

Part 11

Collaboration with Other Institutions

1 Introduction

1.1 UEL is involved in a range of collaborative relationships, each relationship is categorised as one of the following models of collaboration:

1.1.1 **Franchise:** UEL may license whole programmes, or stages of programmes, designed by UEL and delivered on campus at UEL, to be delivered by a partner institution at their premises. Core modules will be as set out in the UEL programme specification for the programme, save that differences in curriculum content in core modules may be permitted to reflect cultural and regional differences as long as learning outcomes remain consistent. The partner institution may be permitted to develop a different set of optional modules, as long as they enable the programme learning outcomes to be met. Additional optional modules would need to be approved through the UEL approval procedures. Where there is justification for doing so, and in-country regulations to not prohibit, it is possible for franchise programmes to have a different programme title to the on-campus UEL programme. UEL retains ultimate responsibility for updating programme content and programme content will be reviewed as part of the Departmental academic review;

1.1.2 **Validation:** UEL may accredit a programme developed by another institution as equivalent to a UEL award, or leading to the award of a specific number of credits. The partner institution has responsibility for updating programme content and programme content will be reviewed as part of the partner institution's collaborative review;

1.1.3 **Joint:** A programme delivered jointly by UEL and at least one other institution. Delivery of the programme may take place at UEL, the partner institution's premises, both at UEL and the partner institution's premises or by distance learning. Responsibility for updating programme content is shared and programme content will be reviewed as part of the Departmental academic review;

1.1.4 **Distributed Delivery:** (*also known as 'flying faculty'*) A programme of study whereby programme delivery and assessment is undertaken by UEL staff at the partner institution site. The partner institution may provide certain specialist resources, as approved by the University. UEL retains ultimate

responsibility for updating programme content and programme content will be reviewed as part of the Departmental academic review.

- 1.2 Partnerships categorised as either franchise, validation or joint will adhere to one of the following methods of programme delivery:
 - 1.2.1 **Partner On Campus:** The programme is delivered on site at the partner institution, the partner institution is responsible for the management of teaching and assessment;
 - 1.2.2 **Joint:** Programme delivery is split between UEL and the site of the partner institution. Responsibility for teaching and assessment is split between UEL and the partner institution, normally each institution takes responsibility for elements of the programme which are delivered at its teaching site. The split in responsibility for delivery of the programme will be agreed at validation;
 - 1.2.3 **Distance learning:** A programme of study whereby a student would not normally attend a UEL campus or that of a partner institution. Attendance may be required for residential sessions, for study support or for assessment purposes. The partner institution may manage elements of delivery, support and/or assessment, as agreed at validation.
- 1.3 Each programme delivered in collaboration with a partner institution will lead to one of the following award types:
 - 1.3.1 **Single award:** A programme of study leading to the award of a UEL qualification. UEL have sole responsibility for the issuing of the award certificate;
 - 1.3.2 **Double award:** A programme of study leading to the award of both a UEL qualification and that of a partner institution. Each institution shall be responsible for the issuing of the award certificate of that institution;
 - 1.3.3 **Joint award:** A programme of study leading to the award of a single certificate awarded jointly by UEL and another partner institution. Responsibility for the issuing of the award certificate shall be agreed between the two institutions prior to the commencement of the programme.
- 1.4 The academic framework, assessment and feedback policy and the skills curriculum apply to the various models as follows:
 - 1.4.1 For **franchise and distributed delivery** agreements, all will apply;
 - 1.4.2 For **joint and validation** agreements, the assessment and feedback policy applies. The academic framework and skills curriculum would normally be expected to apply with scope for negotiation.

- 1.5 UEL has ultimate responsibility for the quality of all programmes leading to a UEL award. Where a programme leads to a double or joint award responsibility for quality may be shared with each institution having ultimate responsibility for the quality of its own award.
- 1.6 In some circumstances UEL staff are contracted to teach on programmes designed, validated and delivered at another institution. In this context it is usually the partner institution that takes responsibility for the quality of the programme offered and UEL's quality assurance procedures do not apply.
- 1.7 In the context of this section of the Quality Manual, the term 'institution' is used to describe any educational establishment (e.g. college of further education, college of higher education, university) within the UK or overseas. It also embraces industrial, commercial or public sector organisations that wish to offer courses in collaboration with UEL or purchase a programme from it.

2 Summary of the Approval Process

- 2.1 Before UEL can offer programmes in collaboration with a partner institution, an institutional approval and programme approval process must be completed. The criteria for approval are as follows:
 - 2.1.1 the arrangement is consistent with the UEL vision and strategy and policy on collaboration;
 - 2.1.2 Education and Student Success Committee has determined that the partner institution has met the criteria for institutional approval;
 - 2.1.3 there is evidence to suggest that there will be adequate resources available to support the collaborative arrangements proposed;
 - 2.1.4 the proposal has academic benefit for UEL and is financially viable;
 - 2.1.5 the partner institution is of appropriate standing and is capable of providing a suitable learning environment for the delivery of programmes of study leading to UEL awards;
 - 2.1.6 there is confirmation from official sources that official recognition will be granted, or of the limitation or conditions applying in respect of recognition (overseas programmes only);
 - 2.1.7 there is no evidence to suggest that the partner institution will be prepared to place quality and standards at risk for financial gain.
- 2.2 All proposals, irrespective of the model of collaboration, must be accorded initial approval. Once this is granted, development teams can proceed with the detail of the development.

- 2.3 For institutions with which UEL has not worked before institutional approval is required. This includes proposals where partner institutions assist in, or facilitate the delivery of a UEL programme by distance learning.
- 2.4 Discussions will also take place with the partner institution with regard to the memorandum of co-operation, to agree the commercial and financial terms, the operation of an academic calendar, the allocation of responsibilities between UEL and the partner institution and the implementation of UEL policies and procedures (see 10 below).
- 2.5 The programme approval process comprises a planning meeting, at which an initial review of documentation takes place, and if a decision is made to proceed, is followed by the validation event, normally involving a site visit. Following the event, the proposal will be approved, approved subject to conditions, or not approved. Where conditions are set a deadline will be imposed. Validation and Review Sub-Committee, acting on behalf of Academic Board, will formally validate the proposal, having considered the report of the approval panel. The programme may not run until all conditions are met and validation has been completed.

3 Initial Approval

- 3.1 Before a new programme or partnership is developed, initial approval must be obtained. The aim of initial approval is to ensure that time is spent productively on developing proposals that are viable, accord with the UEL vision and strategic plans and are likely to succeed at approval and validation. No proposal may proceed to approval unless it initial approval been obtained.
- 3.2 The following timelines should be adhered to when applications for initial approval are being made:
 - 3.2.1 For programmes where it is proposed that **delivery will begin in September**, initial approval should be obtained from Education and Student Success Committee no later than March;
 - 3.2.2 For programmes where it is proposed that **delivery will begin in February**, initial approval should be obtained from Education and Student Success Committee no later than August.
- 3.3 Applications for initial approval for proposals relating to collaborative partnerships are completed using the collaborative initial approval form.
- 3.4 Where a proposal is for a new collaborative partnership, the programme proposer should contact the Academic and Employer Partnerships Office at the earliest opportunity for advice in completing the form.
- 3.5 The collaborative initial approval form will be submitted to the School Learning and Teaching Quality Committee in the first instance. The School Learning and Teaching Quality Committee will either unconditionally approve the proposal or reject the

proposal with feedback. Rejected proposals may be resubmitted to School Learning and Teaching Quality Committee at a later date.

- 3.6 Following approval by School Learning and Teaching Quality Committee the collaborative initial approval form will be submitted to the Partnerships Development Committee for consideration.
- 3.7 The Partnerships Development Committee will either unconditionally approve the proposal or reject the proposal with feedback. Rejected proposals may be resubmitted to Partnerships Development Committee for consideration at a later date.
- 3.8 Once approval has been granted by the Partnerships Development Committee the proposal is forwarded to Quality Assurance and Enhancement who will ensure that it is considered by Education and Student Success Committee. The Education and Student Success Committee will either unconditionally approve the proposal or reject the proposal with feedback. Rejected proposals may be resubmitted to the Education and Student Success Committee for consideration at a later date.
- 3.9 A decision by the Education and Student Success Committee to grant initial approval is confirmation that, at an institutional level, it is considered that the proposal accords with the UEL strategic plan and that the proposal may be developed further towards programme approval.
- 3.10 Following approval by the Education and Student Success Committee, initial approval is granted and will remain valid for two years from the date of approval.
- 3.11 The Education and Student Success Committee, when confirming that a proposed programme has been granted initial approval, will inform the relevant stakeholders including:
 - The proposing School;
 - Facilities Services;
 - Academic Registry;
 - Strategic Planning;
 - Quality Assurance and Enhancement;
 - Library and Learning Services.
- 3.12 Once initial approval has been granted, the proposal is added to the validation and review schedule and progress in terms of programme approval is monitored by Quality Assurance and Enhancement. The College Quality Assurance and Enhancement Officer associated with the Schools under their College will be available to provide advice and guidance and assist in the development of the proposal.

4 Institutional Approval

- 4.1 Where a proposal is to work with an institution with whom UEL do not have existing collaborative provision, then it will be necessary to undertake institutional approval.
- 4.2 The purpose of institutional approval is to:
- 4.2.1 confirm there is strategic alignment and consistency with the UEL vision;
 - 4.2.2 ensure that the collaborative arrangement is financially viable;
 - 4.2.3 ensure that the partner institution is financially stable;
 - 4.2.4 ensure that the partner institution has appropriate mechanisms for governance;
 - 4.2.5 ensure that the partner institution is of appropriate standing and unlikely to put standards and quality at risk;
 - 4.2.6 ensure that the partner institution has effective quality assurance mechanisms;
 - 4.2.7 ensure that the partner institution has appropriate resources and policies for student support;
 - 4.2.8 ensure that where government approval is required, this has been obtained or is likely to be obtained.
- 4.3 The level of scrutiny required will be determined on the basis of the complexity and volume of provision as well as perceived risk. Nevertheless, initial enquiries will cover the following areas:
- Public and legal standing of the prospective partner institution in their own country and in the case of a partner institution in the UK, via reports of public bodies;
 - Standing of prospective partner institution in the light of experience of other UK institutions;
 - The financial stability of the prospective partner institution;
 - The ability of the prospective partner institution to provide the human and physical resources to operate the provision successfully;
 - The ability of the prospective partner institution to provide an appropriate and safe working environment for students;
 - The ownership of the prospective partner institution, its governance structures and its range of business interests and links, and its appropriateness to support the proposed arrangement;

- The ability of the prospective partner institution to manage processes for quality assurance and to meet the expectations of the UK Quality Code.
- 4.4 As part of the institutional approval process Quality Assurance and Enhancement will undertake due diligence checks in liaison with UEL's Governance and Legal and Finance teams.

Due Diligence

- 4.5 Quality Assurance and Enhancement will work with the prospective partner institution to gather relevant information. Normally, the following information will be gathered for a UK based institution which is a publicly funded body:
- 4.5.1 a brief history of the institution including details of its ownership.
- 4.5.2 documents which help to determine the nature of the institution:
- mission statement;
 - strategic plan;
 - prospectus.
- 4.5.3 details of the institution's governance and management structure including membership and terms of reference of its governing body and important internal committees, including a diagrammatic representation of the organisational and internal structure;
- 4.5.4 relevant financial information:
- budget statements;
 - management accounts;
 - audited published financial statements including income and expenditure account, balance sheet, cash flow statement and notes to the accounts.
- 4.5.5 a detailed description of the academic and administrative resources available at the institution to support the collaborative arrangements proposed (to include provision for welfare, support services and pastoral care available to students);
- 4.5.6 evidence about the quality of provision at the institution:
- reports from funding bodies;
 - reports from external quality assurance bodies;

- details of any other UK HEI or educational bodies with which the institution has, or has previously had, collaborative arrangements, if applicable.
- 4.5.7 staff development policy and details for monitoring the performance of teaching staff.
- 4.6 If the proposed collaboration is with an organisation which is privately funded, or of charitable status, the following documentation will be required in addition to those listed in 4.5 above:
- 4.6.1 the constitution of the institution which gives it legal status, e.g. Articles of Association, Trust deed, Act of Parliament;
- 4.6.2 audited accounts (including director's notes) for the preceding 3 financial years;
- 4.6.3 corporate plan/business plan/financial forecasts;
- 4.6.4 a list of names under which the organisation/institution trades;
- 4.6.5 litigation and disputes, i.e. details of any proceedings (civil, criminal or arbitration), dispute or complaint, any order or judgement, if relevant;
- 4.6.6 a written statement from prospective institution confirming the organisation's/institution's ability to enter into contract with UEL;
- 4.6.7 liability insurance e.g. copies of valid insurance certificates;
- 4.6.8 health and safety policy;
- 4.6.9 equality and diversity policy, including policy on disabled students;
- 4.6.10 employment policies and profile (to include details of staff numbers broken down separately for academic and administrative staff);
- 4.6.11 policy on the admission of students and a profile of the student body;
- 4.6.12 quality assurance arrangements currently in place for: curriculum development, approval, monitoring and review of programmes, collection and evaluation of student feedback, management and administration of assessment processes, feedback to students on assessed work, tracking students progression and achievement, student consultation and representation systems;
- 4.6.13 independent evidence of the institution's reputation and standing, including checking any previous association of the institution with another UK higher education institution;

- 4.6.14 documentation about any legal or regulatory requirements (including the institution's legal capacity to award 'Joint' or 'Double' awards, if relevant) to which the institution must conform.
- 4.7 For UK based institutions intending to recruit international students, an accreditation report from one of the approved accreditation bodies and evidence of sponsor status from the UKVI will be required.
- 4.8 If the collaboration is with an overseas institution the following information will be required in addition to that identified in 4.5 and 4.6 above:
- 4.8.1 details of government approval/accreditation/recognition of the institution (copies of approval letters or certificates issued by the local ministry of education, the national quality assurance agency, etc).
- 4.8.2 the Academic and Employer Partnerships Office will obtain any information on the institution or on the cultural, legal, financial and political environment of the country in which the institution is based, which might impact on UEL's ability to exercise its responsibilities, particularly in relation to academic standards and quality, available from government offices or agencies in that country or the British Council;
- 4.8.3 an evaluation of the implications of any language issues provided by the programme proposer.
- 4.9 Quality Assurance and Enhancement will present financial information from the prospective partner institution to the Assistant Director of Financial Management for an assessment of the financial stability of the institution and an overview of the financial costs/benefits to UEL. The Assistant Director of Financial Management or delegated member of staff will prepare a written report providing the necessary assurance to the University as to the financial standing of the institution.
- 4.10 Quality Assurance and Enhancement will present documentation relating to the governance and legal standing of the prospective partner institution to the Assistant Director for Governance and Legal for an assessment of the governance and legal standing of the institution. The Assistant Director of Governance and Legal or delegated member of staff will prepare a written report providing the necessary assurance to the University as to the governance and legal standing of the institution.
- 4.11 A member of academic staff from the School with whom it is proposed that the prospective partner institution will collaborate, or a member of the Academic and Employer Partnerships Office, will conduct a visit of the premises at the institution and complete a site visit report to include a recommendation as to the suitability of the facilities for delivery of the proposed programme(s). Where the member of staff conducting the site visit does not have specialist knowledge in the relevant subject area(s) they will ensure that they are provided with a comprehensive list of necessary facilities for delivery the proposed programme(s) in order that they can confirm whether the institution has the necessary facilities.

- 4.12 The Quality Manager (Collaborations) will review the reports prepared by the Assistant Director of Financial Management and by the Assistant Director for Governance and Legal as well as the site visit report prepared by the School or the Academic and Employer Partnerships Office and make an assessment as to whether there is sufficient risk posed to UEL by the institution to cease with institutional approval. Upon making this assessment the Quality Manager (Collaborations) shall oversee the production of an institutional approval report for submission to Education and Student Success Committee making a recommendation as to whether institutional approval should be granted.
- 4.13 Education and Student Success Committee has ultimate responsibility for granting institutional approval. Once institutional approval has been granted, the proposal may proceed to programme approval.

5 Programme Approval

- 5.1 All collaborative programmes will be evaluated through a process that will normally include an approval event, at the location of delivery, before it is offered to students. The purpose of the process is to confirm that:
- 5.1.1 the partner institution is able to provide a suitable learning environment for the delivery of programmes of study leading to UEL awards;
 - 5.1.2 that adequate resources are available to meet both the academic and support needs of the students;
 - 5.1.3 the arrangements for collaboration set down in the memorandum of co-operation are appropriate, understood and accepted by all parties.
- 5.2 The following timelines should be adhered to when undertaking programme approval:
- 5.2.1 For programmes where it is proposed that **delivery will begin in September**, the programme approval event should have taken place no later than May;
 - 5.2.2 For programmes where it is proposed that **delivery will begin in February**, the programme approval event should have taken place no later than October.
- 5.3 Where a new programme is proposed for an existing partner institution which has undergone a successful collaborative review a decision will be made by UEL's Quality Assurance and Enhancement team as to whether it is necessary for the approval event to take place at the site of delivery. In making this decision the following shall be taken into consideration:
- 5.3.1 the model of collaboration (validated programmes will normally require the approval event to take place at the partner institution);

- 5.3.2 the partner institution's track record in quality assurance (including completion of UEL's annual Review and Enhancement Process);
- 5.3.3 whether the proposed programme is in a cognate subject area to those already approved for delivery at the partner institution;
- 5.3.4 how recently the partner institution has been visited by UEL as part of a programme approval event.

The Head of Quality Assurance and Enhancement is responsible for making the final decision as to the location of the approval event. Where it is agreed that the approval event is not required to take place at the site of delivery alternative arrangements will be made for the validation panel to meet with the programme team, this may include the use of videoconference facilities.

- 5.4 The panel will be constituted to include a range of expertise enabling it to evaluate institutional issues as well as those that are programme specific. It will be responsible for reviewing:
 - academic infrastructures;
 - academic and professional achievements and aspirations;
 - quality of teaching staff;
 - learning experience of students;
 - availability and use of resources (including teaching accommodation, computing, laboratory, library and media facilities);
 - procedures for assuring quality and arrangements for collaboration.
- 5.5 Where a proposal involves new programmes with more than one UEL School in the same academic year, a joint event will be considered. Advice will be sought from the Head of Quality Assurance and Enhancement regarding the maximum number of programmes to be considered at a single event and in one day.
- 5.6 Where the provision to be approved is offered at multiple locations, the Chair and servicing officer will take advice from the Head of Quality Assurance and Enhancement on the process to be followed. Site visits to all sites will be required prior to the panel approval event, and a report of these visits presented to the approval panel. The approval panel will need to see the CVs of all staff involved in delivery at all locations.
- 5.7 Where a programme that has, or requires, recognition by a professional, statutory or regulatory body, is the subject of the approval, the professional, statutory or

regulatory body will be informed of the proposals at the earliest opportunity and the validation panel will set a condition that the programme team obtain approval from the professional, statutory or regulatory body to deliver such programme. Where appropriate, depending on the approval requirements of that body, a representative will be invited to attend the panel event.

Documentation Requirements

5.8 The following documentation (using standard UEL templates, available at <https://uelac.sharepoint.com/LearningandTeaching/Pages/forms-and-guidance-notes.aspx> and from Quality Assurance and Enhancement) are required for both the planning meeting and the approval event for a collaborative programme:

5.8.1 Programme specification (for a franchised programme the most up-to-date version of the programme specification is required);

5.8.2 Validation document, to include:

- The context of the proposed programme: the way in which the proposal meets the objectives of UEL's strategic plan and the School plan; the academic profile of the School and an assessment of the impact of the proposal on that profile; and any relationship of the proposal to programmes run by other Schools within UEL;
- Information about the partner institution, including their previous experience in the subject area, their areas of experience/expertise and the way in which the collaboration with UEL will further their strategic objectives;
- The rationale for the proposal: to include evidence of the regional demand for the proposal; details of consultation with relevant employers and relevant professional bodies; the relationship of the proposal to similar provision offered elsewhere; the target student group/expected student profile;
- A curriculum vitae for each member of staff; key management staff and staff teaching on the proposed programme(s);
- Statement of Resources: the physical resources that are available to support the programme (e.g. library, computer hardware and software, specialist accommodation, other specialist equipment, programme management and administrative resources) and , where applicable, how distance learning students will access the resources;
- The academic and administrative staff support infrastructure for distance learning students;

- For validated programmes only, a statement detailing the programme team's evaluation of their proposal with regard to the Framework for Higher Education Qualifications, relevant QAA Subject Benchmark Statement(s) (where applicable), the UK Quality Code for Higher Education, and any professional accreditation requirements (i.e. how have they been used in the development of the programme).
- 5.8.3 For collaborative distance learning provision, learning materials for one module on the programme;
- 5.8.4 For collaborative distance learning provision, a detailed schedule for completion of all distance or blended learning materials for the programme;
- 5.8.5 A draft student handbook which at a minimum must include the following information:
- Programme structure diagram;
 - Module specifications (using the standard UEL template);
 - Arrangements for the supervision and assessment of any placement element;
 - Local academic and other counselling and support arrangements for students.
- 5.8.6 For approval events that are not taking place at the site of delivery, the approval panel will be provided with a comprehensive report of physical resources available at the partner institution. Additional photographic or video evidence of resources may also be required.
- 5.9 In addition the approval panel will be provided with a copy of the following information to assist with their deliberations:
- The UEL Quality Criteria;
 - The relevant QAA Subject Benchmark Statement(s);
 - An extract from Part 1 of the Manual of General Regulations, providing the full description of the award to which the proposed programme will lead;
 - A copy of relevant sections of the QAA UK Quality Code for Higher Education (i.e. Section B10: Managing HE Provision with others);
 - Relevant documentation articulating professional body accreditation requirements;
 - Any other information relevant to the proposal.

Criteria for Validation of Franchise, Joint and Validated Programmes

- 5.10 The purpose of the approval process for franchise, joint and validated programmes is to ensure that the quality of the student experience will be comparable to that offered by UEL for the same or similar programme. The approval panel must ensure that:
- 5.10.1 there are adequate physical resources available to support the programme;
 - 5.10.2 there are adequate human resources available to support the programme;
 - 5.10.3 the proposed programme team has a clear understanding of, and commitment to, the aims and objectives of the programme to be franchised and an implementation plan for delivery;
 - 5.10.4 there are adequate arrangements for student support and pastoral care;
 - 5.10.5 there are adequate programme management and administrative arrangements in place to support the programme;
 - 5.10.6 there is a clearly defined memorandum of co-operation between UEL and the partner institution.
 - 5.10.7 in the case of franchise programmes, the aims and objectives, structure, content and assessment of the programme will have already been validated, and thus these will not normally form a line of enquiry during the approval of the franchise arrangement.
- 5.11 In the case of joint programmes, where it is determined that UEL will have ultimate responsibility for the quality of the programme, the approval event will also be responsible for the approval of the programme. The programme will be evaluated against the Quality Criteria to ensure that the academic standard is commensurate with the proposed award and that the quality of the student experience is likely to be appropriate.
- 5.12 If the partner institution has authority to award its own degrees, the two institutions may decide to take joint responsibility for the quality of the programme. In these circumstances a joint validation process may be negotiated provided that the principles underlying the UEL's quality assurance procedures are observed and the process ensures that the UEL's Quality Criteria for programmes are met. A memorandum of co-operation between the two institutions will be required.
- 5.13 Where an approval event incorporates the approval of new programmes they will be evaluated against the Quality Criteria to ensure that the academic standard is commensurate with the proposed award and that the quality of the student experience is likely to be appropriate.

Requirements for the Approval of Distance Learning Provision

- 5.14 An approval event by panel will take place where a partner institution undertakes elements of the following:
- programme and module design;
 - learning materials design and production;
 - content delivery and delivery support;
 - assessment.
- 5.15 The approval event will consider, in addition:
- the schedule of availability and readiness of any print or online learning materials;
 - the system of delivery of the programme;
 - support infrastructure, roles and responsibilities of academic and support staff;
 - student access to UEL systems, support and guidance services.
- 5.16 The approval panel will make recommendations relating to the timing of the review and updating of the academic content of programmes offered by distance learning, given the implications and costs of updating.

Panel Composition

- 5.17 Quality Assurance and Enhancement will assign a Chair to the approval event. The Chair will normally be a member of staff with significant experience in quality assurance, has undertaken Chair's training and who is independent of the School(s) proposing the programme. Any exceptions will be agreed by the Chair of Validation and Review sub-Committee.
- 5.18 Prior to the planning meeting, the programme proposer will nominate appropriate external subject advisers to participate, normally by attendance, in the approval event. At least one external adviser is required but this number can be increased, as appropriate, at the discretion of the Head of Quality Assurance and Enhancement. Where approval of collaborative distance learning programmes is included, at least one external adviser should have experience of distance learning provision.
- 5.19 The suitability of the external advisers will be determined by the Chair of the approval panel subject to the following criteria:
- 5.19.1 the depth and relevance of subject knowledge;
- 5.19.2 experience in the management of collaborative activity;

- 5.19.3 prior experience of teaching on programmes at the same level or above. At least one external panel member to have current experience of working in UK Higher Education;
- 5.19.4 impartiality (the nominee should not have had any formal links with UEL or the partner institution during the last five years as a former member of staff or the last three years as an external examiner);
- 5.19.5 professional expertise (for vocational programmes, at least one of the advisers should be a 'practitioner' drawn from a relevant business or professional background).
- 5.20 In making judgments about the suitability of the proposed external subject advisers, the Chair will need to take into account the overall balance of expertise presented by the external advisers. The Chair may reject a nominee or require the programme proposer to nominate additional external subject advisers in order to ensure a balance of expert advice.
- 5.21 Where more than one programme is being considered for approval, the membership of the approval panel will be constituted to ensure that the full range of issues can be adequately appraised.
- 5.22 For the approval of professional doctorate programmes a representative of the Graduate School will also be invited to attend the approval event.

Planning Meeting

- 5.23 Prior to the approval event, a preliminary planning meeting will take place between the Chair of the panel, a member of Quality Assurance and Enhancement staff (acting as the servicing officer), key members of the partner institution (this normally includes the proposed programme leader, Head of Quality and other key stakeholders) and key staff members from the School proposing the collaborative programme (this normally includes the Department Head, Collaborative Leader and other key stakeholders). The School Leader for Quality Assurance and a representative from the Academic and Employer Partnerships Office shall be invited to attend the meeting, and in the case of professional doctorate validations, a representative of the Graduate School also. The purpose of the preliminary planning meeting is to:
- identify and consider any outstanding issues relating to institutional approval;
 - identify any outstanding resourcing issues that may need to be resolved before the approval event proceeds;
 - identify major issues for consideration during the approval event;
 - consider the adequacy of the documentation;

- discuss the programme for the approval event;
 - ensure that there is agreement to the financial and commercial terms of the memorandum of co-operation;
 - discuss the membership of the approval panel.
- 5.24 A programme proposal will not proceed to validation until the Chair is satisfied that the documentation is adequate. If the documentation presented to the planning meeting is inadequate, or there are outstanding resourcing issues that need to be resolved prior to validation, the Chair of the panel may convene subsequent planning meetings before the approval event.
- 5.25 A short report providing the outcomes of the planning meeting and the proposed programme for the approval event shall be prepared and circulated to panel members and other relevant staff by Quality Assurance and Enhancement.

Approval Event

- 5.26 Quality Assurance and Enhancement will be responsible for convening the approval panel, sending out documentation to panel members and servicing the approval event (including the provision of regulatory advice etc.). In addition, the servicing officer will arrange for overnight accommodation for external members (where applicable), room bookings and catering arrangements.
- 5.27 The programme proposer is responsible for:
- providing the agreed documentation by the deadline;
 - arranging for the attendance of staff at relevant parts of the event;
 - arranging for the attendance of any agreed external people, such as potential students and potential employers;
 - ensuring that everyone involved is well briefed about the proposal.
- 5.28 The programme for the approval event will depend on the outcomes of the preliminary planning meeting but would typically include, where appropriate:
- rationale for the proposal;
 - aims and objectives of the programme;
 - admissions policy;
 - programme content and structure;
 - teaching and learning;

- assessment;
 - student support and guidance;
 - administrative arrangements for the registration and assessment of students;
 - management of the collaborative partnership including the consideration of written agreements (e.g. memorandum of co-operation).
- 5.29 There will normally be a private meeting of the panel at the beginning of the approval event to enable members of the panel to raise issues that they would like to cover during the event and to enable the Chair to plan how and when various issues will be raised. There will also be a private meeting of the panel at the end of the approval event at which the outcome of the event will be determined.
- 5.30 It is likely that the panel will wish to hold meetings with staff involved in the programme (staff from both UEL and the partner institution) and potential students, where applicable. A tour of resources available to support the programme is also likely.

Outcomes of the Approval Event

- 5.31 At the end of the approval event the panel will reach a decision about the programme. The panel may reject the programme, approve the programme without conditions, or set conditions of approval. Approval is valid for a period of five years, but if the programme has not commenced within three years of the date of approval, re-approval will be required before the programme can commence.
- 5.32 Where conditions of approval are set, the deadline for submission of responses to approval conditions shall be determined by the panel. Programmes may not be offered until all conditions of validation have been satisfied. The Learning, Teaching and Quality Committee has agreed the following standard conditions for panels:
- **External Examiner Nominations** - the programme team take action to ensure that External Examiner Sub-Committee has approved nominations of external examiners to cover delivery of all modules;
 - **Academic Calendar** - that the proposed academic calendar aligns with UEL's calendar of assessment board dates and has been agreed with UEL's Academic and Employer Partnerships Office;
 - **Access to UEL's Online Resources** – the provider work with the School(s) to identify key e-journals and e-books, that it is necessary for the students on the programme(s) to access, and ensure that they are available either via the provider's own resources or UEL's Library and Learning Services;

- **Establishment of Partnership Monitoring Committee** for the partnership, comprising representation from all UEL Schools/programme teams and partner institution representatives; (for use where more than one School is involved with the partner institution. Where a committee already exists, the requirement will be to update the constitution to incorporate the additional programme/School)
- **Staff Development** –that a program of staff development to be offered to partner institution staff in the first year of delivery is presented by the School; (for use when validating a programme with a new partner institution)
- **Local laws and regulations** – that the partner institution presents verifiable evidence to confirm that government approval to deliver the programme(s) has been obtained; (for use when validating a programme with a partner institution outside of the UK)

And either:

- **Memorandum of Co-operation** - that the final memorandum of co-operation is agreed and signed by the parties; (for use when validating a new partner institution which does not have a pre existing memorandum of co-operation)

Or:

- **Programme Schedule** – that an updated Programme Schedule is agreed and signed by both parties including the addition of any new programmes and/or locations of delivery.

Such standard conditions will be set along with any other outstanding matters that programme teams need to address prior to commencement of the programme(s).

- 5.33 If conditions are imposed, it is the responsibility of the programme proposer to ensure that the conditions are satisfied within the time scale specified.
- 5.34 The response to conditions of approval should be submitted to Quality Assurance and Enhancement which will arrange for it to be considered.
- 5.35 The Chair of the event will be responsible for formally determining that the conditions of approval event have been satisfied.
- 5.36 Following the approval event the Programme Proposer, Head of School and a representative of the partner institution will receive a draft report for comment to check factual accuracy. The report is also circulated to members of the approval panel for comment. The confirmed report will then be produced and circulated.
- 5.37 The report and programme specification will be submitted to the Validation and Review Sub-Committee so that the decision can be endorsed and the programme can be offered.

- 5.38 For new partner institutions, or partner institutions where significant new development has taken place, a Partner Enhancement Meeting will take place after one year of operation to ensure that that systems are operating effectively and to address any misunderstandings or concerns developing with the partner institution in the first year. This meeting will be led by a member of the Quality Assurance and Enhancement team and involve key staff from the relevant Schools and the partner institution.

6 Validation of the Delivery of a Programme at an Alternative or Additional Location

- 6.1 The purpose of the validation process will be to ensure:

6.1.1 that the physical resources/accommodation at the alternative institutional location are satisfactory;

6.1.2 that the arrangements for the pastoral care and support services available to students are satisfactory;

6.1.3 that the arrangements for co-operation between all institutions involved, including UEL, are clearly articulated in a memorandum of co-operation.

- 6.2 **Site Visit Type A** – A site visit type A will be conducted under the following circumstances:

- approval of delivery of a UEL programme by UEL staff at new premises where UEL staff are responsible for **all** the academic elements of delivery (including admission, teaching and assessment). This type of arrangement is commonly referred to as distributed delivery;
- approval of a change of premises for delivery of an approved programme by a partner institution;
- approval of a new premises for the delivery of an element of an approved programme by a partner institution.

- 6.3 The site visit will be conducted by a servicing officer appointed by Quality Assurance and Enhancement and a representative of the responsible School. The purpose of the site visit will be to ensure the suitability of the academic environment in which the programme will be offered. Approval of any changes in staffing will be the responsibility of the UEL academic School, in line with the process for approving changes in staffing at partner institutions. A report will be presented to the Validation and Review Sub-Committee. Where required, an external adviser will be invited to join the visiting panel.

- 6.4 **Site visit type B** – A site visit type B will be conducted under the following circumstances:

- a validation event is being conducted to consider the approval of a programme for delivery at multiple locations and it is not logistically possible to visit all locations at the event. In such instances the site visit will be conducted prior to the validation event and a report from the visit will be presented to the validation panel;
 - approval of an additional new premises for the delivery of an approved programme by a partner institution, where the new premises will be used for the standalone delivery of the programme; approval for the delivery of Doctor of Philosophy (PhD) and/or Master of Philosophy (MPhil) provision by a partner institution.
- 6.5 The process will require initial approval, followed by a planning meeting and a site visit. Documentation will comprise a validation document, a programme specification (where relevant) and a draft student handbook.
- 6.6 The site visit will be conducted by a Chair, external adviser, and servicing officer appointed by Quality Assurance and Enhancement. The number of external panel members can be adjusted, as appropriate, at the discretion of the Chair of the approval panel. Representatives of the responsible School may be required to attend at the discretion of the Chair. The purpose of the site visit will be to ensure the suitability of the academic environment in which the programme will be offered, including the staff team, academic resources, pastoral care and support services. A site visit report will be presented to the Validation and Review Sub-Committee.

7 Approval of Revalidated Franchised Programmes

- 7.1 Where a partner institution has approval to deliver a franchised programme and the School subsequently revalidate the on-campus version of the programme it is necessary that the School ensure that the partner institution is capable of delivering the revalidated version of the programme. Partner institutions have up to one year from the date of the first delivery of the revalidated on-campus programme to implement the new programme and if approval is not obtained within this timeframe then recruitment to the franchised programme will be placed on hold until this approval has been obtained.
- 7.2 In order to approve the partner institution to deliver the revalidated programme the following documentation should be presented to the School Learning and Teaching Quality Committee for approval:
- 7.2.1 A statement or report on proposed arrangements to support delivery of the revalidated programme, this statement should include:
- confirmation that existing physical resources (previously approved) adequately support delivery of the new programme;
 - evidence of staff expertise to deliver the new programme – staff CVs should be appended to the statement or report;

- a brief statement relating to the assessment strategy, particularly around the use of formative assessment;
- proposals for dealing with ethical approval for dissertation, where relevant;
- details of assessment board arrangements (linked to the number of intakes) and how they will align to the UEL calendar of assessment boards;
- details of transitional arrangements, where relevant;
- a schedule of staff development to be offered to the partner institution in relation to delivery of the new programme.

7.2.2 A draft student handbook - to include at a minimum the new module structure, module specifications (clearly listing Module Leaders/Tutors) and the academic calendar;

7.2.3 A revised programme specification - listing the partner information;

7.2.4 For programmes delivered in a language other than English, the module specifications presented for approval should be in the language of delivery and include the updated reading list. Evidence of external examiner approval of the updated reading list should also be included.

7.3 Should the School Learning and Teaching Quality Committee approve the partner institution to deliver the revalidated version of the programme the following documentation should be presented to Validation and Review Sub-Committee for consideration:

7.3.1 Minutes of the School Learning and Teaching Quality Committee where the proposal was considered;

7.3.2 The revised programme specification;

7.3.3 External examiner comments regarding reading lists (if applicable).

7.4 Approval by Validation and Review Sub-Committee is confirmation that the partner institution may deliver the revalidated version of the programme.

8 Repeat Due Diligence

8.1 All collaborative arrangements are subject to a financial review by the Assistant Director of Financial Management or delegated member of staff (a financial review of new collaborative arrangements would normally be undertaken as part of institutional approval, see 4 above). The financial review allocates a risk rating to

each partner institution of Low, Medium or High and due diligence checks will be repeated for the ratings as follows:

- Low – further periodic monitoring every two years;
- Medium – further periodic review every year;
- High – further detailed investigation potentially involving discussions with partner institution as this could lead to a decision to terminate or not proceed with the proposed collaboration.

Exceptions (extensions) to the above schedule may be considered but only with the advice of Assistant Director of Financial Management.

- 8.2 Where possible, the University Management Accounts team will undertake an investigation by obtaining information direct from a Credit Reference Agency e.g. Dun and Bradstreet. Quality Assurance and Enhancement will contact partner institutions as necessary to obtain a latest set of audited accounts.
- 8.3 Where a partner institution has been identified as High risk, Quality Assurance and Enhancement will undertake a review of the partnership and complete a high risk partner report for consideration at the Partnerships Development Committee. Partnerships Monitoring Committee will consider the high risk partner report and make decisions as to the strategic direction of UEL's relationship with the partner institution. Quality Assurance and Enhancement shall keep a risk register detailing any actions agreed at Partnerships Monitoring Committee and report back with progress made against these conditions.
- 8.4 Where a partner institution does not provide their audited accounts to UEL on request they will automatically be rated as High risk and Quality Assurance and Enhancement will complete a high risk partner report as outlined in 8.3.

9 Memorandum of Understanding

- 9.1 A memorandum of understanding notifies a non-committal intention to collaborate, and it will normally be prepared using the standard UEL memorandum of understanding template. Quality Assurance and Enhancement will work with the relevant parties to obtain information required to draft the memorandum of understanding. For prospective overseas partner institutions a memorandum of understanding will normally be signed during the early discussions with the prospective partner institution and is particularly useful in setting out the timeframes and proposal for collaboration. Detail may vary but can include the particular fields of study and methods of delivery e.g. distance learning, which might be the subject of the collaboration. It is signed by the Vice-Chancellor or a named representative. The formal written agreement, following validation, will be the signed memorandum of co-operation.

10 Memorandum of Cooperation

- 10.1 All forms of collaboration require a written agreement (usually known as memorandum of co-operation) setting down the responsibilities of each contributing institution. Normally, a single memorandum of co-operation exists for one partner institution, covering a number of programmes although there may be circumstances where different written agreements between the same partner institution are required to reflect the provision.
- 10.2 The purpose of the memorandum of co-operation is to:
- 10.2.1 define the means by which the quality of the student experience will be assured and the academic standards of the programme maintained;
- 10.2.2 ensure that collaborative arrangements are clearly set out and operate smoothly, and that clear channels of authority, accountability and executive action are identified.
- 10.3 The memorandum of co-operation will normally address the following issues:
- the names of the institutions or bodies which are parties to the agreed memorandum;
 - the allocation of responsibility for the oversight and maintenance of academic standards and the quality of learning opportunities, and procedures for resolving any differences which might arise in respect of the programme between the institutions;
 - procedures and responsibilities for the initial validation, approval and subsequent periodic review of the programme, including provision for the implementation of changes to the programme required by validation, periodic review and annual monitoring in the partner institution;
 - procedures and responsibilities in respect of programme management and monitoring. If these are to be divided between institutions, the arrangements will need to be specified;
 - learning, teaching, assessment and examination arrangements, and the responsibilities of parties involved;
 - recruitment, selection and admissions;
 - selection, appointment and development of staff;
 - provision of an appropriate learning environment including all necessary physical resources;
 - provision for student support and guidance;

- responsibilities in respect of all administrative arrangements, such as student registration, notification of decisions relating to student progression and assessment and the nomination, appointment and remuneration of external examiners;
 - provision for student appeals and complaints;
 - arrangements for marketing and publicity;
 - confidentiality, indemnity and liability;
 - details of the financial and payment arrangements;
 - duration and termination of the memorandum of co-operation.
- 10.4 The Quality Assurance and Enhancement team will draft the memorandum of co-operation in close association with all relevant parties. The financial details of the collaborations will be developed by the Assistant Director of Financial Management in negotiation with the Academic and Employer Partnerships Office and Head of School.
- 10.5 The Head of Academic and Employer Partnerships Office (or nominee) in liaison with the UEL School will introduce the financial details to the partner institution, and lead on the discussions on the financial terms of the agreement. Discussions about the detailed allocation of responsibilities and other clauses that may be subject to negotiation happen via Quality Assurance and Enhancement in liaison with the UEL School. Quality Assurance and Enhancement will confirm the final version, incorporating the detail of allocation of responsibilities between parties, and prepare the final version. There must be written agreement between all parties on at least the financial and commercial terms within the memorandum of co-operation prior to any programme approval event and, following programme approval, the memorandum of co-operation must be signed before delivery of the programme(s) may commence.
- 10.6 Once the memorandum of co-operation has been finalised and the programme approval event has been undertaken, Quality Assurance and Enhancement will arrange for signatures by all contributing parties. The memorandum of co-operation will be signed by the Vice-Chancellor or Deputy Vice-Chancellors on behalf of UEL. **There are no other authorised signatories.**
- 10.7 Memoranda of Co-operation are reviewed a minimum of every three years by the Quality Assurance and Enhancement team in consultation with the relevant School. Programme Schedules may be reviewed more frequently i.e. every year.
- 10.8 The Head of School has executive authority for the effective delivery of collaborative arrangements within the School. He/she must ensure that monitoring and quality assurance arrangements are operating effectively.

11 Language of Instruction

- 11.1 In normal circumstances the language of instruction for a UEL award shall be English. Exceptionally, and only where there is good reason, an award offered in collaboration with another institution may be taught and assessed in a language other than English.
- 11.2 In these circumstances, both teaching and assessment must take place in the same language.
- 11.3 The programme approval panel should include a minimum of one external fluent in the proposed language of delivery and assessment. The programme approval panel will consider the following:
- how individuals with the necessary expertise in the appropriate language, subject knowledge and assessment methods will be identified and employed;
 - how suitable external examiners fluent in both English and the relevant language will be identified and involved in the assessment process;
 - how communication between the UEL and overseas programme team and academic staff will be facilitated;
 - how the quality and accuracy of student materials – e.g., assessment or teaching materials, policies and regulations - translated into the native language will be assured; and how updated versions of such will be made available;
 - how material required for UEL quality assurance and enhancement processes (e.g. REP reports, programme committee minutes, external examiner reports) will be made available to both local staff and students and UEL authorities and committees;
 - if translation is used, how the reliability and validity of the assessment judgments arising from the marking of translated assessments will be assured;
 - if translation is used, an assurance that students at the partner institution will not be used as translators of examination scripts or coursework.
- 11.4 For the guidance of programme teams developing provision and for validation panels, the additional detail of the arrangements that will apply is set out in the 'code of practice for the validation and delivery of taught programmes in a language other than English'.

12 Modifications to Collaborative Programmes

- 12.1 The School Learning and Teaching Quality Committee is responsible for approving modifications to collaborative programmes involving change to 25% or

less of the programme, using the procedures set out in Part 6 'Programme Modifications' of this Quality Manual.

13 Withdrawal of Franchised Programmes On-Campus

13.1 There may be occasions where Schools have established relationships with partner institutions for the delivery of franchised programmes but wish to withdraw the on-campus version of the programme. Such scenarios can result in the following issues:

13.1.1 the in-country regulatory requirements of the provider may not allow for the partner institution to deliver a franchised programme that is not delivered at the home institution;

13.1.2 over a period of time the programme content may become outdated;

13.1.3 programme content would not automatically be considered under the remit of collaborative review but would also not be considered as part of the Departmental academic review.

13.2 Where the on-campus version of the programme is being revalidated it would be appropriate for the School to liaise with the partner institution to consider whether they might adopt the revised version of the programme.

13.3 When completing the programme withdrawal form the School will be required to comment on the implications that the withdrawal of the on-campus version of the programme will have on each partner institution, including any in-country regulatory requirements. The School should contact Quality Assurance and Enhancement for guidance if they are unsure how to complete this section of the form.

13.4 When withdrawing on-campus versions of franchised programmes Schools must make one of the following proposals for how to proceed with each franchised version of the programme delivered by a partner institution:

13.4.1 the partner institution will take over responsibility for ensuring currency of programme content and the programme will be redefined as validated on the collaborative register;

13.4.2 the programme will be withdrawn at the partner institution.

13.5 Where the School wishes to transfer responsibility for the programme content to the partner institution it must, through the School Learning and Teaching Quality Committee, assure itself of the suitability of the programme team at the partner institution to maintain the currency of the programme. In order to approve the programme team at the partner institution to undertake this role the School Learning and Teaching Quality Committee should receive the following:

13.5.1 the CVs of the programme team at the partner institution;

13.5.2 written confirmation from the partner institution that they have agreed to the proposed change to the programme status;

13.5.3 a statement from the UEL Department Head confirming the suitability of the programme team at the partner institution to undertake this role.

13.6 Following confirmation of the suitability of the programme leader at the partner institution, Quality Assurance and Enhancement will update the collaborative register to redefine the programme delivered by the partner institution as validated.

14 Partnership Monitoring Committees

14.1 A Partnership Monitoring Committee will be established where a partnership involves more than one UEL School. The purpose of the committee is to ensure a consistent approach to the academic and administrative support and management of the partnership and establish communication mechanisms across all parties and levels of the partnership. The role of the committee will include discussion of a common approach to partnership management activities, agreed approaches to assessment and moderation, the monitoring of external examiner reports and REP action plans, marketing materials, the application of policy updates, and a programme of staff development.

15 Termination of Collaborative Partnerships

15.1 In the event that either party wishes to terminate the collaborative partnership the following steps will be undertaken:

15.1.1 **Step 1:** Where a decision is made to terminate a collaborative partnership, or a communication is received from a partner institution advising of their intention to terminate the partnership, the Quality Manager (Collaborations) should be advised of this as soon as possible. The Quality Manager (Collaborations) will liaise with Governance and Legal to ensure that the memorandum of co-operation is formally and correctly terminated.

15.1.2 **Step 2:** The Quality Manager (Collaborations) will arrange a Termination Meeting with key stakeholders from the managing School(s) to discuss arrangements for the termination. The minutes of the Termination Meeting will act as an exit strategy for the phasing out of the collaborative programme(s). The exit strategy will be submitted to the Learning, Teaching and Quality Committee for monitoring.

15.1.3 **Step 3:** The Academic and Employer Partnerships Office will coordinate a communication to be sent to existing students studying on UEL programme(s) at the partner institution informing them of the termination of the collaborative partnership.

15.1.4 **Step 4:** Learning, Teaching and Quality Committee will continue to receive updates on the numbers of students remaining on programme(s) at the partner institution. When all students at the partner institution have completed or run out of opportunities to complete their programme of study it will be noted at Learning, Teaching and Quality Committee and the partner institution will be removed from the Collaborative Database.

15.2 Arrangements for withdrawal or suspension of programmes offered in collaboration are as detailed in Part 6 'Programme Modifications' of this Quality Manual.

16 Collaborative Review

16.1 Collaborative Review of the partnership and the programmes offered by the partner institution is undertaken every five years. However, in exceptional circumstances Learning, Teaching and Quality Committee may request a review of collaborative arrangements at an earlier date (exceptional review) should evidence come to light that quality and/or standards may be at risk in a collaborative arrangement or should a review panel indicate that they believe a follow up review is necessary. The review normally takes place at the location of delivery of programmes.

16.2 Where a partner institution is in termination and is due to undergo a collaborative review in the final year of operation of the programme, the review will normally be brought forward by one year. This will allow the panel to make conditions and recommendations in relation to the teaching out of the programmes and the management of student experience through the period of transition.

16.3 The purpose of the collaborative review is to:

- undertake an academic review of the programmes offered by the partner institution (franchised programmes are subject to academic review at UEL and therefore programme content would not be reviewed as part of the collaborative review process);
- provide an opportunity to review the nature of the collaborative relationship, and resolve any problems that might exist;
- review the academic and administrative infrastructure of the partner institution to ensure that it continues to be able to offer a suitable learning environment for students;
- review student achievement to ensure that the quality of student experience continues to be adequate;
- encourage the further development of the partner institution's own quality assurance procedures.

- 16.4 The scope of the collaborative review will to some extent be determined by the nature of the collaboration; for franchise programmes the focus will be on achievement of academic standards and delivery of the approved programme, the quality of the student experience and activities to assure and enhance standards and quality; for validated programmes a review of the programme specification and programme content will be included.
- 16.5 During the year prior to the collaborative review event, an informal preparatory meeting with the partner institution, link persons and other key stakeholders from the School, the Academic and Employer Partnerships Office and the partner institution will take place. Discussion will be led by Quality Assurance and Enhancement and include the purposes of the review, requirements of the partner institution and Schools in the review, and identification of issues that may impact on the review.
- 16.6 As part of the event planning, a planning meeting will take place between the Chair of the review, a member of Quality Assurance and Enhancement (acting as the servicing officer), and the academic and administrative link persons at UEL and the partner institution. The School Collaborative Leader will be invited to attend the meeting.

Documentation

- 16.7 The critical appraisal commentary is the key document for the collaborative review process and will be the basis for the panel's enquiries. This document should be produced jointly by the relevant School(s) and the partner institution. The critical appraisal commentary is essentially a self-study by both parties of the means used to assure quality and standards in that collaborative link, and the effectiveness of those means. It describes and reviews organisational changes since institutional approval and evaluates the operation of the programme(s) since the last approval/review and identifies the future direction of the partnership. The critical appraisal commentary should:
- describe the collaborative link including a summary and explanation of the development of the link over the period under review;
 - analyse the strengths and weaknesses of the link;
 - summarise any issues raised about the quality and operation of the link during the period being reviewed and how these have been addressed;
 - provide a view of the effectiveness of the means by which the UEL Schools assure themselves of the quality of the learning opportunities and student support offered through the link;
 - provide a view of the effectiveness of the means by which the UEL Schools assure themselves of the standards of credits and/or awards gained through the link;

- identify any other issues which the programme team's own evaluation of the link has raised and how these are to be addressed;
- address any external developments which have affected, or will affect, the link;
- provide an index of the evidence that it cites and that will be available to the review team.

16.8 The supporting documentation listed below must be made available to the panel during the review:

- student handbook(s);
- programme specification;
- report from the previous validation/review event;
- Review and Enhancement Process reports and action plans for the three previous years;
- external examiner's reports for the three previous years;
- report on the observation of learning and teaching;
- a staff development statement (covering both subject development and pedagogical development);
- reports by professional bodies (where appropriate);
- student intake and progression data covering the last three intakes;
- a description of student support/welfare services, plus any recent analysis of student use, subject to normal constraints of confidentiality in respect of counselling and similar activities;
- examples of students' work to reflect the range of levels and attainment – including examination papers/scripts, coursework, project/lab reports scripts, project reports and dissertation;
- marking and feedback sheets and assessment criteria;
- relevant extracts from the memorandum of co-operation;
- any other documentation referenced in the critical appraisal commentary.

Programme for the Collaborative Review

16.9 The collaborative review process is normally conducted over a period of one to two days, depending on scale of the provision that is to be considered as part of

the review. The programme for the review is agreed during the preliminary planning meeting and includes a meeting with existing students, a tour of the physical resources available to support the link and meetings with staff from both UEL and the partner institution to discuss the various aspects of the link.

Outcomes of the Collaborative Review

16.10 A review panel may either:

16.10.1 approve the continuing collaborative delivery of the programme(s) without conditions;

16.10.2 approve the continuing collaborative delivery of the programme(s) with conditions and/or recommendations;

16.10.3 withhold approval.

16.11 A review panel may decide that they would like to approve the continuing collaborative delivery of the programme(s) but have significant concerns which they do not feel can be entirely resolved through the setting of conditions. In such instances the review team may decide to approve the continuing delivery of the programme(s) for a shorter period of time (usually one year). Following such an outcome a further review will be arranged within the stipulated timeframe.

16.12 Following the review visit, a report will be produced which will be submitted to Learning, Teaching and Quality Committee, on behalf of Academic Board, so that the decision of the review panel can be endorsed. Partner institutions work with Schools to prepare an action plan based on the outcomes of the review process.

16.13 Following consideration of the collaborative review report the Quality Manager (Collaborations) will write to the partner institution, copied to the School, confirming the outcome of the collaborative review and to confirm the period for which the programmes will be reapproved (normally five years).

17 Financial Arrangements

17.1 The Assistant Director of Financial Management and the relevant Head of School shall be responsible for ensuring that the financial arrangements are appropriate. Prospective partner institutions will normally bear all costs incurred for programme approval and collaborative review events. This includes travel costs, accommodation costs and external adviser honorariums.

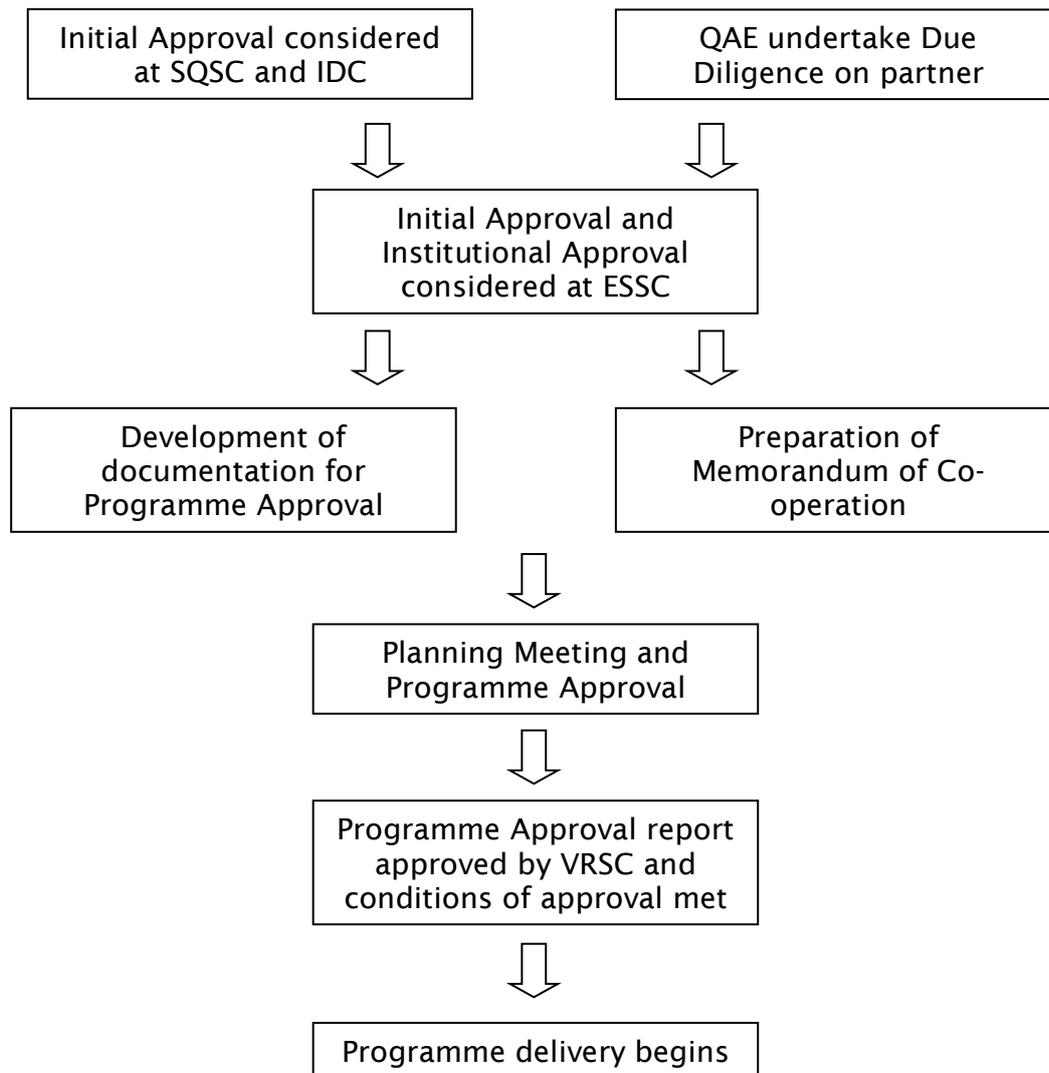
17.2 The financial agreement made with the partner institution will provide safeguards against financial temptations on the part of the partner institution to compromise academic standards, or to register more students than can properly be accommodated.

17.3 Any fees paid by the partner institution must be sufficient to cover the full costs of assuring the quality and the standards of the programme(s).

18 Certification

- 18.1 Certification and/or records of achievement for all UEL programmes delivered under a collaborative arrangement shall make clear the place of registration and the language of instruction where this is not English.
- 18.2 In all circumstances where a partner institution is active in the delivery of a UEL award, certification and/or records of achievement will make reference to all active partner institutions.
- 18.3 If the record of achievement is the only document to provide details of the partner institution, the place of registration and/or the language of instruction and assessment, then the award certificate must make reference to the existence of the record of achievement.

Institutional and Programme Approval Flowchart



Manuals, Forms and Guidance notes relevant to Part 11

<https://uelac.sharepoint.com/LearningandTeaching/Pages/forms-and-guidance-notes.aspx>

- Collaborative Initial Approval Form
- Nomination of an External Adviser for a validation/review event
- Collaborative Student Handbook
- Collaborative Validation Document
- Institutional Approval Visit Waiver Form
- Site Visit Site Visit Report Form
- Code of Practice for delivery in languages other than English
- Module Specification Template
- Guidance Notes on Programme Specifications
- Undergraduate/Postgraduate Programme Specifications Template
- Professional Doctorate Programmes Specifications Template
- Partnership Monitoring Committee Terms of Reference and outline agenda
- Programme Withdrawal Form
- Partnership Termination Form