

QUALITY MANUAL: COLLABORATIVE PARTNERSHIPS

Working in partnership is central to the academic mission of Canterbury Christ Church University. Collaborative provision is a type of partnership in which:

"learning opportunities leading or contributing to the award of academic credit or a qualification...are delivered, assessed or supported through an arrangement with one or more organisations other than the degree-awarding body" (The UK Quality Code for Higher Education, Advice and Guidance: Partnerships.)

Collaborative courses require start-up and monitoring procedures additional to those for courses delivered exclusively by the University. This chapter covers the processes for developing and approving partnerships and collaborative courses.

For information on the continuous monitoring and periodic review of collaborative partnerships, see the partner review document (inert link).

1.1 Overview

1.1.1 Collaborative delivery of courses is an important component of the University strategy. This chapter covers collaborative arrangements which fall under the following categories:

- Franchise
- Validation
- Articulation Agreements

1.1.2 Collaborative partnerships are governed by contractual agreements between the University and the Partner. The University has formal mechanisms for their approval, management and termination.

1.1.3 Collaborative partnerships may be offered by one faculty or across different faculties (multi-faculty offering).

1.1.4 Partnerships that deliver placement learning, work-based learning and distributed learning are developed and approved directly by faculties, in accordance with the Work Related Experience Policy.

1.1.5 Knowledge exchange and consultancy partnerships (UK and International) are developed and approved through the Research, Enterprise and Knowledge Exchange processes
<https://cccu.canterbury.ac.uk/fahe/rke/partnership-and-consultancy-work.aspx>

1.2 Responsibility for planning, developing and approval of a collaborative partnership

1.2.1 The Academic Strategy Committee (ASC), through delegated authority from Academic Board and the Senior Management Team (SMT), oversee the management of the institutional approach to collaborative partnerships and have oversight responsibility for approval and termination of collaborative partnerships, referring matters for consideration to SMT where it deems necessary.

1.2.2 The Academic Strategy Committee will also agree the SMT lead for the partner proposal, this is usually a Faculty Dean.

- 1.2.3 The Department of International Partnership and Development (IPAD), in collaboration with the SMT lead(s), is responsible for the development and coordination of all partnerships with international institutions as well as national partnerships which involve international students (all global education partners).
- 1.2.4 The UK Partnerships and Apprenticeships Unit (UKPAU), in collaboration with the SMT lead(s), is responsible for the development and coordination of all UK partnerships and apprenticeships, excluding global education partners.
- 1.2.5 The Faculty Portfolio Planning Executive (FPPE) will consider and approve the developed initial partner proposal, prior to submission to the University level approval processes.
- 1.2.6 Once the initial partner proposal is approved by FPPE, a Lead Proposer (LP), a senior academic, will be appointed to take responsibility for the full development, consultation with all relevant units and staff, supporting document development and ensuring that documents are submitted to the appropriate approval structure.
 - Where the proposal is multi-faculty, the LP will be nominated by the relevant Partnerships Office (UKPAU or IPAD).
 - Where the partnership proposal covers a single faculty, the LP will be nominated by the relevant Head of School, or the Dean in consultation with IPAD or UKPAU.

1.3 The Approval of Collaborative Partnerships

- 1.3.1 The formal procedures for collaborative partnerships take account of the scale and potential risks associated with a partnership.
- 1.3.2 The **Standard Operating Model (SOM)** for Collaborative Partnerships, must be considered prior to any development. The **SOM** can be accessed from the Quality and Standards shared files.
- 1.3.3 The approval of each new instance of Collaborative Partnership will comprise two elements:
 - the Partner development and approval to ensure fitness for the partnership.
 - the approval of the course(s) to be run by the partner.
- 1.3.4 The development and approval involve several phases which, depending on the partnership, may run concurrently. The phases include partner development (identification, initial in-principle approval) and full development, venue checks and approval. The process is outlined in the sections that follow, as well as process flow chart (at the end of the document).

1.4 Developing a New Collaborative Partnership

- 1.4.1 Identifying and development of potential new collaborative partnerships will normally be undertaken by the strategic lead for partners within either the University's IPAD or UKPAU.
- 1.4.2 New collaborative partnership arrangements identified within school or faculty must still be developed in collaboration with the relevant partnerships team (UKPAU or IPAD).
- 1.4.3 The partnership development process will assure the University of the potential partner's ability to offer the proposed provision without posing any risks to the University, that:
 - CCCU can run the proposed provision with the specified partner.
 - the course-specific resource-base is sufficient for delivery.
 - the operational arrangements can be delivered in accordance details specified in the Standard Operating Model.
 - partner staff are of sufficient numbers, hold the appropriate qualifications and will meet all CCCU requirements.
 - the University is made fully aware of any regulation and quality assurance requirements, for partnerships delivered outside of the UK.

1.4.4 The Partner development process will consider:

- the rationale for the partnership, congruence of missions and policies, potential student numbers and achievements;
- the potential strengths and weaknesses of the partnership, in particular learning, teaching and assessment, the quality of learning opportunities, and the likely maintenance and enhancement of quality and standards;
- the capacity of the partnership to deliver the course appropriately.
- the likely effectiveness of the overarching services and operational arrangements provided jointly by the University and the partner for Registration, Admissions, Quality Assurance, Student Support and Resources;
- identification of aspects of the partnership that potentially represent good or innovative practice;
- partnership and course development, including future proposals;
- venues and resources;
- arrangements for Boards of Studies;
- analysis of the potential strengths and limitations of the partnership (for example, student recruitment pool, communication, curriculum development, assessment, staff support and staff development, examination arrangements, student admission, registration and progression, student support, resources);
- Any early indication of risk factors.
- partnership documentation, including the proposed Memorandum of Agreement (MoA);

1.5 Development for In-Principal Approval

This stage will form the initial evaluation of the standing of the partner and the proposed course offering and will focus on two main areas.

1.5.1 Development of documentation – coordinated by the LP.

- the completion of the Collaborative Partner Proposal Form (CPPF), providing detail of the legal status of the new partner, evidence of the proposed partner's higher education experience and esteem. This development will include the initial due diligence detailed in 1.5.2
- completion of a Planning Form Part 1 (PF1) for each proposed course to be delivered under the collaborative arrangement, to accompany the CPPF (Only for a new partnership).

1.5.2 Initial due diligence enquiries – due diligence is important for assuring the University of the suitability of another institution as a collaborative partner. This process will be the responsibility of the LP working in collaboration with the relevant partnership office (IPAD or UKPAU). The Quality and Standards Office (QSO) will provide support, by initiating the initial due diligence process.

- The initial due diligence considers a high-level overview of the potential partner and may be varied depending on the perceived level of risk of the proposed partnership and the nature of the information obtained during initial enquiry.
- The initial due diligence, based on publicly available information, will focus on regulatory, quality assurance, legal and financial aspects of the partner. The CPPF and PF1 documents provide questions guiding the information to be gathered.
- QSO will conduct a reference check through existing awarding bodies, as well as approaching the Vice-Chancellor of a University acting as the awarding body or the Chief Executive of another institution.

1.5.3 Once 1.5.1, 1.5.2 and the costing model are completed, the Faculty Portfolio Planning Executive (FPPE) will review the documents for submission to the ASC for in-principle approval.

1.5.4 In-principle approval.

In considering a proposal for in-principle approval, the ASC will refer any proposals that it considers to be especially high risk to the Senior Management Team (SMT) for further consideration. Periodically the ASC will make a report to SMT on new partnerships approved.

- The ASC will consider forms PF1 and CPPF.
- Where an existing partner wishes to franchise or validate a course(s), a CPPF will not be required and in-principle approval will be through the PF1 process. However, it will be necessary to provide to the ASC evidence of the partner's ability to expand into the desired areas.
- The ASC will refer any proposals that it considers to be especially high risk, to the Senior Management Team (SMT) for further consideration.
- The decision of 'in-principle approval' means the LP may proceed to the next stage of the planning process which includes submission of Planning Form 2 (PF2).

1.6 Development of the Planning Form Part 2 (PF2) and FPPE approval

1.6.1 Development of PF2 and appendices

- Development of PF2 will be dependent on the type of partnership proposed.
- Liaison with stakeholders across the University to develop the appendices – Finance, student number planning and prospectus entry.

1.6.2 FPPE approval of the PF2

- Once the PF2 and all the appendices are developed, the LP will present the documents to FPPE for consideration and approval.
- If the documents are approved, the LP proceeds with the rest of the development.

1.7 Development of all final documents

This stage is led by the LP in coordination with the relevant stakeholders:

1.7.1 Full course development

- Procedures for course development will be dependent on the type of partnership. The approval of a Partnership will be managed alongside the approval of those courses.
- Where the initial courses are franchised (refer to section 1.8), the arrangements to franchise will be approved as part of the respective partner development and approval process by the ASC Scrutiny Group.
- For course articulations and validations, refer to section 1.9 – 1.10.
- Following satisfactory outcomes from the course validation event, the course may be approved by the Academic Board (AB) on the recommendation of the Education and Student Experience Committee (ESEC).
- A proposal to add Validated provision to an existing partnership will require a course approval event and any changes to the MoA will be through an agreed Schedule to the agreement and reviewed by the ASC Scrutiny Group.
- A proposal to add Franchised provision to an existing partnership will require the development of a franchise course document. Any changes to the MoA will be through an Schedule to the MOA, reviewed and approved by the ASC Scrutiny Group.
- All course arrangements and documentation will have to be confirmed and approved by a Faculty Quality Committee.
- Once a Partnership has commenced, courses may only be added through a course approval event

for validated proposals, or the ASC Scrutiny Group for franchise arrangements.

1.7.2 Full Due Diligence

A full due diligence is essential for providing an in-depth picture of the potential partner. This activity will be co-ordinated by the LP, who will liaise with the proposed partner and relevant staff within the University to complete all aspects of due diligence.

- **Transnational regulations** -it is the responsibility of IPAD to ensure that the University is fully aware of any regulatory and/or quality assurance requirements that operate in a county where a partnership in being planned.
- **Venue check** – a venue check(s) must be undertaken, through a visit, to ensure that the all relevant facilities and learning resources at the partner institution are suitable for the delivery of a University course, particularly in regard to teaching space, library, computing and other specialist provision. The venue check will be conducted in a collaborative effort between QSO, the LP and the relevant partnership office (IPAD or UKPAU). The venue check must confirm that the proposed delivery venue(s) is fully accessible for students and staff and that facilities and services can be accessed by all. A separate Venue Check must be completed for each venue at which the collaborative course is delivered. The form for the venue check is available at <https://www.canterbury.ac.uk/quality-and-standards-office/collaborative-provision/dev-and-approval-of-new-collaborative-partnership.aspx>. Where the venue poses a possible risk to staff welfare due to the nature of the business and/or environment (e.g. a prison), a full risk assessment has to be undertaken by the University as a part of the Venue Check.
- **Staffing** – the partner should have sufficient and appropriately qualified staff to enable the offering of the intended courses. The following will need to be gathered:
 - the CVs of the Partner’s academic staff, which will be retained;
 - details of the extent to which delivery will be by permanent full-time staff and how part-time temporary or associate staff, if any, will be utilised;
 - details of the Partner’s administrative staff, relating to registry, admissions and similar functions;
 - the contact details for the partner institution’s IT Services and Library Services representatives to allow the necessary communication to ensure smooth running of the course
 - details of the partner’s procedures for appointing staff.

1.7.3 The development of the Memorandum of Agreement (MoA)

- The University Governance and Legal Services (GLS) will draft the MoA based on the information provided to it.
- While GLS will be responsible for the development of the MoA, the process must be led by the relevant partnership office (IPAD/UKPAU) working in collaboration with other stakeholders such as, the Finance and the Quality and Standards Office.
- Each collaborative partnership will require a MoA, a written contractual agreement, signed for up to a six-year period by the Chief Executive of each organisation, which commits each partner to follow appropriate processes and practices to ensure that the quality of the student experience meets the standards set by the University.
- The MoA is developed and prepared, based on the relevant approved University MoA template, by the Governance and Legal Services team in discussion with the appropriate partnership office and LP.
- Each MoA is underpinned by an annual letter which details the student numbers available to the partner, the percentage of the course to be delivered by the partner, the fee, the arrangement for fee collection, the deduction to meet the University’s quality assurance, course approval and

management costs, and the apportionment of the tuition fee income between the Parties. The letter is sent by the University's Director of Finance to Partner organisations at the start of each new academic year.

- Changes and additions to a MoA may be made through the addition of a schedule of changes, written by GLS, signed by the Chief Executives of both parties, or their authorised nominees.
- For international partnerships, the University will normally consult a lawyer resident in any country where a partnership is being planned or modified.

1.7.4 The marketing and promotion of collaborative courses

It is important that marketing and promotional material is developed and approved prior to the ASC Scrutiny Group.

- Collaborative courses must be supported by appropriate marketing. Collaborative courses may not be advertised 'subject to approval' until they have received approval through PF2 from the FPPE. To ensure this occurs, during the drafting of the Agreement, the HE Manager from the partner institution will be asked to supply the contact details for their Marketing Department, to enable the University and partner to liaise to best effect.
- All promotional material for collaborative courses should be referred to the University before dissemination. It is the responsibility of the partner institutions to forward all draft promotional materials to the named contact in the Marketing Department at the University in either electronic or hard copy form. The University will communicate any necessary changes to the partner institution for action.
- All promotional materials devised and used by the partner institution must be:
 - approved by the University prior to their publication or release
 - designed in keeping with the guidelines for the correct use of the University's logo and corporate colours, as set out at: <https://cccu.canterbury.ac.uk/marketing-and-communications/services/corporate-identity.aspx>.
- Promotional materials include advertisements, prospectuses, brochures, leaflets, folders, posters, web pages and any other form of printed or electronic communication which refer to the partner institution's connection with the University and are used to recruit students or staff or to attract funding or other support from public or private sector sources.

1.7.5 Final approval

- When all areas of the partnership development are complete, the ASC Scrutiny Group will convene for scrutiny of the proposals. The scrutiny will cover, due diligence, MoA and all course documents (for courses covered by the partnership). Subject to satisfactory outcomes, the group will report the recommendation for approval to the Academic Strategy Committee.
- The Partnership and Course Approval will be reported to the next meeting of the ESEC, which will recommend it for approval to the Academic Board.
- Once approved, the Governance and Legal Services will ensure that the MoA is in its final form. This will form the basis on which the VC is asked to sign the Agreement.
- The delivery of the collaborative course may not commence until the above process is complete and the MoA has been signed by both parties.
- Once a Partnership has commenced, courses may be added through a Course Approval Event for validated proposals, or the ASC Scrutiny Group for franchise arrangements.

1.8 Approval of a franchise arrangement

The LP will coordinate the process, working with the faculty, stakeholders across the University and the partner.

- 1.8.1 A franchise agreement is a formal collaborative agreement where the partner delivers the University courses, and the LP works with the partner for confirmation of course and operational requirements.
- 1.8.2 The Partnership for franchise will be developed and approved as outlined above (sections 1.4 to 1.7).
- 1.8.3 The LP will coordinate the assembling of the pertinent documents – PF1, PF2 and Course documents (approved through the standard process).
- 1.8.4 FQC will approve all the arrangement through consideration of the pertinent documents – PF1 and PF2, Partner proposal form, Draft MoA, Due diligence, Course documents.
- 1.8.5 Once FQC is satisfied, the documents will be submitted to the ASC scrutiny Group.

1.9 Approval of an Articulation arrangement

- 1.9.1 Responsibility for course development for articulation will be coordinated by the LP or Course Director and/or other nominee of the Head of School.
- 1.9.2 An Articulation Agreement is a formal collaborative agreement that allows specific credit that has been gained from one higher education institution to be transferred to another institution for a student to gain advanced standing. The right to such advanced standing applies to all students covered by the agreement who have gained that specific credit, without a further consideration of that credit, subject to any limitations set out in the agreement.
- 1.9.3 The Partnership for Articulation will be developed and approved as outlined above (sections 1.4 to 1.7).
- 1.9.4 Each Articulation Agreement will be underpinned by a detailed curriculum mapping document, which maps the partner course curriculum to the University course curriculum at a module level. This mapping will be reviewed by the External Examiner for the University's course, except when the External Examiner is unable to do so, in which case the Director of Quality and Standards may authorise the engagement of an independent External Advisor in their place, using the procedure for appointing an external advisor for a validation event.
- 1.9.5 Where the documentation required for mapping is in a language other than English, the partner will be responsible for providing the University with certified translations.
- 1.9.6 The FPPE will provide the initial approval following a detailed consideration of PF1.

Once approved, the following detailed planning is undertaken within the Faculty:

- due diligence;
 - drafting of the MoA;
 - mapping of Learning Outcomes.
 - confirmation of mapping by the External Examiner.
- 1.9.7 The University Articulation Approval Panel will comprise:
 - a Chair (senior academic);
 - an internal panel member;
 - a senior member of QSO.
 - 1.9.8 At an Articulation Approval Event, the University Articulation Approval Panel will consider the following documents:
 - evidence of in-principle (PPP1) approval by the FPPE;
 - the detailed curriculum mapping and evidence of review by the External Examiner;
 - completed due diligence
 - a draft MoA prepared by Governance and Legal Services, outlining details of the articulation.
 - 1.9.9 The Articulation Agreement Approval Event will confirm:

- that appropriate due diligence has been undertaken;
- that full mapping has been conducted and has been reviewed by the External Examiner;
- that, as set out in the articulation agreement, either (i) incoming students are guaranteed a place without further entry requirements or (ii) there are appropriate entry requirements in place at the point of advanced standing;
- that arrangements are in place at course level to support the incoming students;
- that the articulation agreement meets University requirements and can be recommended for signature by the Vice-Chancellor or nominated SMT Member.

1.9.10 The Articulation Approval Event Panel will either recommend approval of the articulation arrangement or reject the proposal.

- Approved documents will be submitted to the ASC Scrutiny Group for final approval and onward submission to ASC.
- ASC recommends final approval to AB.
- The final activity is the signing of the MoA by both partners.

1.10 Approval of a Validation arrangement

1.10.1 The LP will coordinate the process, working with the faculty, stakeholders across the University and the partner.

1.10.2 Validation arrangement is where the University validates a partner's course as being equivalent to its course – the students completing the course will be awarded the University award.

1.10.3 The Partnership for validation will be developed and approved as outlined above (sections 1.4 to 1.7).

1.10.4 Each Validation arrangement will be underpinned by a detailed curriculum mapping.

1.10.5 The arrangement will be assessed using the following documents, PF1 and PF2, course and module documents, specifications and appendices.

1.10.6 The Quality and Standards Office (QSO) will organise the approval process

1.10.7 Where the initial courses are validated, the course approval event(s) will be held at the partner institution, coordinated by QSO following the standard University processes. Video conferencing will be used where appropriate.

1.10.8 The FPPE will provide initial approval.

1.10.9 ASC Scrutiny Group will approve the arrangement for formal approval by the ASC and Academic Board.

1.11 The approval of new non-collaborative partnerships

1.11.1 Non-collaborative partnerships are partnerships which do not lead to awards, therefore are normally lower risk than collaborative partnerships. Therefore, a lower degree of scrutiny is required for their approval.

1.11.2 Lead Proposers should, in the first instance, liaise with their relevant Head of School, Dean of Faculty and the relevant Partnerships Office (UK Partnerships or International Partnerships).

1.11.3 The Partnerships Office will provide the Lead Proposer with a New Partner Proposal Form for Non-Collaborative Partnerships for completion and submission to the relevant SMT Lead for Partnerships.

1.11.4 The relevant SMT lead will conduct a risk assessment of the proposed partnership, and decide what further vetting is necessary, including whether further due diligence enquiries need to be completed. Once any further stages specified by the SMT lead have been completed, the SMT lead will recommend that the partnership be approved, and the Memorandum of Understanding or contract will be signed by the Vice-Chancellor.

1.11.5 The relevant Partnerships Office will keep a record of all relevant non-collaborative partnerships.

1.12 Summary of Authorised Signatories of Agreements

1.12.1 It is important that the agreements used for collaborative arrangements by the University are signed by appropriate and authorised representatives of the University.

1.12.2 The following table details the authorised signatories for the different types of agreements utilised by the University for collaborative arrangements. N.B. Although it is not a collaborative arrangement, the Progression Agreement is included for clarity.

Figure Summary of authorised signatories of agreements

Type of Agreement	Approval Route	Authorised Signatory within the University
Agreement/Memorandum of Agreement/Articulation Agreement (Collaborative Provision Partnerships)	Recommended by the Approval Event to the Education and Student Experience Committee, for onward recommendation for approval by the Academic Board.	Vice-Chancellor or nominated SMT Member, on the advice of the DVC.
Memorandum of Understanding (MoU)	Not contractual or collaborative. Recommended for approval by the appropriate partnership SMT lead.	Vice-Chancellor or nominated SMT Member, on the advice of the relevant SMT Lead.
Agreement or service contract (Non-Collaborative Provision Partnerships)	Not collaborative. Contractual arrangements recommended for approval by the appropriate SMT lead.	Person authorised by Vice-Chancellor or SMT lead.
Placement/Work-based Learning/Distributed Learning Agreement* *Where managed at faculty level (Medicine, Health and Social Care and Arts, Humanities & Education)	Managed through the Faculty placement mechanisms.	Person authorised by the Dean of Faculty.
Placement/Work-based Learning/ Distributed Learning Agreement* *Where managed at course level	Recommended by the Validation event to the Education and Student Experience Committee, for onward recommendation for approval by the Academic Board.	Person authorised by the Dean of the Faculty.
Progression Agreement	Recommended by Collaborative Provision Sub-Committee to the Education and Student Experience Committee.	DVC or nominated SMT Member.

1.13 The Management of Partnership following Approval

1.13.1 Once a new collaborative partnership has been approved, confirmed details of the partnership will be added to the University’s definitive list of collaborative partnerships and regularly reported to the Academic Strategy Committee and the Partnership Performance Sub-Committee.

- 1.13.2 The relevant partnership office (IPAD/UKPAU) working with the relevant SMT lead and the Lead Sponsor will ensure that an appropriate Academic Link tutor (senior academic) is appointed to take responsibility for coordinating the academic activities and communication, between the partner and the University.
- 1.13.3 The relevant partnership office (IPAD/UKPAU) representative, the LP and the academic Link Tutor will be the core team responsible for all the operational processes of the partnership, as well as coordinating the annual quality reviews.
- 1.13.4 The relevant partnership office (IPAD/UKPAU) working with the relevant SMT lead and the Lead Sponsor will ensure that an oversight committee is constituted, which includes the appropriate SMT members of the partnership. This committee will have an overall oversight responsibility for the partnership including receiving and acting on Board of Studies reports and the quality review report.
- 1.13.5 Each partnership will be subjected to quality reviews. Each partnership core team will conduct its own partner annual review with the report submitted to the oversight committee and QSO. QSO will coordinate the final review which is undertaken prior to the renewal of the MoA.
- 1.13.6 The relevant partnership office (IPAD/UKPAU) will in conjunction with GLS, continue to ensure that all collaborative legal agreements are monitored, reviewed and refreshed, as necessary.

1.14 Termination of a Partnership

- 1.14.1 Where the University is considering terminating a collaborative partnership or closing a collaborative course, the decision must be taken by Academic Strategy Committee based on submission of appropriate documentation.
- 1.14.2 If the University is formally notified of a partner's wish to close a partnership or course, the Deputy Vice-Chancellor must be informed and this must be reported to Academic Strategy Committee.
- 1.14.3 The QSO, the relevant partnerships office (UKPAU or IPAD), the SMT Lead for the partnership, and the Governance and Legal Services team will work with the LP and Faculty/ies regarding the closure and/or termination.
- 1.14.4 Following appropriate consultation (as above), and where the University agrees it wishes to instigate the termination of a formal agreement, the Deputy Vice-Chancellor or nominee will issue a formal notice of termination to the partner, which will be regulated by the terms of the MoA.
- 1.14.5 The period of notification required to close a collaborative partnership or specific collaborative course will usually be between 6 to 12 months, depending on the specific terms of the MoA. However, closure of a partnership or course may be undertaken in a shorter timescale in the case of a breach of contract.
- 1.14.6 The implications for the University of the termination of a contract must be carefully considered including:
- The strategic consequences of closure for the University and the partner;
 - The impact of the closure on staff and students;
 - How the quality and standards of the student experience will be maintained following notification of termination and/or closure;
 - The process of consultation with or notification of students of changes during the phasing-out period;
 - The strategy for on-going delivery and support (including areas such as External Examiner arrangements, revalidation requirements, etc.) during the phasing-out period;
 - The implications regarding professional body registration (where applicable);
 - The potential for legal action ensuing from terminating the agreement.
- 1.14.7 Whether the termination is instigated by the University or the partner, the University must ensure a phasing-out period is negotiated and a financial arrangement is agreed to enable any current students registered with the University to complete their course of study. The University must ensure that the quality and standards of the course, and the student learning experience are maintained during the phasing-out period. The partner will be expected to commit agreed resources to this process.
- 1.14.8 In all instances of termination, a Course Withdrawal Form must be completed
- Detailing phase-out period and teach-out arrangements
 - Support for students during the phase-out period

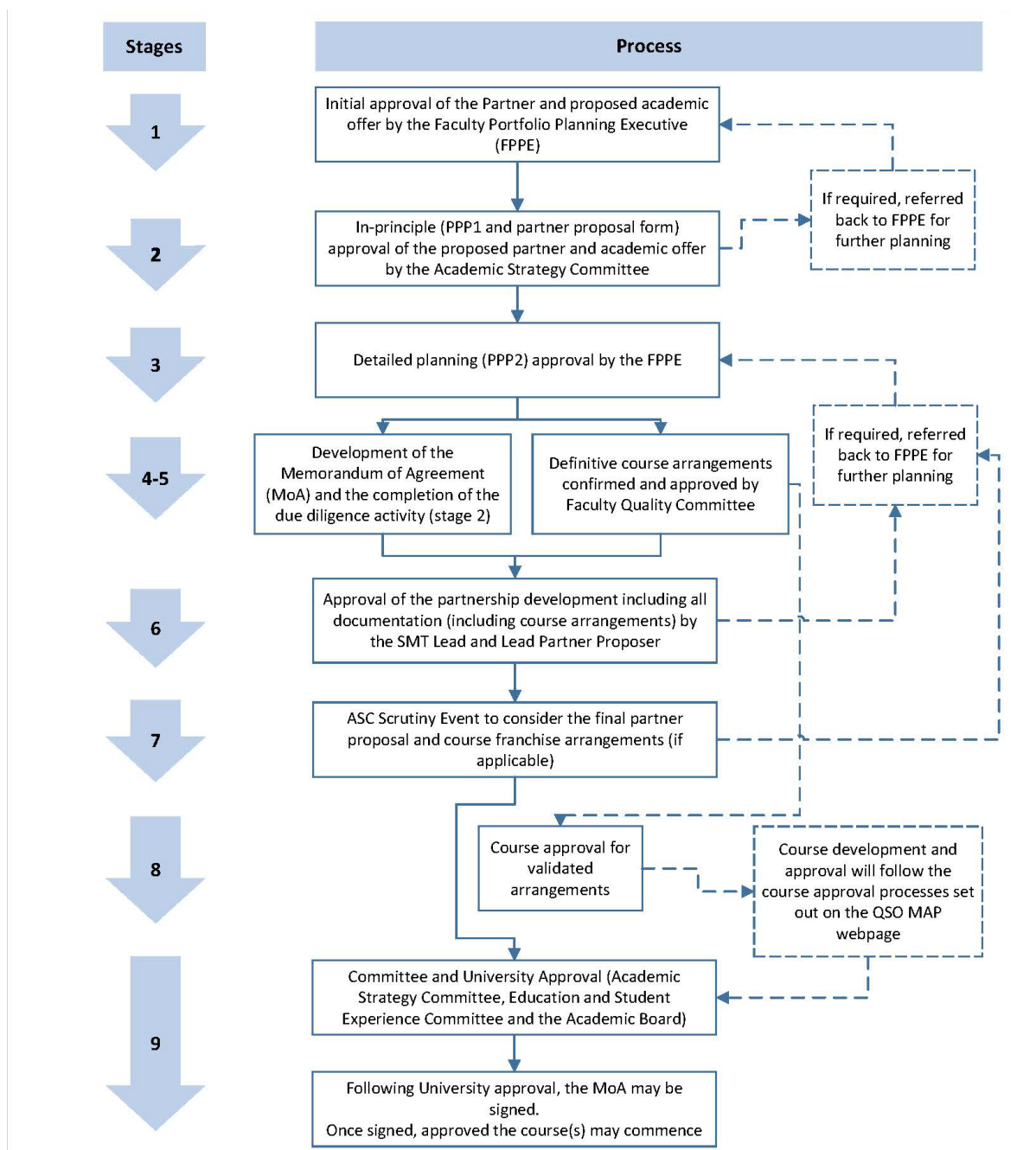
- The document must be considered by the Faculty Course Planning Executive and the Faculty Quality Committee prior to submission to the Academic Strategy Committee to confirm that arrangements are adequate.
- ASC will consider and approve the decision of withdrawal.

1.15 The closure of a course following a teach-out period

1.15.1 The process for the closure of a course following a teach-out period is the same as the process for University non-collaborative offerings and can be found in the QSO website.

APPENDIX: APPROVAL PROCESS FLOW

Summary of phases for the approval of partnerships



Summary of stages for the approval of articulation agreements

