Quality Manual: Collaborative Academic Partnerships (2026-2027 edition)

Working in academic partnership is central to the academic mission of Canterbury Christ Church University. Collaborative courses require start-up and monitoring procedures additional to those for courses delivered exclusively by the University. This document covers the processes for developing, approving, monitoring and terminating partnerships and collaborative courses

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List of Acronyms & Definitions

MoA	The contractual agreement between CCCU and the partner – also referred to as 'The Agreement'
AL	Academic Lead
ALT	Academic Link Tutor
APC	Academic Portfolio Committee
CCCU	Canterbury Christ Church University
CMT	Curriculum Management Tool
CPP	Course Performance Plans
GLS	Governance and Legal Services, CCCU
GEO	Global Engagement Office
H&S	Health and Safety
OfS	Office for Students
POSC	Partnership Oversight Sub-Committee
PPPP	Partnership Portfolio Performance Plan
PPR	Periodic Partner Review
QAA	Quality Assurance Agency
QAE	Quality Assurance and Enhancement
SIS	Sub Contractual Information Source (a requirement of OFS E10 condition of university registration)
SITS	Student Record System
SMT	Senior Management Team at CCCU
UCPCAP	University Collaborative Partnership Course Approval Panel
UCP-IAP	University Collaborative Partnership Institutional Approval Panel
UKPAU	UK Partnerships and Apprenticeships Delivery Unit
VC	CCCU Vice-Chancellor

1. Introduction and Taxonomy

1.1. Collaborative academic partnership is an important component of the Canterbury Christ Church University (CCCU) strategic framework (Vision 2030). Collaborative academic partnership is a type of partnership in which a partner organisation delivers some or all of teaching and assessment leading to CCCU awards, and student support for their learning.

1.2. The following key principles apply to **all** types of academic partnership arrangements:

- There is an agreed institutional typology which guides the overarching partnership contractual agreements between the University and the Partner.
- There are formal mechanisms for partnership contractual approval, academic management, student support and partnership termination.
- A course offered under collaborative academic partnership may be offered by CCCU through one academic School, or across different academic Schools. The designated academic School (s) provide University academic oversight of student experience, learning, teaching and assessment.

- Collaborative institutional approval, reapproval and periodic partnership review processes are applied to all partnerships.
- The Governing Body retains oversight and approval of all new sub contractual arrangements and significant amendments to partnership arrangements. (e.g. significant may relate to a proposed change within partnerships operating at scale within University Condition of Registration E10 SiS, or which constitute an OfS reportable event).
- The University pays due regard to Sector agreed QAA subject benchmarks and compliance with PSRB regulation is required. Regulatory requirements include OfS conditions of University registration and the OfS Regulatory Framework. University conditions of registration apply to all collaborative provision. This includes OfS B conditions relating to the setting, maintenance and monitoring of academic standards, quality assurance and oversight of the student journey and experience of university awards.
- External academic peer review is an important principle of university quality assurance arrangements and is applied to collaborative provision arrangements.

1.3. Collaborative provision activities fall under the following categories (also see CCCU Taxonomy of Collaborative Provision) and conform with the requirements of the OfS, E10 condition of university registration regulatory requirements for subcontractual provision. CCCU through its institutional academic governance structures and processes provides oversight of the parity of academic standards, student outcomes and progression, and student experience in the same or cognate university courses and awards, within all types of category of partnership contractual arrangements:

- **Franchise** – Where a course owned, developed and approved by the University is delivered by an academic partner institution, leading to an award(s) of the University. This is a defined by the OfS as a sub contractual arrangement. The student contract, normally expressed as student terms and conditions, sits with CCCU. CCCU academic regulations, student and academic governance policies apply in full for CCCU students within franchise arrangements. CCCU provides a range of support services to the partner and CCCU students.
- **Validation** – The University approves a course(s) developed and owned by the partner organisation to lead to a University award. CCCU approves the institution, its staffing infrastructure, policies, procedures and institutional infrastructure for the delivery of CCCU higher education awards. The student contract sits with the partner organisation. The University retains oversight of academic standards, quality assurance, and the quality of the student experience of the University validated award.
- **Articulation** – A collaborative agreement with a third-party organisation submits details of a course within its own portfolio, which CCCU considers, maps and approves to allow students to enter a named University course(s) either directly delivered by CCCU, or by a partner institution. with advanced standing. Articulation policy and processes are set out in Chapter 6.
- **Joint Degree** – Where the University works with one or more degree awarding bodies for the purposes of course design, approval, delivery and assessment. Students successfully completing such a course gain a single award jointly awarded by the two institutions, with a single award certificate on student successful completion of the course.
- **Dual Degree** – Where the University works with another degree awarding body to approve a course, leading to separate awards of each degree awarding body. Each awarding body provides a separate award certificate on successful completion of each awarding body requirements for award.

1.4. As an awarding institution, CCCU is accountable for assuring the overall quality and academic standards of the provision, regardless of the type of partnership. This document provides guidance and process covering these aspects of collaborative academic provision. The University pays due regard to sector benchmarks and good practice, including QAA Subject Benchmarks within approval processes.

1.5. The University is regulated by the OfS and complies with OfS Conditions of Registration and OfS regulatory framework requirements. This includes compliance to the requirements of condition of registration E10 for subcontracted activity relating to university course delivery, student support and awards. This document forms part of the University's Sub contractual Information Source.

1.6. Partnership delivery leading to university award or credit, within the typology of arrangements in paragraph 1.3, is agreed for a period of three years, through a formal and legally binding contractual Agreement (previously referred to as Memorandum of Agreement (MoA)) signed between CCCU and the Partner. Each partnership must be managed and monitored, and at the end of the agreement period, the partnership may be reapproved or terminated.

2. Development of a new collaborative provision partner

2.1. A prospective partner may be identified by SMT, the strategic lead for partners within the University's partnership office (GEO/UKPAU) or CCCU academic units.

2.2. The partnership office (GEO/UKPAU) will work in collaboration with a nominated senior academic, the AL, from the relevant academic Unit to support the partnership development.

2.3. In the development of a prospective collaborative provision partner, the University must be fully assured of:

- The proposed partner's ability to deliver all agreed aspects of approved higher education courses being legally, financially, academically and operationally able to fulfil all contractual requirements and provide a high quality student experience.
- The University's capacity to support all required aspects of the partnership.
- The ability to meet any regulation and quality assurance requirements, for partnerships delivered with and outside of the UK.

2.4. There are three process stages for a partnership development and approval consideration, as outlined below.

2.5. Approval timelines:

- Signature of the partnership agreement, inter-institutional contract, should normally be completed at least 3 months before the course start date. This is to enable university systems, including SITS set-up, and timely enrolment of students.

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- Full course approval must be approved by POSC before the Agreement can be signed.
- Course approval panels should be completed in good time to enable mandatory training and teaching material development to be completed.
- Extended timelines are required for more complex partnerships, for example an international partnership which requires in-country approval by an overseas regulatory body.
- Extended timelines for partnerships proposed to operate at scale, and/or with a new model of partnership, are required to allow for university development work in four areas: operational support; governance and legal requirements, academic development, quality assurance and regulatory compliance.
- Shorter partnership development and approval timelines may exceptionally be considered, where there is a substantial business reason for doing so, and there are clear plans for how a condensed period of academic development, due diligence, approval activity and mandatory partner staff training for partnership launch, will be resourced. Plans for managing the student experience and support required, and how requisite PSRB approval be managed are also considered. APC will need to consider any such activity, for explicit approval to develop at a late stage.

3. Stage 1 – Application to explore a potential collaborative partner

3.1. This is the initial application to the CCCU to explore the potential partner.

- The exploration is based on publicly available data/information.
- The application form will provide a high level but well-informed business case.
- High level due diligence assurance is required on the proposal, from Governance and Legal Services, to confirm the legal ability of the university to enter the proposed partnership with the proposed partner,
- High level due diligence assurance from Finance team to provide an initial financial judgement based on the proposed student numbers and financial viability of the proposed partnership and financial stability of the proposed partner to support higher education.

3.2. The AL and partnership office complete the document – CCCU Application to explore a potential partner – which is approved by the respective partnership office and the academic unit.

3.3. The document is submitted to QAE for consideration by the CCCU Academic Portfolio Committee (APC) for in-principle approval to proceed to full diligence.

3.4. Agreement of Deadlines

- If permission to enter full due diligence is granted by APC, then a full timeline of the key approval activities is agreed by QAE with the partnership office and AL.
- The development then proceeds to Stage 2.

4. Stage 2 – Development of full proposal with due diligence

4.1. This stage is made up of several activities with some running concurrently

4.2. The following documents must be used:

- Partner Application form
  - CCCU UK Partner Application Form
  - CCCU International Partner Application Form
- CCCU Partner Site Visit
- Proposal for a new partner
  - CCCU UK Partner Proposal Form
  - CCCU International Partner Proposal Form

4.3. Obtaining and evaluating proposed partner information

- Prospective partner is requested to complete the partner application form, providing essential information and documents.
- The AL and the respective partnership office review the information provided by the proposed partner for any risks and contractual / Agreement implications.
- AL and the respective partnership office complete section A of the new partner proposal form, confirming completion of academic and partnership office due diligence.
- Confirmation that the partner will have sufficient staff levels (both academic and professional) - in terms of qualifications and numbers - to enable the offering of the intended course(s) and provide student support. This information is required to be submitted to the approval panel

4.4. Site Visit

- The purpose of the Site Visit is to gather information to enable assessment of the suitability of the proposed partner site(s). The site visit reviews teaching and student support facilities, physical resources for the proposed courses, including the associated, health and safety, fire safety, and the standards of access and facilities for disabled students. Full information is found in the Site Visit Procedures.
- A Site Visit may only be undertaken after the APC has granted permission to proceed with due diligence and the partner has confirmed the readiness of the site for the visit.
- The Site Visit is a formal part of the Quality Assurance process arranged by QAE and the persons nominated to complete the visit check and report, must be approved by QAE and include a nominated member of academic staff. A member of the appropriate Partnership Office is also invited to attend.
- Prior to undertaking a Site Visit, as a minimum requirement QAE staff undertaking the visit undertake QAE training in collaboration with the CCCU stakeholder Health and Safety experts.
- The role of the QAE member of staff and nominees completing the Site Visit is to gather information on the general suitability of the site for Higher Education course delivery and student support, and specifically for the proposed programmes.
- Any persons completing the Site Visit on behalf of CCCU do not provide advice of any kind to the partner and must always remain objective.
- On completion of the Site Visit, the persons involved must sign off the Site Visit Report which is held by QAE. If there are any issues observed during the Site Visit, these are brought to the attention of QAE

and the respective partnership office. The Site Visit Report is a formal requirement of institutional approval and course panel documentation.

4.5. Completion of full due diligence review

- The CCCU stakeholders – GLS, Finance, Insurance, H&S, etc – must review the documents provided by the partner and complete section B of the proposal for a new partner,
- The CCCU stakeholders confirm that there are no risks, or any risks can be addressed to enable approval of the partner to deliver CCCU courses.
- The relevant partnership office coordinates the development of the Partnership Operational Handbook which is required for consideration by the Collaborative Provision Institutional Approval Panel.
- The relevant academic School and Partnership Office confirms the full submission has been made within the university's requirements to trigger QAE review.
- QAE confirms full due diligence completion including references for the proposed partner as appropriate. QAE reviews all the documents submitted and confirms readiness for submission to the Collaborative Provision Institutional Approval Panel.

4.6. Collaborative Provisional Institutional Approval Panel

- The Collaborative Provisional Institutional Approval Panel conducts full scrutiny of the full due diligence and makes recommendations to POSC.
- QAE reviews all the documents, and panel outcomes and confirms readiness to proceed to Partnership Oversight Sub-Committee (POSC) for final approval.
- It should be noted that the scrutiny of finalised due diligence and approval outcomes may be iterative with further information required and resolution of potential issues completed before the readiness to proceed to POSC can be confirmed by QAE.

4.7. Course development for franchise

- Franchise course(s) must be developed based on the approved University course (s) documents.
- Where a collaborative provision partner franchises part of a course(s) with the intention of students completing part of a CCCU course and gaining an award, for example, franchising only a Level 6. In such cases, the admission will be through advanced standing using the proposed partner's awarded qualification. The arrangements for the advanced standing follow articulation mapping as explained in section 6. The AL will be responsible for the mapping process prior to approval by the academic School. All mapping documents must be added to the proposed franchise course(s) within CMT, for these to be approved.
- The franchise course(s) arrangements must be reviewed by POSC, normally at the same time as the Committee reviews recommendations for approval of the partner.

4.8. Formal approval of collaborative provision partner by POSC

- POSC must be provided with all the relevant documents to approve a partnership and refer it to the Governing Body where required.
- Once POSC has granted approval, then the final stage may be completed including development of the Agreement.

5. Stage 3 – Course Approval (where required) & Development of the Agreement

5.1. Course development for validated provision

- This is the collaborative provision where CCCU validates a partner's course for the partner to deliver and CCCU confers the award.
- Validated courses will be approved by a UCPCAP after POSC approval of the partner.
- All course(s) documents will be held in the CMT.

5.2. Development of the Agreement

- Once the partner and course are approved, QAE informs GLS of approval and the Agreement is developed to align with the approved documents.
- The Agreement will be completed on the standard template by GLS, coordinated by the respective partnership office and QAE.
- Once GLS confirms that the Agreement is ready, QAE arranges for the chair of POSC to approve
- Once the Agreement has been signed by the VC and the partner, SITS set up can proceed.
- The set up, readiness for admission and enrolment of students must be completed no later than three months prior to the expected date of registration of students.

6. Articulation Arrangement Approval Process

Articulation Agreements: CCCU directly delivered and partner delivered courses

6.1. An Articulation Agreement is where the University has an agreement with a partner organisation recognising specific credit(s) gained from an award of that institution to be used to allow all students who have achieved those credits to gain advance standing entry into a directly delivered CCCU course. This is distinct from individual student application for advanced standing for entry to CCCU awards.

6.2. Articulation also covers instances where a collaborative provision partner franchises part of a course(s), for example only a Level 6 of a three-year course (s) and admission is through guaranteed advanced standing on successful completion of an approved third-party award. This type of Articulation agreement is considered through a Collab-CAP approval panel to ensure coherence of partner provision and proposed articulation.

6.3. The approval of all articulation agreements must include a complete curriculum mapping to ensure that the students awarded advanced standing (having completed the partner award) are suitably qualified and duly prepared for entry into the agreed CCCU course.

6.4. The Academic Lead designated by the School will prepare all articulation documents for submission accompanied by the specified evidence documents. The specified evidence documents for approval are set out in paragraph 6.12 below.

6.5. 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.

6.6. Articulation mapping must be signed off by the current external examiner of the direct delivered course and approved by the academic School.

Articulation Agreement Approval Routes

Collaborative Partnerships – articulation approval

6.7. Articulation mapping documents must be submitted to QAE through CMT as part of course approval documentation, where this is part of a collaborative partnership agreement for being approved or reviewed, which includes linked franchised or validated CCCU awards delivered within the partnership.

Directly delivered – articulation approval

6.8. Where an articulation agreement is separate (and not part of any other partnership agreement) and is for guaranteed advanced standing admission to directly delivered CCCU awards, the articulation mapping and agreement must be submitted through CMT and developed to align with the approved CCCU course documents. QAE informs GLS and Admissions of the approval.

6.9. The Articulation Agreement will be completed on the standard template by GLS and coordinated by the respective partnership office and QAE.

6.10. Once GLS confirms that the Articulation Agreement is completed, QAE arranges for the Chair of POSC to confirm the completion of the approval of the articulation, prior to submission for the VC's signature.

Monitoring and Review of Articulation Agreements by POSC

6.11. For monitoring purposes POSC will periodically receive an Articulation Agreement Register maintained by QAE, detailing all approved articulation agreements for both Collaborative Partnership delivered CCCU award articulation agreements, and institutional articulation agreements detailing advanced entry to CCCU Direct Delivered Awards, specifying the third-party award, approved institution delivering the award, completion of mapping for advanced entry, specific credit awarded for each proposed CCCU award, the date of approval.

Approval of An Articulation Agreement for entry to CCCU Directly Delivered Courses

6.12. An Articulation Standing Approval Panel will be put in place by QAE and frequency of meetings, agendas and proposals for consideration, will be scaled to the nature of the proposals received. The Standing Panel will comprise a minimum of a:

Chair (POSC Member senior academic)
Internal academic panel member
Senior member of QAE
Senior Member of Admissions
QA Officer (Collaborative Provision)
Plus, coopted members as required

6.13. The QAE Panel Officer will record and progress Panel decisions.

6.14. The Articulation Standing Approval Panel will receive the following information:

a) Evidence that there has been in-principle approval by APC and School Executive and high-level institutional due diligence completed.

b) Detailed curriculum mapping and evidence of approval by the external examiner.

c) Student induction arrangements at programme level.

d) Draft Articulation Agreement.

6.15. Any questions of clarification will be discussed with the CCCU award Course Director and/or other nominee of the School executive, GEO or UKPAU as appropriate.

6.16. The Articulation Standing Approval Panel for directly delivered course proposals will confirm that:

a) Appropriate and proportionate institutional due diligence has been undertaken, which confirms the proposed articulation partner awarding status, legal powers to award, reputational standing, and that any professional, statutory or regulatory body requirements are met, and as required that appropriate ECCTIS advice is received through the CCCU Admissions team, on the level of international qualifications and awards for UK undergraduate and postgraduate admission with advanced standing.

b) Full academic curriculum mapping has been conducted, has been approved by the School Executive, and External Examiner, specific credit awarded and applicable university course(s) are clearly specified.

c) Incoming students are guaranteed a place on the articulated CCCU award without any further entry requirements, or, that there are appropriate entry requirements specified and in place at the point of advanced standing, set out in the draft Articulation Agreement.

d) CCCU Student Support and Induction Arrangements are in place at a programme level for in-coming articulation students.

e) The articulation agreement meets University requirements and can be recommended for signature by the Vice-Chancellor or nominated SMT Member.

6.17. The Articulation Standing Approval Panel will either approve the articulation arrangement or reject the proposal. Conditions of approval may be set in exceptional cases and a date specified for meeting the conditions prior to approval.

6.18. POSC will approve the membership of the Articulation Standing Approval Panel and periodically monitor and review the operation of articulation agreements and student progression and outcomes on articulated CCCU awards.

6.19. The Articulation Agreement must be prepared by GLS, and signed by Vice Chancellor or nominated SMT Member, prior to implementation.

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7. Marketing and Promotion of collaborative courses

7.1. Collaborative provision course(s) must be supported by appropriate marketing. Collaborative courses may not be advertised 'subject to approval' until they have received POSC approval. To ensure this occurs during the drafting of the Agreement, the relevant partnership team will liaise with the partner to facilitate development of marketing material.

7.2. All promotional material for collaborative provision course (s) developed by the partner must be submitted to the University before dissemination and:

- 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
- Submitted to QAE on conclusion of an approval panel.

7.3. Promotional materials include advertisements, prospectuses, brochures, leaflets, folders, posters, web pages, social media 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.

8. Management of a collaborative provision following Approval

8.1. Once a new collaborative provision partner has been approved, confirmed details of the partnership will be added to the University's definitive list of collaborative provision partners (Collaborative Provision Register).

8.2. The relevant partnership office (GEO/UKPAU) working with the relevant SMT lead, AL and the academic unit, will ensure that details are made available to all stakeholders of an appropriate senior academic appointed as an ALT by the School, to take responsibility for coordinating the academic activities and communication, between the partner and the University.

8.3. The relevant partnership office (GEO/UKPAU) representative, the AL and the ALT will be the core team responsible for all the operational processes of the partnership, as well as coordinating operational quality monitoring.

8.4. 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 POSC and QAE. QAE will coordinate the Periodic Partnership Review and Reapproval and course review and reapproval. which is normally undertaken prior to the renewal of the Partnership Agreement.

8.5. The relevant partnership office (GEO/UKPAU) will in collaboration with GLS, continue to ensure that all collaborative legal requirements as contained in the Agreements are monitored, reviewed and refreshed, as necessary.

9. Quality monitoring of collaborative provision

9.1. Quality monitoring of collaborative provision is at both the course and partner level.

9.2. Annual CPPs must be developed for each course and monitored at partner Course Boards. The CPP follows the standard process as other direct delivered courses.

9.3. The PPPP is developed annually by each partner. The PPPP covers all the partner's collaborative provision, they are presented at and monitored by POSC. The PPPP process is coordinated by the respective partnership office.

9.4. The PPR must be completed 18 months prior to renewal of the partner Agreement. The process is coordinated by QAE utilising an independent panel external to the collaborative provision partner. The outcome of PPR is presented at and monitored by POSC. The process and documentation can be found via QAE.

10. Changes to existing partners

10.1. Changes to existing partners may include addition of courses, withdrawal/closure of courses, or venue changes.

- Any changes must be approved by POSC
- Any addition of course(s) will require APC initial approval before POSC approval
- Any Site Visit must follow the standard POSC approved process.

10.2. Addition of new course(s)

- The AL develops a high-level business case, submitted to APC.
- Approval by APC grants permission to proceed to due diligence and POSC approval.

10.3. Due diligence and approval

- Updating of partner application with evidence to support expansion or change.

- The rest of the process must be followed as outlined for a new proposal.

10.4. Agreement Variation

- The Agreement will need to be updated to align with any changes which have been through the approval process.
- Information is normally added as annexure or schedule to the already developed Agreement by the GLS coordinated by the respective partnership office.
- Once GLS confirms that the updated Agreement is ready, QAE arranges for the Chair of POSC to approve prior to submission for the VC’s signature.

11. Renewal and Reapproval of collaborative provision

11.1. To renew a partnership at the end of an agreement period, the University must reassure itself that the partnership remains aligned with the University’s current strategic priorities and that the partner is still meeting its agreed obligations.

11.2. The Periodic Partner Review (PPR) process provides information on the partnership trajectory of travel and identifies any risks. Therefore, for each partner a PPR must normally be completed 12 months prior to the date that a new agreement is required to be in place to allow sufficient time for renewal if desired.

11.3. It is the responsibility of the respective partnership office (GEO/UKPAU) in collaboration with the AL to initiate the renewal process and coordinate the development of the renewal documents and tabling at the relevant CCCU committees, following POSC requirements.

11.4. The University continuously monitors the partnership through several activities, calendared at separate times of the partnership lifecycle, to identify risks and put measures in place to mitigate the identified risks. The preparation for the partnership renewal must take into consideration the results of all the previously completed monitoring activities, including the PPR.

11.5. Preparation for the partnership renewal is conducted collaboratively by the respective partnership office team (GEO/UKPAU) and the CCCU Academic Lead (AL), hereafter referred to as the partnership renewal team.

11.6. The renewal process should start at least six months before the expiry of the Agreement, to allow for sufficient time for University approval, renegotiations with the partner and development of a renewed agreement.

11.7. The initial task in the renewal process is to gather information which will enable a decision to be made on whether the partner is still meeting its agreed obligations and remains aligned with the

University's current strategic priorities. To evaluate the suitability of the partner, the partnership renewal team shall consider the following (using the results to inform the renewal proposal):

- Outcomes from the quality monitoring process, how the partner has continually addressed student outcomes, any enhancement activities the partner has put in place and whether the partner's quality processes remain aligned with the University's expectations.
- How outcomes from the PPR, (conducted 12 -18 months prior to renewal) have been addressed and the effectiveness of any enhancement activities.
- Based on available information on the partner, the partner's continued strategic fitness with the current CCCU strategic priorities, including meeting the requirements of university conditions of registration.
- The partner's compliance with the agreed financial expectations, the student enrolment, and continued adherence to the agreed expectations.
- Any issues that have emerged during the current partnership life cycle and how effectively these have been addressed in alignment to CCCU expectations, for example student experience, or regulator and/or regulatory issues
- Any due diligence issues such as changes to the Partner's legal and financial status, and the extent to which these have been addressed to mitigate any risks to the University.
- Whether delivery sites remain fit for purpose to support student learning, teaching and assessment of the courses delivered from the site, and related insurance (and other ancillary) documents are updated.
- Any other new pertinent information obtained from stakeholders across the University, such as Registry, SITS, business planning, GLS, including repeat due diligence as indicated.

11.8. On conclusion of the above evaluations, the partnership team shall liaise with the partner to discuss the information from the evaluation and the renewal process. If a decision is made not to renew the partnership, then the termination process starts. If renewing, then proceed with the following:

11.9. Complete the **Partner Renewal template** to confirm that the partnership is fit for renewal.

11.10. Ensure that due diligence documents are up to date (such as insurance, tenancy agreements, H&S inspection, fire safety etc), to reassure the University that any risks are addressed.

11.11. The completed Partner Renewal template and the updated due diligence must then be submitted for University consideration.

11.12. Renewal documents are approved by the academic unit, QAE and POSC. This will normally be undertaken as part of Collaborative Provision Approval Panel.

11.13. Once renewal is approved, GLS is requested to complete the final version of the Agreement. This is co-ordinated by the respective partnership office.

11.14. Once the Agreement is ready, QAE must arrange for the Chair of POSC to sign-off prior to the VC's signature.

11.15. QAE must follow up with the respective partnership office to ensure that the Agreement is signed by both parties, update all stakeholders and ensure that the Agreement is appropriately filed.

12. Termination of a collaborative provision

12.1. As with any contract, there are instances where it is necessary to terminate a partnership, for reasons which may include:

- Changes to either party's strategic priorities resulting in a mutual decision to terminate the partnership.
- Breach of contract by either party, where remedial actions are not feasible.
- A mutual decision taken not to renew an expiring Agreement.
- Any other reason as set out in the specific Agreement.

12.2. Termination of a partnership agreement is completed in the following stages:

- Developing and issuing of the termination notice
- Course withdrawal, including planning student completion and assessment dates.
- Developing and issuing of Termination Agreement
- Implementation and Monitoring of the Termination Agreement

12.3. The partnership termination may be initiated, by either the University or the collaborative provision partner. Under normal circumstances, a partner will be given a 12-month notice of intention to terminate the Agreement. After the 12-month notice period has expired no further recruitment will be permitted. Where the termination is a result of a breach of contract or other urgent factors, the termination could be with immediate effect, and the partner immediately ceases to recruit or admit students.

12.4. As with other University activities, the termination process is subject to formal governance.

12.4.1. Academic Portfolio Committee (APC) has overall responsibility for collaborative provision, therefore, must approve all applications for termination of a partnership, the termination notice, and where applicable, any arrangement to transfer students to a different partner for completion of their course.

12.4.2. Partnership Oversight Sub-Committee (POSC) must approve all termination agreements and oversee the monitoring of the teach-out plan.

12.5. The termination of a partnership must be reported to the OfS as it is considered an OfS reportable incident.

12.5.1. The initial step of the termination is the development and issuing of the termination notice.

12.5.2. GLS must report to OfS within five days of the formal termination notice being communicated to the partner, or CCCU receiving the formal termination notice from the partner.

12.5.3. After the Termination Agreement has been developed and fully signed by both parties, GLS must report to OfS providing details of the teach-out plan. Thereafter, GLS must provide annual progress reports of teach-out to OfS.

12.6. Where the course(s) delivered are governed by a Professional, Statutory and Regulatory Body (PSRB), GLS must inform the respective PSRB as soon as a termination notice is approved and issued. Subsequently, the PSRB must be updated annually until all students involved complete their studies.

12.7. Responsibility for managing the termination process will depend on the level of risk. For high-risk terminations, where the University decides to terminate the partnership in the middle of the agreement, the management of the process will require participation of senior staff (such as the Director of the relevant partnership office). The use of senior staff may not be necessary where the partnership is on a natural end of service termination with no complexities.

12.8. The respective partnership offices' representatives (partner manager or head), with the support of the Academic Lead (AL), will be responsible for the termination process, which includes:

12.8.1. Developing all the documents required for the termination process, coordinating the activities, and ensuring that the process is managed smoothly in compliance with the University's policies.

12.8.2. Convening the Termination Project Team, consisting of the respective partnership office representative, the AL(s), and representatives from the following areas:

- Relevant academic School involved in partnership.
- Quality Assurance and Enhancement (QAE)
- Governance and Legal Services (GLS)
- Student Governance
- Finance
- Registry
- Academic Operations

12.8.3. The Termination Project Team must normally be chaired, by either the Director or Head of the respective partnership office (or their nominees), depending on the risk of terminating the partnership.

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12.9. The Termination Project Team's role is to oversee the termination project and report to POSC. This will involve an oversight of the following:

12.9.1. The collation of all information and data required for the development of the teach-out plan and the termination agreement.

12.9.2. The development of the teach-out plan (see template).

12.9.3. The effective handling of all aspects of the termination, including course(s) suspension, student protection, financial implications, and the continuation of quality assurance arrangements, assurance of academic standards and the quality of the student experience during the teach-out process.

12.9.4. The implementation of the termination agreement to ensure that the quality of the student experience is in accordance with the approved teach-out plan.

12.10. Where terminations of partnerships are taking place simultaneously, to focus resources and manage risk, there may be just one Termination Project Team to oversee all the termination projects. The composition of the team and chairing will remain in accordance with section 3.2.

12.11. The initial step in the termination of a partnership is the development and issuing of the termination notice.

12.12. The notice to terminate serves as formal notification to the partner of the decision to terminate (University initiated) or acknowledgement of termination (partner initiated) and includes an outline of the next steps in the termination process.

University Initiated

12.13. University initiated terminations would follow a period of engagement between the partner and CCCU representative, usually involving the Senior Management Team (SMT) member responsible for the respective partnership (UK/international). These discussions may also take place at the Partnership Strategic Group meetings.

12.14. Any formal decisions regarding termination must be taken by the Academic Portfolio Committee (APC) or the Senior Management Team (SMT).

12.14.1. To formally initiate the termination, the respective partnership office must complete the template for the proposal to terminate a partnership providing a clear rationale for termination and the protection of the student experience within the partnership during teach out and academic standards.

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12.14.2. The proposal will need to consider the estimated budgetary impact of the termination, for example, loss of fee income based on the breakdown of tuition fees for the course(s) vs other savings and potential operational costs to deliver teach-out.

12.14.3. The proposal must be submitted to APC for approval.

12.15. Following the APC approval of the proposal to terminate, the respective partnership office must request Governance and Legal Services (GLS) to develop a termination notice which will include the next steps in the termination process.

12.15.1. The termination notice must be signed by the Vice-Chancellor (VC) and served to the partner in accordance with the Agreement.

12.15.2. GLS must inform OfS and where necessary, the relevant PSRB.

Partner Initiated

12.16. Where a partner initiates termination, a formal letter will normally be received by the VC's office. The VC's office will communicate this with the respective partnership office and inform APC. GLS will be requested to develop a response to the partner acknowledging the formal request to terminate the partnership. The response will serve as a termination notice.

12.16.1. APC will approve the termination notice.

12.16.2. Once approved, the termination notice will be signed by the VC prior to being sent to the partner institution by the respective partnership office.

12.17. Once a formal termination notice is served, then:

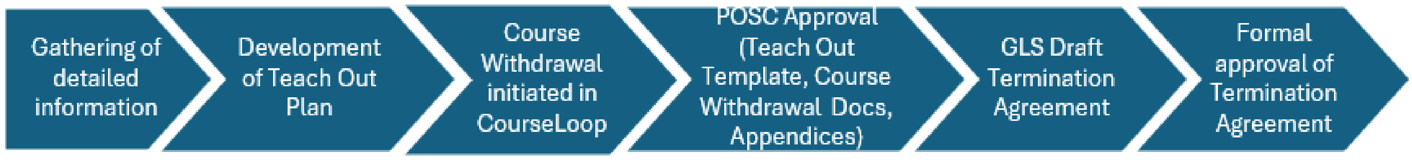
12.17.1. The respective partnership office will initiate termination activities leading to the development of a Termination Agreement.

12.17.2. The AL must complete the initial request(s) to withdraw the offering of any courses at the partner.

Termination Agreement

12.18. Following the issuing of termination notice, the next step will be development of a termination agreement.

12.19. The steps are as follows:



12.20. A teach-out plan must be developed within two months of serving the termination notice – this timeline is a guideline, and the timeline for developments will depend on the risk involved with the termination.

12.21. A teach-out plan must:

12.21.1. Be in accordance with the CCCU policies and processes, to ensure adherence to guidelines provided by the Office for Students (OfS), Competition and Markets Authority (CMA), Office of the Independent Adjudicator (OIA), and internal University protocols, ensuring compliance with all internal and external regulatory requirements.

12.21.2. Include the arrangements for all registered students to be enabled to complete their studies, as far as they can within University regulations. This may include:

12.21.2.1. Students completing at the original partner institution OR

12.21.2.2. A strategic decision made to transfer students to another partner institution.

12.21.3. Contain a comprehensive timeline outlining all major events and deadlines, including:

- Dates for notifying students and staff.
- Deadlines for students (for those with special arrangements/needs) to finalise their individual teach-out plans.
- Key milestones in the transfer process to receiving institutions, where appropriate.

12.21.4. Include comprehensive plan for communication in accordance with the CCCU expectations which ensures communication is accurate and provides timely information to all stakeholders (students, CCCU staff, relevant partner staff and, where relevant, PSRBs). It must ensure that students are fully informed of their rights and options.

12.21.5. Be informed by site visits, quality reviews, and financial reports as appropriate, to consider risks and put in place contingency plan, including anticipating potential risks (e.g., unexpected staff resignations and failure to finalise transfer agreements) and developing strategies to mitigate these risks.

12.22. The termination of the contract will mean the withdrawal of recruitment to any CCCU courses delivered by the partner. Therefore, once the termination notice is approved, the AL in conjunction with the relevant partnership office, must complete the full course withdrawal document for each course, in Curriculum Management Tool (if not previously done). The course(s) withdrawal must be completed in CMT and documents appended to the termination documents (see termination template).

12.23. If it is intended to transfer students, then the following should be noted:

12.23.1. CCCU director of the respective partnership (GEO/UKPAU and the SMT) will negotiate student transfer agreements with the institutions willing to accept students, ensuring the transfer of credits and financial aid.

12.23.2. The Termination Project Team must coordinate and consult with GLS, who must develop the draft transfer agreements for the accepting institution. The transfer agreement must include:

- the number of students and the anticipated time for start and completion.
- The support that will be provided to students – academic and well-being.
- Arrangements in place to ensure that the teaching delivery and student experience are maintained at the expected level.

12.23.3. Once drafted, the student transfer agreement must be submitted as a package with the teach-out documents, for approval by POSC, then signed by the VC and submitted to the accepting institution for signature.

12.24. The documents to be submitted to POSC for approval are to include the completed teach-out template, course suspension documents (or link to the CMT) and relevant appendices.

12.25. Once the POSC approval is obtained, GLS must develop the Termination Agreement.

12.26. The completed Termination Agreement must be submitted for approval by POSC chair's action prior to requesting for the VC's signature and delivery to the partner.

12.27. The Termination Project Team must monitor the implementation of the teach-out plan and ensure that all aspects are progressing according to schedule. The monitoring will Include tracking student progress, financial stability, and staff transitions/changes.

12.28. The Termination Project Team will ensure that any risks identified during monitoring are picked up and addressed, as necessary.

12.29. The Termination Project Team will provide student progress updates at the end of each semester to POSC.

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12.30. Post-Closure Evaluation. The Termination Project Team will thoroughly evaluate the teach-out process after the final students have completed their course. They will submit a report to POSC which documents lessons learned and best practices for future reference.

Document Information	Description of Document Information
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