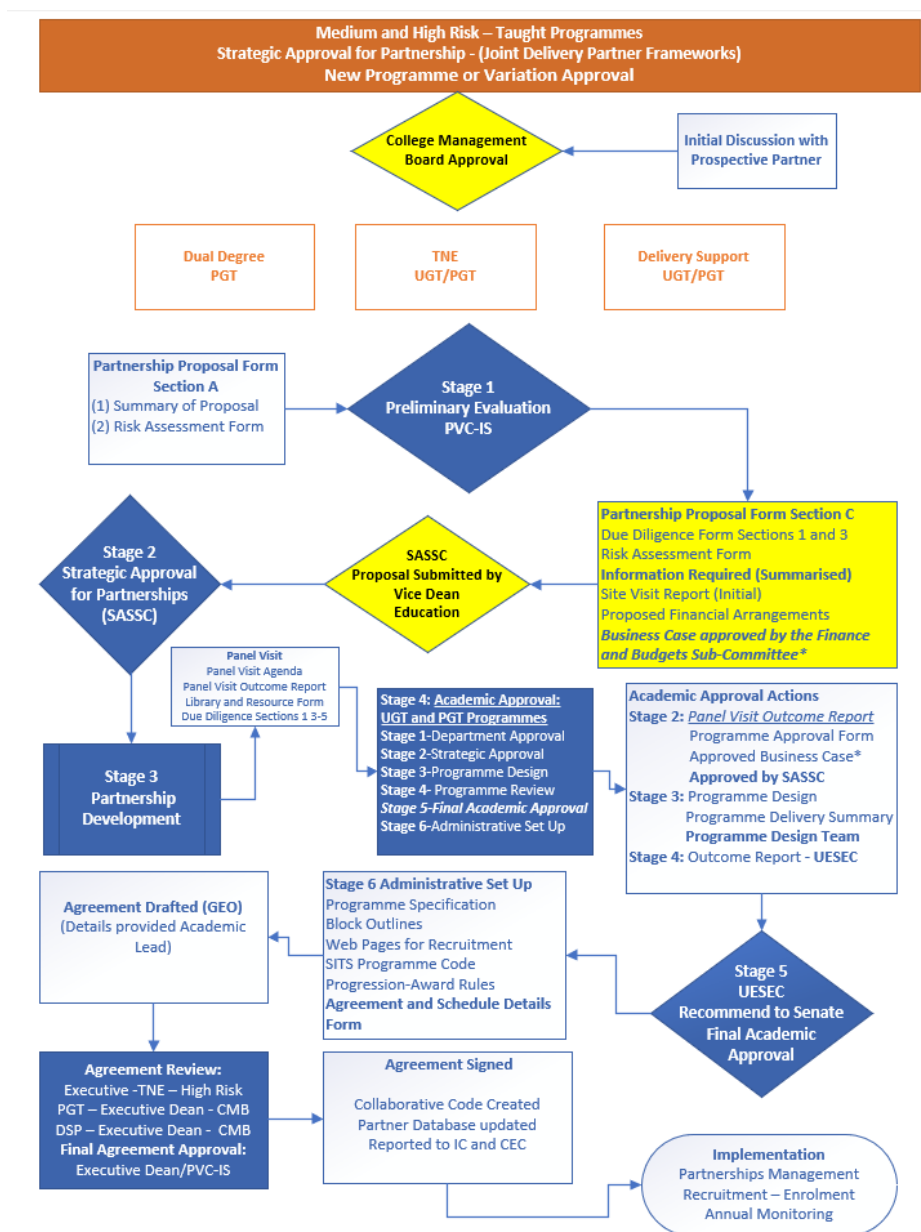
12.1 Low Risk Partnerships require a curriculum review and mapping and are subject to a risk assessment and due diligence that are proportionate to the proposed partnership. Please see an outline of the approval process for partnerships approved by the College below and [Appendix 3: Proposal Forms and Additional Documentation Required for Low Risk Partnerships](#) for the proposal documentation required.

12.2 Following the approval of the College Executive Dean for a proposal for a Low-Risk Partnership, the Pro-Vice Chancellor (Education) and/or Pro-Vice Chancellor (International and Sustainability) approves agreements by Chair's action, having reviewed the proposal, draft agreement, and schedules. Partnership agreements approved in this way will be noted at the subsequent meeting of the International Strategic Sub-Committee (ISSC) and the S Strategic Approval Scrutiny Sub-Committee (SASSC).



13. Strategic Approval for Joint Delivery Partnerships–Taught Programmes

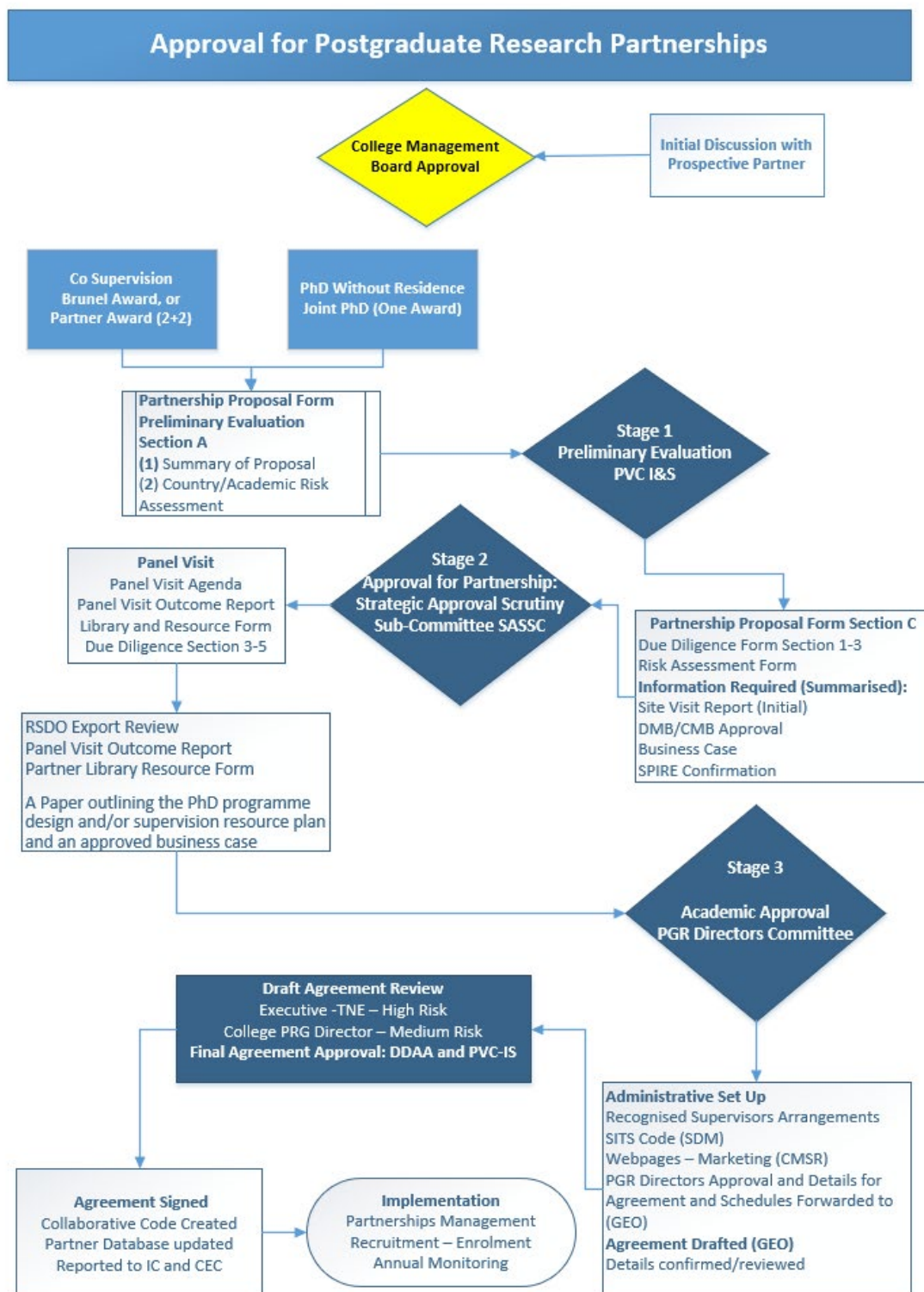
- 13.1 Partnerships proposal types categorised as ‘Medium Risk’ and ‘High Risk’ are considered by the Strategic Approval Scrutiny Sub-Committee (SASSC) which is a sub-committee of the University Education and Student Experience Sub-Committee (UESEC), chaired by the Pro-Vice Chancellor – Education, with representation from Colleges and Professional Services. SASSC will consider the strategic approval of the partnership, review the associated risks, and subject to the committee’s approval of the partnership *in principle*, will subsequently request that any proposal entailing the development of a new programme, or variation to an existing programme, is considered and approved in accordance with the [Programme Approval Policy](#).
- 13.2 See below for the approval process for Medium-Risk and High-Risk Taught Programme Partnerships below and see [Appendix 4 Proposal Forms and Additional Documentation Required for Medium and High-Risk Partnerships](#) for the proposal documentation required.



14. Strategic Approval for Partnerships – Postgraduate Research

14.1 Partnerships through which the co-supervision of research degree students is provided by the partner institution, or through which a single or joint research degree programme is delivered in collaboration with Brunel, are approved by the Postgraduate Research Directors Committee.

14.2 See below for the approval process for Postgraduate Research Programmes Partnerships below and see [Appendix 4 Proposal Forms and Additional Documentation Required for Medium and High-Risk Partnerships](#) for the proposal documentation required.



15. Stages of Partnership Approval Process

- 15.1 Academic partnership proposals can originate from various sources, including senior management, Brunel Colleges, individuals or prospective national or international partner institutions. In all cases, the four-stage process for establishing partnerships must be followed
- Stage 1 Proposal and Preliminary Evaluation
 - Stage 2 College Approval and Strategic Approval for the Partnership
 - Stage 3 Partnership Development
 - Stage 4 Academic Approval of Programme

16. Stage 1 Proposal and Preliminary Evaluation

- 16.1 The purpose of the partnership proposal is to present information gathered in the College/Department's initial investigation and set out the rationale for the proposed partnership in the relevant proposal form for the approved Partnership Frameworks – See [Appendix 3](#) for Low-Risk Partnership Proposal Forms and [Appendix 4](#) for Medium and High Risk Proposal Forms.
- 16.2 The preliminary evaluation of all academic partnership proposal is undertaken by the Pro-Vice Chancellor International and Sustainability, in consultation with the College Vice-Deans (International, Education, or Research) and/or Executive Dean.
- 16.3 The preliminary evaluation will determine if the proposed partnership is aligned with Brunel's strategic objectives and indicate if the proposal merits further development and the commitment of resources subject to further approval.
- 16.4 The preliminary evaluation will confirm the further information required and the approval stages that are relevant to the type of partnership proposed. The Sponsor or the appointed Academic Lead is required to provide the information requested following the required College or Approval Scrutiny Sub Committee (SASSC) partnership approval process.

17 Stage 2 Strategic Approval of the Partnership

- 17.1 The aim of this stage is to ensure that the University has a robust and effective procedure in place to consider whether potential partnerships should be progressed for academic approval. As the resources required to successfully develop and manage partnerships are considerable, strategic approval is a key step in the decision-making process.
- 17.2 The information provided in the Strategic Approval of Partnership Form (Section C) should be relevant to the type of [Partnerships Framework](#) proposed. See [Appendix 3](#) for Low-Risk Partnership Proposal Forms and [Appendix 4](#) for Medium and High-Risk Proposal Forms.
- 17.3 The Academic Lead – Programme Lead (or VDI) is responsible for completing the Strategic Approval of Partnership Form (Section C) and should provide information relevant to the partnership, which will include the following:
- a description of the proposed partnership;

- the academic standing of the proposed partner;
- alignment with the Annual College Plan and Brunel Strategic Priorities;
- further detail of the proposed financial arrangements for the partnership;
- the proposed student enrolment numbers per year;
- a summary of resources required for the partnership;
- relevant statutory, regulatory and PSRB indications;
- the risks associated with the partnership.

- 17.4 The information required is set out in the Strategic Approval of Partnership Form (Section C) and in any in the Due Diligence Form (Section 1 and 3), the Risk Assessment Form, and evidence of College Management Board approval SASSC by the Vice Dean Education for Joint Delivery Frameworks.
- 17.5 This stage will include the preparation of a business case which must be submitted to and approved by the Finance and Budgets Sub-Committee on behalf of Executive Board.
- 17.6 Depending on the type and scale of the proposed partnership, Strategic Approval Scrutiny Sub-Committee (SASSC) may refer the proposal to the Executive Board for consideration prior to approval.
- 17.7 Strategic Approval Scrutiny Sub-Committee (SASSC) meets at an interval of two months and will provide feedback to either **(1)** request further information about the partnership **(2)** confirm that academic approval for a new programme, variation or modification to an existing programme is required – See [Para 19](#) **(3)** request additional due diligence **(4)** request additional advice from the relevant professional service department. SASSC will approve and recommend the *development* of the proposed partnership to the Senate, or decline the proposal using a standard template SECTION D: Strategic Approval Scrutiny Panel Outcome. The decision resulting from the scrutiny of this documentation will be communicated to the Vice Dean Education.

Note 1: no more than **one** year should elapse between the College Approval or Strategic Approval for the Partnership. If this period is exceeded, a new proposal for the partnership must be submitted. This helps to ensure that the proposed partnership continues to be strategically relevant.

Note 2: The Strategic Partnership Approval Form (Section C) does not apply to Progression Recognition and Articulation Agreements. The arrangements for these partnerships are documented in the Progression and Articulation Proposal Forms and the Agreement Schedule Information Pro-Forma.

Note 3 Where a proposed partnership does not involve the development of a new programme, or the variation or the modification of an existing programme delivered in collaboration with a partner institution (e.g. articulation agreements, a linked external award – 3+1+1, dual degree, 4+1 or 3+1 progression agreement), the proposed admissions and student support arrangements will be considered and approved by the College.

18 Stage 3 Partnership Development

- 18.1 The purpose of the Partnership Development stage is to prepare a detailed academic rationale and business case for Joint Delivery partnerships, update the due diligence and the risk assessment information, and provide information about the delivery arrangements in support of the Academic Approval for a new programme or variation to the existing programme.

Partnership Development Project Board

- 18.2 A Project Board is required for partnerships that are categorised as either medium or high risk and require the development of a new programme, or variation to an existing programme.

- 18.3 A Project Board is established by the Partnership Sponsor/Proposer from College to oversee the detailed development of the proposed partnership and ensure its timely completion in consultation with the relevant directorate departments of the University. The members will include the relevant individuals.

- Academic Lead
- Vice Dean International or Education
- Deputy Dean Academic Affairs
- Head of Department or nominee
- College TNE Managers
- College Postgraduate Research Manager
- Partnership Manager (GEO)
- Senior Partnerships Officer (GEO)
- College Finance Business Partner
- Individual external to College with partnership experience

- 18.4 The Project Board for large-scale partnerships, and/or those that have potentially high reputational benefit/risk, will be chaired by the Pro-Vice Chancellor International and Sustainability with representation from Quality Assurance, Legal Services and other professional services departments as required.

- 18.5 For smaller scale partnerships, the Board will normally be chaired by the Vice Dean International, or the Academic Lead.

The Partnership Project Board will be responsible for the provision of information set out below. See [Information Requirements for Academic Approval](#) and the in-document links provided below:

- The completion and submission of all programme approval pro forma. See [Academic Approval of Taught Programmes](#) and [Academic Approval of Research Degree Partnerships](#)
- Undertake a [Panel Site Visit for Academic Approval](#)
- [Arrangements for Teaching, Assessment and Supervision](#)
- [Student Support Arrangements](#)
- [The Partner's Library and Learning Resources](#)
- [Financial Arrangements](#)
- Support the completion of [Due Diligence](#)

- Subject to approval, provide the information required for the drafting of [academic partnership agreements](#)

19 Information Requirements for Academic Approval

Site Visits

- 19.1 The requirement for an initial or [introductory visit](#) to the proposed partner institution may have been established in Stage 1. However, a [Panel Site Visit](#) in preparation for the academic approval of a new programme, or jointly delivered research degree may be requested by either the Strategic Approval Scrutiny Sub Committee (SASSC), or the Postgraduate Directors Committee.

Introductory Visits

- 19.2 Where an initial site visit to the proposed partner institution is carried out the agenda should include:
- an initial meeting with a member of the senior management team
 - meeting academic programme lead counterparts
 - a meeting with key staff responsible for learning and teaching and student support;
 - a tour of the partner's campus: teaching rooms; library provision; IT resources; social spaces;
- 19.3 A Site Visit Report template is available to document a visit to prospective partner institution at [Partnerships: Agreement Types and Forms \(brunel.ac.uk\)](#).

Panel Site Visit for Academic Approval

- 19.4 A Panel Site Visit is required for all partnerships entailing Joint Delivery Partnership frameworks for undergraduate and postgraduate taught programmes, and research degrees.
- 19.5 A panel visit will normally consist of the relevant members of the [Partnership Development Project Board](#) and at least one of the following
- College Dean
 - Director of Postgraduate Research or Director of the Graduate School
 - College Quality Assurance Manager
- 19.6 The number of panel members and the duration the visit will be determined by the size, location(s) and complexity of the programme and the delivery support provided by the partner.
- 19.7 The purpose of the panel site visit is:
- to evaluate if the teaching staff at the partner are appropriately qualified and are provided with sufficient training and development to support the delivery of the programme modules for taught;
 - to evaluate if the research staff at the partner institution are appropriately qualified and are provided with sufficient training and development to supervise research students;

- to confirm if the proposed partner has the appropriate resources, facilities, and environment to undertake its responsibilities to support the delivery of a taught programme or joint research supervision;
- to confirm if the partner has adequate resource for student welfare and to provide a student experience that is comparable to that provided for students studying and researching on campus at Brunel;
- to consider the implications on Brunel's licensing agreements for software and learning resources accessed off-campus in another country;
- to make recommendations and specify any conditions required for academic approval.

19.8 It is anticipated that the key contact at the partner institution will coordinate the Panel Site Visit and arrange a schedule of meetings that includes the following:

- A meeting with the management team of the partner institution;
- tour of the facilities;
- meeting with teaching or supervisory team that will support the delivery of the programme;
- meeting with support student facing and administrative staff including admissions, student welfare, library, and computing staff;
- a final meeting with senior staff and other participants to provide feedback on the visit and the panel's views regarding the recommendation for approval/ non-approval, or any conditions that the partner may be required to meet in order to progress academic approval.

Panel Site Visit Documentation

19.9 The Outcome of the Panel Visit is documented in the Panel Site Visit Outcome Report. A Panel Site Visit Outcome Report, and Panel Site Visit Agenda and Briefing Note Template are available at [Partnerships: Agreement Types and Forms \(brunel.ac.uk\)](https://brunel.ac.uk/partnerships/agreement-types-and-forms)

19.10 The partner institution should supply the following documentation

- The Partner Institution Library and Resource Checklist ; self-assessment of the infrastructure of support for student learning and student welfare;
- the institutional approval documentation;
- confirmation of requirements of Professional, Statutory and Regulatory Bodies;
- staff management structure that is relative the partnership;
- CVs of all staff who will support the teaching, assessment, and supervision of students.

Arrangements for Teaching, Assessment and Supervision

19.11 The processes and procedures for teaching, assessment and supervision should be equivalent to those arrangements that are in place for all Brunel programmes. Details of the partner's institution's capacity to deliver or support teaching, assessment and supervision should be set out in the Panel Visit Outcome Report.

19.12 Contribution made by the partner for the teaching, assessment, and supervision of dissertations, project or research must be considered and documented with reference to the [Appointing Recognised Supervisors and Teachers Policy \(brunel.ac.uk\)](https://brunel.ac.uk/appointing-recognised-supervisors-and-teachers-policy) and the [Code of Practice for Research Degrees \(brunel.ac.uk\)](https://brunel.ac.uk/code-of-practice-for-research-degrees)

- 19.13 The roles and responsibilities for both Brunel and the Partner must be clearly defined and documented in the Programme Delivery Summary (See Para 8.6 of the Programme Approval Policy).
- 19.14 The information collated by the Partnership Development Project Board will be reviewed by the Strategic Approval Scrutiny Sub Committee (SASSC) in Stage 4 for the Academic of Taught Programmes and Final Academic Approval by the University Education and Student Experience Sub-Committee (UESEC) in Stage 5. Please refer [Programme Approval Policy \(brunel.ac.uk\)](#) for the stages of the approval of new programmes.

Student Support Arrangements

- 19.15 A degree awarding body is responsible for the quality of learning opportunities irrespective of where they are offered. It is essential at this stage the University satisfies itself regarding the quality of support available to students at the partner institution.
- 19.16 Summary Information about the student support arrangements at the partner institution is evidenced in the Panel Site Visit Outcome Report and summarised in the Programme Delivery Summary. (See Para 8.6 of the Programme Approval Policy).

Partner Institution Library and Learning Resources

- 19.17 Library and learning resources at the partner institution are captured in the Partner Institution Library and Resource Checklist, which is completed by the partner as a self-assessment of the infrastructure of support for student learning, and summarised in the Programme Design Summary and the Programme Delivery Summary (See Para 8.4 of the Programme Approval Policy). the Partner Institution Library and Resource Checklist Form can be downloaded at [Partnerships: Agreement Types and Forms \(brunel.ac.uk\)](#) .

Financial Arrangements

- 19.18 A business case demonstrating the anticipated (in the case of a new proposal) or actual (in the case of a renewal of an existing arrangement) costs and financial arrangements for partnerships should be prepared in consultation with the College Finance Business Partner and The Directors of College Operations for approval by the Finance and Budgets Sub-Committee on behalf of the Executive Board.
- 19.19 A summary or outline business case may have been provided in the Strategic Approval of Partnership Form (Section C). However, a detailed business case is required for the approval of new programmes and variations to existing programmes offered in collaboration with a partner institution. As part of the academic approval of new programme or variation to an existing programme, a [New Programme: Business Case Form](#) in conjunction with the Programme Contribution Tool (PCT) should be completed. Please consult the College Finance Business Partner for guidance.
- 19.20 Financial due diligence information should be reviewed, and all relevant legal obligations determined when establishing Joint Delivery Partnerships that entail the full or partial delivery of Brunel programme overseas. Due Diligence must include the requirements for the taxation regime, exchange controls, with reference to relevant employment laws and all associated costs that are applicable to academic provision delivered overseas.

Due Diligence

- 19.21 It is recommended that work on the Due Diligence is commenced at Strategic Approval for Partnership (Stage 2) with the completion of Sections 1 and 3 of the Due Diligence Form and further developed at the Partnership Development Stage with the completion of Sections 4 and 5. Please see [Paragraph 9 Due Diligence](#) and [Appendix 5](#) for an outline of the information that is required for legal, Academic and Financial Due Diligence.
- 19.22 Any specific or additional requirements for further due diligence information will be determined by Strategic Approval Scrutiny Sub Committee (SASSC) or the Postgraduate Research Directors Committee, and the College Sponsor and the Partnership Project Board will be required to obtain this information for further review. The resulting documentation will be scrutinised by the Strategic Approval Scrutiny Sub Committee (SASSC) for taught provision, or the Postgraduate Research Directors Committee for research provision with input from Quality Assurance, Legal Services, Human Resources, and the Finance Department as necessary to ensure that the proposed partnership does not pose any unreasonable reputational or financial risk to the University. The Library will need to be consulted and approve any proposal to use licensed resources at a partner institution.

20 Stage 4 Academic Approval of Taught Programmes

- 20.1 Academic Approval for a new programme or a programme variation, to be delivered through a partnership can only be sought when both the Finance and Budgets Sub-Committee and the Strategic Approval Scrutiny Sub-Committee (SASSC) have approved the development of the partnership in principle and the additional information requested and developed in Stage 3, is prepared and used in support of the academic approval for the programme.
- 20.2 Proposals for new Brunel programmes, or variation to existing programmes are made using the Strategic Approval New Programmes Form ([available here](#)) with reference to the [Programme Approval Policy \(brunel.ac.uk\)](#)
- 20.3 The Strategic Approval New Programmes Form must be submitted to the Strategic Approval Scrutiny Sub-Committee (SASSC) via the Vice-Dean Education of the relevant College, to quality-officers@brunel.ac.uk with copies to partnerships@brunel.ac.uk
- 20.4 The aim of this stage is to ensure that the content of the programme is approved formally under Brunel's Quality Assurance Framework; so that the learning outcomes, the delivery of teaching and assessment and monitoring of the programme, and the support provided for students are consistent with all other Brunel programmes.

21 Stage 4 Academic Approval of Research Degree Partnerships

- 21.1 The academic approval of partnerships for the joint delivery of research degrees, or partnerships entailing the formal agreement for co-supervision arrangements are approved by the Postgraduate Research Directors Committee.
- 21.2 Subject to a successful Preliminary Evaluation outcome, the Academic Lead for the partnership is required to submit Section C of the Partnership Proposal Form to the Strategic Approval Scrutiny Sub-Committee (SASSC) through the Vice Dean Education.

- 21.3 Subject to the Strategic Approval Scrutiny Sub-Committee’s approval for the further development of the partnership, a Postgraduate Research Directors Committee paper and business case will be prepared and submitted to the College Research Manager for approval by the Postgraduate Research Directors Committee.

22 Agreements

- 22.1 The provision of partnership agreement for approved Partnership Frameworks is the responsibility of the Global Engagement Office, with guidance provided by Brunel Legal Services.
- 22.2 Only those agreements (including Memoranda of Understanding) or other relevant legal binding agreements recognised including the legal agreement templates for academic partnerships provided by Legal Service, will be recognised as authorised by the Brunel University London.
- 22.3 The University enters into legal agreements which are governed by and construed in accordance with the laws of England and the jurisdiction of the English Courts.

The signatory for academic partnership agreements may only be undertaken by the Vice-Chancellor or their nominee (normally the Pro-Vice Chancellor International and Sustainability)

- 22.4 The GEO will liaise with the College and the partner to develop the appropriate agreement for the academic partnership. The nature of the formal agreement will differ depending on the [Approved Partnership Framework](#).
- 22.5 A summary of information collected during the approval processes will be required to develop an agreement draft with the rights and responsibilities of the parties and detail all matters that are considered necessary for the effective management of the partnership. The Global Engagement Office will request the relevant forms and information listed below:

- Partner Details Form (Signatory, Key Contact, and the Contact for Notices)
- Schedule Details Form(s) for the relevant Partnership Framework
- A Weighting of Teaching and Assessment Form for UGT and PGT Approved Programmes;
- the Programme Specification and the Programme Delivery Summary UGT-PGT provision;
- a Programme Delivery Summary PGR – Joint PhD Award;
- details for the arrangement of co-supervised research degree;
- student support arrangements;
- approved financial arrangements including all costings to be included in the agreement;
- A completed Due Diligence Form
- relevant Professional Statutory and Regulatory Bodies (PSRBs) and accreditation Indications;
- Terms of Reference for “Partnership Committee” (a board established comprising members from Brunel and the Partnership to have joint oversight of the partnerships and programme);
- SITS Programme Code Confirmation (MCR Code and Programme Title);

- confirmation of SITS Fee and Award Profile.
- 22.6 Once the relevant proposal approval procedures have been satisfied in full and the information that is specific to the partnerships is provided by the Sponsor/Academic Lead, a draft partnership agreement will be drawn up for review.
- 22.7 Partnerships must not commence prior to the signing by all parties of an appropriate formal written agreement.
- 22.8 Copies of all signed academic agreements will be retained by Global Engagement Office
- 22.9 A report noting all the agreements signed will be circulated to International Committee, and to the Strategic Approval Scrutiny Sub-Committee (SASSC) and College Education Committee on annual basis.

23 Managing Partnerships

Annual Monitoring of Taught Programmes

- 23.1 The performance of students provided with learning opportunities leading to taught undergraduate and postgraduate degree award delivered in collaboration with a partner are subject to annual monitoring in accordance with the University's [Annual Monitoring of Taught Programmes Procedure](#).
- 23.2 [Annual Monitoring: Academic Lead Annual Partnership Report](#) must be completed for each partnership that entails the delivery of a taught approved programme.
- 23.3 The Academic Lead Annual Report will report on the partnership over the course of the academic year and provides an overview of recruitment, English language proficiency, student outcomes, resources, academic and pastoral support, governance, risk, and actions taken and planned. Please see [Programme Monitoring and Review | Brunel University London](#) and the [Annual Monitoring of Taught Programmes Procedure](#) for further guidance.

Annual Monitoring of Postgraduate Research Degrees

- 23.4 The monitoring of postgraduate research degrees delivered in partnership with a partner institution is carried out in accordance with the [Annual Monitoring of Postgraduate Research Degrees: Procedure](#).
- 23.5 [Annual Monitoring: Academic Lead Annual Partnership Report](#) must be completed for each partnership. Please see the [Annual Monitoring of Postgraduate Research Degrees: Procedure](#) for further guidance.

Periodic Programme Review (PPR)

- 23.6 Programmes delivered through partnerships will be subject to the University's [Periodic Programme Review \(PPR\) Procedure](#). Programmes may be considered through a PPR event convened to review a subject's entire provision; or separately, such as alongside either request to renew of Joint Delivery Partner Frameworks, or a scheduled review of the partnership.

Annual Monitoring of College Approved Partnerships

- 23.7 The Annual Monitoring of College Approved Partnerships such as progressions and articulations are captured in the Annual Monitoring for taught programmes under the

relevant programme title. However, the Academic Leader for the progression, articulation, linked award 3+1+1 and dual degree partnerships is required to complete an [Annual Monitoring: Academic Lead Annual Partnership Report](#) that is specific to the partnership agreement.

Review of Business Case

- 23.8 The business case that was approved by Finance and Budgets Sub-Committee must be updated by the relevant academic lead to include actual student numbers and actual costs incurred. The updated business case must be presented to Finance and Budgets Sub-Committee for approval in advance of any renewal progressing under section 24 of this Code.

Risk Management

- 23.9 Risks associated with joint delivery framework partnership should be identified, managed, and reviewed for the life cycle of the partnership with reference to Brunel's Risk Management Policy and Risk Assessment Framework.
- 23.10 The risk assessment completed pursuant to section 8 of this Code must be updated during the development of the partnerships with the establishment of a local Partnership Risk Register in the Partnership Development Stage. The Risk Assessment and Risk Register Proforma are available at [Partnerships: Agreement Types and Forms \(brunel.ac.uk\)](#)
- 23.11 The Academic Lead for the partnership is designated as the Risk Owner for the partnership and shall be responsible maintaining the Partnership Risk Register and ensuring that all risks are reviewed by the Risk Manager.
- 23.12 The Risk Manager for international partnerships including Transnational Education Programme (TNE) is the Pro-Vice Chancellor International and Sustainability. The Deputy Director Academic Affairs is the Risk Manager for partnerships entailing postgraduate research provision in collaboration with a partner. The Directors of College Operations are the Risk Managers for UK based academic partners.
- 23.13 The Risk Manager is responsible for reviewing the risks set out in the Partnership Risk Register, defining the nature of risk in accordance with the University's Risk Assessment Framework, and ensuring that significant risks are recorded on the University's risk management system - 4 Risk.
- 23.14 The formal reporting of the risks associated with a Joint Delivery Framework Partnership are at Stage 4: Academic Approval, and at intervals of six months thereafter.
- 23.15 The Academic Lead for their partnership is required to send the Partnerships Risk Register to the Risk Manager so that any significant risks are escalated to the Audit Committee.
- 23.16 The individual risk assessment completed pursuant to section 8 of this Code must be updated prior to any renewal. In the event of additional risks arising, or if there is an

increase in the likelihood or impact of identified risks, the updated risk assessment must be approved by the Strategic Approval Scrutiny Sub-Committee prior to any renewal.

24 Renewal of Partnership Agreements

- 24.1 Academic Partnerships will be considered for renewal if the partnership meets the following criteria:
- the approval of the College Management Board for Delivery Framework Partnerships and the Department Management Board for College Approved Partnerships
 - the partnership continues to align to the mission of Brunel University London;
 - it can be demonstrated the academic quality of the partnership has been maintained. This is evidenced through satisfactory annual monitoring and Academic Lead Partnership Report outcomes;
 - a Periodic Programme Review (PPR) is required for the renewal of Joint Delivery Partner Frameworks through which taught programmes are offered (See Para 24.3);
 - an E-Vision Collaborative Report demonstrating that the number of students enrolled through the partnerships has been satisfactory and there is evidence that the demand for new enrolments is evident at the time of renewal;
 - evidence that contractual obligations, including financial commitments, have been met.
- 24.2 Subject to compliance with Section 23 of this Code, the request to renew a College Approved partnership is evaluated by the Pro-Vice Chancellor International and Sustainability and approved by the College Executive Dean or designate.
- 24.3 The renewal of Joint Delivery Partnership will coincide with a Periodic Programme Review (PPR) in accordance with the [Periodic Programme Review Procedure](#). Subject to satisfactory outcome of the Periodic Programme Review and compliance with Section 23 of this Code, a formal request for the renewal of the partnership agreement is submitted to Strategic Approval Scrutiny Sub Committee (SASSC) through the College Vice Dean Education.
- 25.1 In cases where partnership does not meet the criteria for renewal outlined in Para 24.1, or cannot be renewed for any reason, a formal letter of termination will be issued as set out in Para 25.9, and subject to adherence to [Programme Suspension and Withdrawal Policy](#) for Joint Delivery Partnership Framework collaborations.

25. Termination of Partnerships

- 25.2 The University reviews the performance of each partnership on an on-going basis. A decision to terminate a partnership formally may be taken by the University for one or a number of circumstances including a lack of alignment with the University's strategic direction; poor recruitment; local political, social, or economic instability; concerns for academic quality; poor financial return and reputational risk to the University in excess of the risk appetite.
- 25.3 The likely consequences of termination should be considered prior to any approval or subsequent renewal of a partnership. A long-established provider with a history of teaching-out would likely be low risk as far as this is concerned, but a small, niche provider

with a higher risk of insolvency may well be higher risk unless Brunel would be in a position to teach out students itself.

- 25.4 Brunel’s Student Protection Plan must be followed in relation to any proposal to terminate a partnership.

Request to Terminate College Approved Partnership

- 25.5 The request to withdraw from “College Approved Partnerships” which include a Progression Recognition, Articulation, Linked Award (3+1+1), Brunel campus based Dual Degree (1+1 or 1+1+1) should be documented in the Partnership Withdrawal Form ([available here](#)) and submitted to partnerships@brunel.ac.uk
- 25.6 The case for withdrawal will include the relevant information from the Board of Studies with reference to the Annual Monitoring of Taught Programmes Procedure.
- 25.7 The Academic Lead for the Partnership in consultation with Vice Dean Education is required to lead on the request for the termination of a College Approved partnership.
- 25.8 A request to withdraw from College Approved Partnerships will be approved by the Vice-Dean Education, and counter approved by the Pro-Vice Chancellor International and Sustainability.

Request to Terminate Joint Delivery Partnership

- 25.9 The withdrawal of a programme delivered in collaboration with a partner will follow the same programme closure procedure that applies to all Brunel programmes as outlined in the [Programme Suspension and Withdrawal Policy](#).

The Academic Lead for the partnership in consultation with Vice Dean Education is required to lead on the request for the termination of a partnership and provide the summary case for termination to be documented in the Partnership Withdrawal Form ([available here](#)) and submitted to partnerships@brunel.ac.uk.

- 25.10 The decision to seek formal approval for the suspension or withdrawal of a programme must be made by the University Education and Student Experience Sub-Committee (UESEC) and endorsed by the College Management Board (CMB). Once this decision has been made, the Request for Approval form should be sent, via the Vice-Dean Education of the relevant College, to Quality Assurance at quality-officers@brunel.ac.uk who will arrange for consideration by SASSC and approval by Senate.

Formal Notification of Termination

- 25.11 A formal letter of termination, signed by the Vice Chancellor or nominee (Pro-Vice-Chancellor International and Sustainability), will be sent to the partner institution confirming the decision to terminate the partnership. The letter of termination will reference the end date of the partnership, citing the relevant provisions for termination and the appropriate notice period set out in the partnership agreement. Brunel Legal Services must be consulted prior to the issue of any formal notification of termination.
- 25.12 The arrangements for termination will reflect the terms of partnership agreement into which Brunel and the partner institution entered with reference to [Programme Suspension and Withdrawal Policy](#). The arrangements for termination will include provisions to ensure

effective teach-out of any students enrolled under the partnership agreement, therefore enabling the University to discharge its duty to students that enrolled under the auspices of the agreement.

- 25.13 During the period in which the provisions for termination set out in the partnership agreement are in effect, the programme offered with the partner will be subject to revised continuous monitoring requirements. The College Quality Manager will work with the appointed Academic Lead for the partnership to agree the requirements on a case-by-case basis, ensuring that these fulfil the University's obligations with regard to the quality assurance of all its provision.

Appendix 1 Approved Partnership Frameworks

Framework	Description	Level/Award	Agreement Type	Risk Level	Approval Point	Academic/Administration Lead
Progression Qualification Recognition	Recognition of Provider's Qualification (Foundation, Level 3, BTEC Level) for admission to specified undergraduate or Postgraduate Brunel Programme(s) subject to meeting specified Admission Requirements	BUL Undergraduate degree Award	Letter of Recognition	Low	(a)College (b)Pro Vice-Chancellor I&S	Vice Dean International International Student Recruitment
	Recognition of Partner's undergraduate degree for admission to a BUL Postgraduate Programme subject to meeting specified admissions requirements	BUL Postgraduate degree Award	3+1 or 4+1 Agreement			
Articulation Advanced Entry	Recognition of Partner's undergraduate curriculum as equivalent (Learning Outcomes and Credits) to Year 1 (FHEQ Level 4) of a BUL undergraduate degree for admission to Year 2 (FHEQ 5) subject meeting the specifications of curriculum mapping	BUL Undergraduate Award	2+2 – 1+2 Articulation Agreement	Low	(a)College (b)Pro Vice-Chancellor I&S	Academic Lead Partnerships Manager GEO/ISR Mobility Team 3+1+1 Study Abroad
Linked Award (Modular Study Abroad)	3 Years of undergraduate study at Partner Institution followed by one-term or a year bespoke study abroad at Brunel. BUL credits and learning outcomes contribute to partner's undergraduate degree award.	Partner Undergraduate Degree Award	3+1+1 Agreement			
Validation	Validation of foundation, FHEQ Level 4 and Pre-master's programmes feeding into Undergraduate and Postgraduate programmes at Brunel offered in conjunction with affiliate on campus partner Brunel Pathway College (BPC).	BUL Undergraduate Award BUL Postgraduate Award	Affiliate College	Low	Strategic Approval Scrutiny Sub-Committee (SASSC)	BPC Senior Partnership Officer
Exchange Study Abroad	Erasmus + Third Country or Non-EU Reciprocal Exchanges (Tuition Fee Waived) at host institution (Turing Funds may be awarded to students to cover non-tuition costs), or the partner's student(s) study at BUL for a semester or year and Brunel on a fee-paying basis.	Non-Award	Exchange Study Abroad Agreement	Low	(a)College (b)Pro Vice-Chancellor I&S	Partnerships Manager (Study Abroad) Academic Exchange Coordinator (College)
Short Programme	Customised summer-school for partner institution students (inbound) at BUL or at partner institution for BUL students (outbound). Turing Funds may be awarded to students to cover non-tuition costs	Non-Award	Service Agreement Exchange Agreement	Low	College	Partnerships Manager (Study Abroad) Taught Programme Office

Appendix 1 Approved Partnership Frameworks – Continued

Framework	Description	Award	Agreement Type	Risk Level	Approval Point	Accountability Academic/Administration
Dual Degree	1 Year or 2 Years postgraduate study at the Partner Institution followed by 1 Year of postgraduate study at BUL leading to separate postgraduate degree awards subject to student meeting separate regulatory requirements of the Partner Institution and Brunel University London	BUL/ Partner Postgraduate Degree Awards	1+1, 2+1, 1+1+1 Dual Agreement	Low	(a)College (b)Pro Vice-Chancellor I&S	Academic Lead
Joint Delivery Dual Degree	1 Year or 2 Years at Partner Institution followed by 1 Year at BUL leading to separate postgraduate degree awards - with the Partner co-supervising/co-assessing the dissertation under BUL regulations.	BUL/ Partner Postgraduate Degree Awards	Dual Degree Agreement	Medium	(a)Strategic Approval Scrutiny Sub-Committee (b) (UESEC)	Academic Lead
Joint Delivery Module Delivery Support	The student is registered and based at Brunel from the commencement of studies and the UK based partner supports Brunel with the delivery of teaching and assessment of specified modules. Support with co-supervision of dissertation/projects and placements may be provided by the Delivery Support Partner	BUL Postgraduate Degree Award	Provision of Educational Services	Medium	a) Strategic Approval Scrutiny Sub-Committee (b)UESEC	Academic Lead
Joint Supervision	The principal supervisor is located at Brunel with a Recognised Supervisor appointed from the commencement of the research to co-supervise the student in the UK and/or at the partner institution	BUL PhD	Co-Supervision 2+2 PhD	Medium	(a)Strategic Approval Scrutiny Sub-Committee (b) Postgraduate Directors Committee	Postgraduate Research Director Principle Supervisor
Joint Delivery Postgraduate Research Degree	Supervision by Partner and BUL Flying faculty for programme based overseas with options for UK study. The Principal Supervisor is located at Brunel with a Recognised Supervisor appointed from the commencement of research to co-supervise the student in the UK and at the partner institution.	BUL PhD Without Residence (WR)	PhD WR	Medium		
Joint Delivery Postgraduate Research Degree	Co-supervision by Partner and BUL Flying faculty for programme based overseas with options for UK study. The Principal Supervisor is located at Brunel with a Recognised Supervisor appointed from the commencement research to co-supervise the student in the UK and at the partner institution.	Joint PhD	Joint PhD	High		
Framework	Description	Award	Agreement Type	Risk Level	Approval Point	Accountability Academic/Administration

TNE Undergraduate Postgraduate	Local delivery of teaching and assessment of all modules supported by travelling Brunel teaching staff posted at the partner institution to deliver components of BUL module content, with teaching with assessment carried out by the partner and moderated by BUL.	BUL Undergraduate Award Postgraduate Award	4+0, 2+0 PGT Cooperation Agreement	High	a) Strategic Approval Scrutiny Sub-Committee (b)College Education Committee	TNE Managers (BUL) Academic Lead
Online Learning	The delivery of Brunel programmes leading to an award in collaboration with an online service provider that provides interfaces for teaching, learning and assessment.	BUL Postgraduate Degree Award	Provision of Services	Medium	a) Strategic Approval Scrutiny Sub-Committee (b)College Education Committee	Education Strategy Manager

Appendix 2 Risks Associated with Partnership Frameworks

Framework	Description	Risk Level	Associated Risk Causes
Progression Qualification Recognition	Recognition of Provider's Qualification (Foundation, Level 3, BTEC Level) for admission to specified undergraduate or Postgraduate Brunel Programme(s) subject to meeting specified Admission Requirements	Low	<ul style="list-style-type: none"> Poor academic performance if the level content of qualification has not been reviewed sufficiently, and does not correspond with Brunel's academic admissions requirements Failure to review academic performance annually Failure to update changes to programme titles
Articulation Advanced Entry/Linked Award Module Study	Articulation: Recognition of Partner's undergraduate curriculum as equivalent (Learning Outcomes and Credits) to Year 1 (FHEQ Level 4) and Linked Award 3+1+1: 3 Years of undergraduate study at Partner Institution followed by one-term or a year bespoke study abroad at Brunel.	Low	<ul style="list-style-type: none"> Insufficient mapping of partner's curriculum and compatibility with Brunel modules to the module blocks specified Poor academic performance due to lack of preparation for study at BUL including insufficient EFL preparation Failure to update mapping if the partner's or Brunel's provision changes Failure to put in place sufficient levels of support for transition to advanced level of study with existing BUL cohorts
Validation	Validation of, foundation and FHEQ Level 4 programmes feeding into Undergraduate and Postgraduate programmes with affiliate on campus partner Brunel Pathway College.	Low	<ul style="list-style-type: none"> Insufficient due diligence or risk assessment of partner Failure to provide adequate training in BUL assessment procedures and processes leading to negative impact on quality of provision offered in conjunction with partner Failure of partner to adhere to all relevant university policies
Exchange Study Abroad	Erasmus + Third Country or Non-EU Reciprocal Exchanges (Tuition Fee Waived) at host institution, or the partner's student(s) study at BUL for a semester or Year and Brunel of undergraduate study. Turing Funds may be awarded to students to cover non-tuition costs	Low	<ul style="list-style-type: none"> Lack of clarity regarding subject levels offered at Brunel and at the partner institution leading to poor performance Failure to put in place sufficient levels of support for transition to advanced level of study with existing cohorts at BUL and at the Partner Failure to consider and review FCDO (Foreign, Commonwealth & Development Office) and PEST information for outbound students Lack of adequate promotion leading to take up of exchange opportunity
Short Programme	Customised summer-school or semester packages for academic partner institution students (inbound) or at partner institutions (outbound) for BUL students. Turing Funds may be awarded to students to cover non-tuition costs	Low	<ul style="list-style-type: none"> Insufficient planning time leading to low interest and poor take up Off-site student support services insufficiently reviewed/confirmed Insufficient in-country – off site management arrangements Failure to consider and review FCDO (Foreign, Commonwealth & Development Office) and PEST information for outbound students

Appendix 2 Risks Associated with Partnership Frameworks - Continued

Framework	Description	Risk Level	Associated Risk Causes
Dual Degree	1 Year or 2 Years postgraduate study at the Partner Institution followed by 1 Year of postgraduate study at BUL leading to separate postgraduate degree awards subject to student meeting regulatory requirements of the Partner Institution and Brunel University London	Low	<ul style="list-style-type: none"> Not monitoring alignment of subject/degree synergies between partner institution's curriculum and Brunel's Insufficient promotion leading to poor enrolment performance
Joint Delivery Dual Degree	1 Year or 2 Years at Partner Institution followed by 1 Year at BUL leading to separate postgraduate degree awards - with BUL co-supervising/co-assessing the dissertation under BUL regulations.	Medium	<ul style="list-style-type: none"> Insufficient due diligence or risk assessment of partner leading to negative reputational impact. Not monitoring alignment of subject/degree synergies between partners curriculum and Brunel Failure to ensure regular communication with the partner institution leading to quality concerns Difficulty moderating any co-assessed elements
Joint Delivery Module Delivery Support	The student is registered and based at Brunel from the commencement of studies and the UK based partner supports Brunel with the delivery of teaching, assessment of modules, co supervision of dissertation/projects and placements provided by partner.	Medium	<ul style="list-style-type: none"> Failure to assess cost associated with set up and continued operation Failure to consider to access to learning resources Failure to provide adequate training in BUL assessment procedures and processes leading to negative impact on quality of provision offered in conjunction with partner Failure of partner to adhere to all relevant university policies Disproportionate cost of subcontracting teaching relative to income
Joint Delivery Postgraduate Research Degree	The student based at partner institution. Principal supervisor at Brunel with Recognised Supervisor co-supervising from the commencement of research in the UK and at the partner institution.	Medium	<ul style="list-style-type: none"> Failure to consider the implications on Brunel's licensing agreements for software and learning resources accessed off-campus in another country. Failure to consider to access to learning resources Failure to provide adequate training in BUL assessment procedures and processes for supervision Failure of partner to adhere to all relevant university policies due to insufficient training and programme management Failure to consider/monitor supervision resources and poor planning
Joint Delivery TNE UGT & PGT Joint Supervision	Partnerships leading to BUL award (or Dual Award) offered in part or full at the partner and outside of the UK	High	<ul style="list-style-type: none"> Failure to external funding if required or relevant to partnership Change in external funding arrangements Failure to consider the implications on Brunel's licensing agreements for software and learning resources accessed off-campus in another country. Insufficient due diligence or risk assessment of partner leading to negative reputational impact. Failure of partner to adhere to all relevant university policies due to insufficient training and programme management leading to negative impact on quality of award (teaching, assessment, supervision) Failure to consider the appropriate costing for per capita tuition fee and achievable enrolments targets Failure to consider teaching resources and resource planning required Failure to consider the investment required (set up) and on-going operational costs Failure to consider the implications on Brunel's licensing agreements for software and learning resources accessed off-campus in another country.

Appendix 3 Proposal Forms for Low-Risk Partnership Approval

Partnerships proposal documents are available at: <https://www.staff.brunel.ac.uk/directorates/cmsr/global-engagement-office-geo/partnerships>

Framework	Proposal Form Required	Additional Documentation	College Approval Points	Final Academic Approval
College Level Approval				
Progression	Progression Proposal Form Progression Guidance Notes		(1) Vice Dean International (2) Vice Dean Education	Pro-Vice Chancellor I&S
Articulation 2+2 and 1+2	Articulation Proposal Form Articulation Guidance Notes	Country Risk Assessment Academic Risk Assessment Due Diligence Form Section 1 and 3	(1) Deputy Dean of Academic Affairs (2) Vice Dean International	Pro-Vice Chancellor I&S
Exchange Study Abroad 3+1+1	Study Abroad and Exchange Proposal Form	Due Diligence Form Section 1 and 3 Study Abroad Specification Form Study Abroad Risk Assessment Form Site Visit Report	(1) Partnership Manager (Study Abroad) (2) Vice Dean International	Pro-Vice Chancellor I&S
Progression Agreement 4+1 3+1	Partnership Proposal Form	Due Diligence Form Section 1 and 3 Partnership Risk Assessment Form	(1) Vice Dean International (2) Deputy Dean of Academic Affairs	Pro-Vice Chancellor I&S
Dual Degree	Partnership Proposal Form	Due Diligence Form Section 1 and 3 Partnership Risk Assessment Form	(1) Vice Dean International (2) Deputy Dean of Academic Affairs (3) SASSC	Pro-Vice Chancellor I&S

Appendix 4 Proposal Forms for Medium and High-Risk Partnership Approval

Partnerships proposal documents are available at: <https://www.staff.brunel.ac.uk/directorates/cmsr/global-engagement-office-geo/partnerships>

Framework	Proposal Form	Additional Documentation for Academic Approval	Approval
Joint Delivery Dual Degree	Partnership Proposal Form	Stage 2 Due Diligence Form Section 1 and 3	(a) Pro-Vice Chancellor I&S (b) Strategic Approval Scrutiny Sub-Committee (SASSC) (b)) Postgraduate Directors Committee for research provision Stage 5 University Education and Student Experience Sub-Committee (UESEC) UESEC recommends to Senate for final Academic Approval
Joint Delivery Postgraduate Research	Joint Delivery Partnerships Risk Assessment Form	Stage 3 Programme Development Due Diligence Form Section 4 and 5 Panel Site Visit Outcome Report Panel Site Visit Agenda and Briefing Note Partner Institution Library and Resource Checklist	
Joint Delivery Module Delivery Support		Stage 4 Academic Approval for Taught Programmes New Programme: Business Case Form Programme Contribution Tool Strategic Approval New Programmes Form See: Programme Approval Policy (brunel.ac.uk)	
Joint Delivery TNE		Stage 4 Academic Approval for Research Degrees Research Directors Committee Paper outlining programme design and supervision resource plan CVs for the appointment of Recognised Supervisors Business Case	

Appendix 5 Due Diligence Requirements

Due Diligence Required for All Partners	
UK Partnerships	International Partnerships
Companies House Registration Number Authorisation (Educational Oversight) Home Office Tier 4 Licence Status Data Protection Registration Number	NARIC, Ministry of Education Status Higher Education structure of country if required Current P E S T Country Information
Copy of Mission statement/ Strategic Plan or similar Copy of Prospectus or URL Programme Catalogue Funding Status of Institution The names and title of Directors/Senior Executives (Organogram if available) Detail of Third-Party Rights in relation to partnership (if applicable) Recruitment process and admissions criteria of participating students Quality assurance arrangements in place at the partner. Most recent QA or accreditation evaluation reports if available Named partner academic lead and administrative contact. Current/past collaborations with UK HEIs	
Additional Information required for BUL students studying and BUL employees based at Partner Institution	
Foreign Development and Commonwealth Office Advisory Information Site Visit Report Confirmation of adequate physical and learning resources for proposed activity. Site Visit Report Details of the student support services Health and Safety Policy or equivalent. Details of insurance cover – Public Liability The partner’s student complaints procedure The partner’s safeguarding policy	
Due Diligence for Medium/High Risk Partnerships	
The Legal Status Statute, Constitutional Document Confirm that the partner has the authority/legal right to grant awards in partnerships with UK HEI (TNE) Detail of Legal Framework for jurisdiction applying to the proposed collaboration Confirm that the partner owns the premises for delivery. (Except public universities) Equivalent policies on equality, diversity, bribery, anti-slavery and human trafficking. Details of any required accreditation/recognition/ government approval for the partner or the University to deliver the proposed activity within the jurisdiction. partner’s institutional QA regulations/procedures relevant to collaboration Details of quotation or tenders relevant to partnership References from UK HEI partners Academic standing (Reputational Information, Rankings, British Council Advice) Copy of written policy that prohibits bribery and facilitation payments together with an outline of the disciplinary or other mechanisms the institution would undertake to address suspected cases of bribery/fraud Details of any of the following which is current, or which is known to be pending, threatened or possible in relation to the Institution or the proposed collaboration: <ul style="list-style-type: none"> Any litigation or arbitration proceedings (whether as claimant or defendant); Any prosecution; and Any investigation or inquiry by a governmental or official body. The partner’s written assurance that: <ul style="list-style-type: none"> It will reasonably assist the University with compliance with The Modern Slavery Act 2015 and will do nothing which might put the University in the position of committing an offence under that Act. It does not engage in, or condone, the practices of human trafficking, slavery or forced labour in a work environment. Where it has UK workers, those workers are in receipt of the minimum wage.	
Additional Due Diligence Requirements for High-Risk Partnerships	
Annual Accounts of 3 Years Details of financial obligations (Taxation Status, Exchange Control, Currency Rules) Employment Contractual Matters applicable to the Partnership and overseas legal jurisdiction Confirmation that the proposed award(s) will be recognised in the country in which they delivered	

Confirm information that will be required on the award certificate. (International only)

Details of the student representative and evaluation policies in place at the partner.

Teaching, Assessment or Supervision of Provision leading to BUL Award offered with the Partner

Panel Visit Outcome Report:

Information/CVs of proposed teaching staff or research staff appointed to carry out teaching and assessment, or supervision of behalf of the BUL

Confirmation of adequate physical and learning resources for proposed activity.