



QUALITY AND STANDARDS OFFICE

COLLABORATIVE PROVISION HANDBOOK

2017-18

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1. Introduction

- 1.1 The Collaborative Provision Handbook brings together Canterbury Christ Church University's policies and procedures in respect to both the approval and management of collaborative provision both in the UK and overseas. It covers collaborative provision activities where an award or credit is conferred only and more specifically partnerships that involve validation, franchise, dual/joint awards, articulation arrangements, and other academic areas, traditionally known as collaborative provision. It does not cover activities which do not confer an award or credit. Nor does it cover partnerships that solely involve placement learning, work-based learning and distributed learning aspects of working with others.
- 1.2 The handbook does not seek to replace the [Quality Manual](#), [Regulation and Credit Framework for the Conferment of Awards](#) or [Assessment Procedures](#). In any conflict of interpretation between this document and the aforementioned documents, the aforementioned documents will always prevail, even if this means that the procedures here outlined cannot be completed. This document is intended to provide a single reference point for those involved in collaborative provision, signpost staff to relevant sections of the aforementioned documents and other sources of advice and guidance and give an overview of requirements. The document is for use by academic and professional services staff at both the University and at collaborative partner institutions.
- 1.3 The Collaborative Provision Handbook is available in full and broken down in to individual sections on the Quality and Standards web pages at <http://www.canterbury.ac.uk/quality-and-standards-office/Collaborative-Provision/collaborative-provision.aspx>

Part 1 – Establishing a Collaborative Provision Link

1. Preamble

- 1.1 As an awarding institution CCCU has ultimate responsibility for all awards made in its name, including for programmes delivered at and by collaborative partner institutions. It is therefore important that every effort is made, in collaboration with our partner institutions, to ensure an appropriate learning environment exists, and is maintained for all of our students studying under collaborative arrangements. This requires CCCU to have robust procedures in place for the approval of new collaborative arrangements.
- 1.2 The [CCCU Quality Manual](#) sets out in detail the quality assurance procedures that guarantee our collaborative arrangements. The procedures for the approval of a new collaborative partner and a new collaborative programme can be found in [section 5 of the Quality Manual](#) on Collaborative Partnerships.
- 1.3 This section of the Collaborative Provision Handbook provides a useful summary of the procedures as specified in the [Quality Manual](#). It provides you with information to:
 - guide you through the different stages of [the approval of a new academic collaborative partnership](#), the [programme planning process and the programme validation / partner approval process](#);
 - outline indicative timings for key stages of the process;
 - enable you to make best use of the available information.

2. Types of collaboration

- 2.1 CCCU is involved in a number of different types of collaborative relationships with other institutions. The University has a [Taxonomy of Collaborative Provision](#) which provides a list and definitions of the possible types of Collaborative Provision as follows:
 - 2.1.1 **Articulation:** An articulation agreement is a formal agreement that allows specific credit that has been gained from one higher education institution to be transferred to another institution as 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. An articulation agreement is therefore covered by Chapter B10 of the *UK Quality Code for Higher Education*, as the University in receipt of the credits will need to assure itself of the quality and standards of the learning that is undertaken at its partner and cannot do this through an assessment of the achievement of the individual student. It contrasts therefore with RPL (qv) where there is no prior commitment to offer a student advanced standing and where entry is dependent on an assessment of the achievement of a student, and with a Progression Accord (qv), where no credit is being imported and where there may be additional hurdles, such as an interview.
 - 2.1.2 **Distance Delivery:** An arrangement where the partner provides resources and/or has responsibility for the recruitment of students and/or aspects of partial student support but is not engaged directly in the teaching of the programme.
 - 2.1.3 **Dual Award:** An arrangement where the University works with one or more degree-awarding bodies to offer a jointly conceived programme but where a student does not need to satisfy the requirements of all of the partners to receive an award. Dual awards are designed to ensure students are required to achieve more than one set of learning outcomes. Each

degree-awarding body is responsible for its own award but the two components form a single package. The overall study period and volume of learning is longer than for either of the individual awards separately, but typically shorter than if each of the programmes of study had been taken consecutively. Where a student meets the requirements of one degree-awarding body only, they receive only a single award.

- 2.1.4 **Embedded College:** An arrangement with a private provider, usually part of a network and operating within or near to the premises of the University, delivering pathway courses, which prepare students for entry to higher education programmes at the University.
 - 2.1.5 **Exchange:** An arrangement with another institution that facilitates student exchange between the two institutions.
 - 2.1.6 **Franchise:** An arrangement whereby a partner works with the University to deliver whole or parts of programmes, designed by University staff, leading to an award or the award of credit by the University.
 - 2.1.7 **Joint Award:** An arrangement where the University works with one or more degree-awarding bodies for the purposes of programme design, development, delivery, assessment, management and decision-making on student achievement of a programme and where a student successfully completing the programme gains a single award jointly awarded by all of the degree-awarding bodies.
 - 2.1.8 **Jointly-managed Award:** An arrangement where the University works with one or more degree-awarding bodies for the purposes of programme design, development, delivery, assessment, management and decision-making on student achievement and where a student successfully completing the programme gains a single award awarded by one of the degree-awarding bodies only.
 - 2.1.9 **Validation:** An arrangement where the University approves a programme developed by the partner institution to be of sufficient quality to lead to a University award.
- 2.2 Any new collaborative proposal will need to be matched with one of the above types of collaboration. The largest proportion of existing collaborative relationships at CCCU fall in to either the franchise or validation model.

3. The Approval Process

- 3.1 An approval process must be completed prior to CCCU offering any programme in collaboration with a partner institution.
- 3.2 The different stages of the approval process are as follows:
 - [New Partner Proposal](#)
 - [Academic planning](#)
 - [Programme validation / partner approval event](#)
 - Response to conditions / recommendations
 - Scrutiny by the Education and Student Experience Committee and approval by Academic Board
 - Signature of the [Collaborative Agreement](#)

3.3 The following diagram provides an Overview of the Approval Process for New Collaborative Partnerships (please see section 6.7 below for the approval of new Articulation Arrangements):

Acronyms:

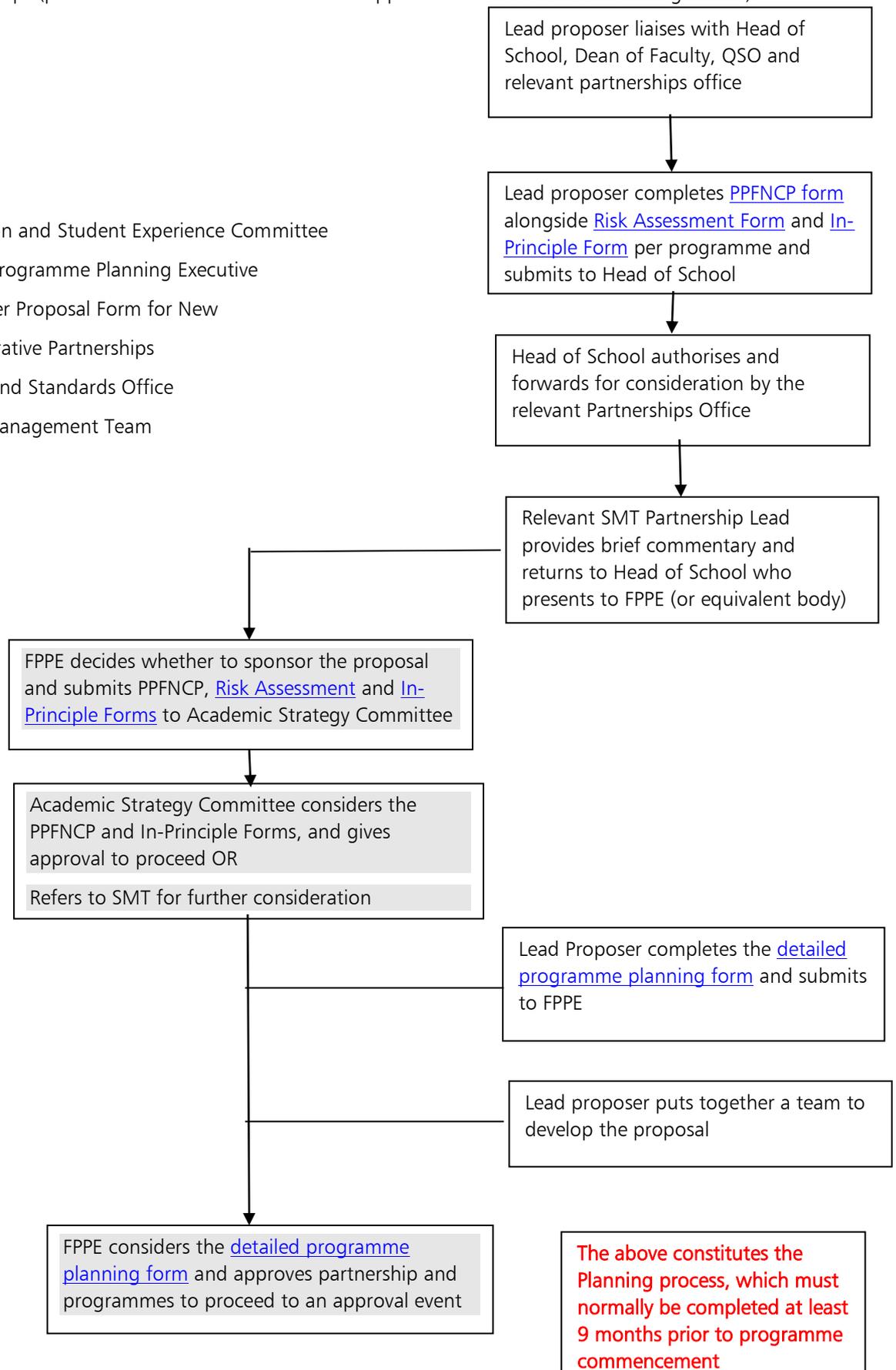
ESEC = Education and Student Experience Committee

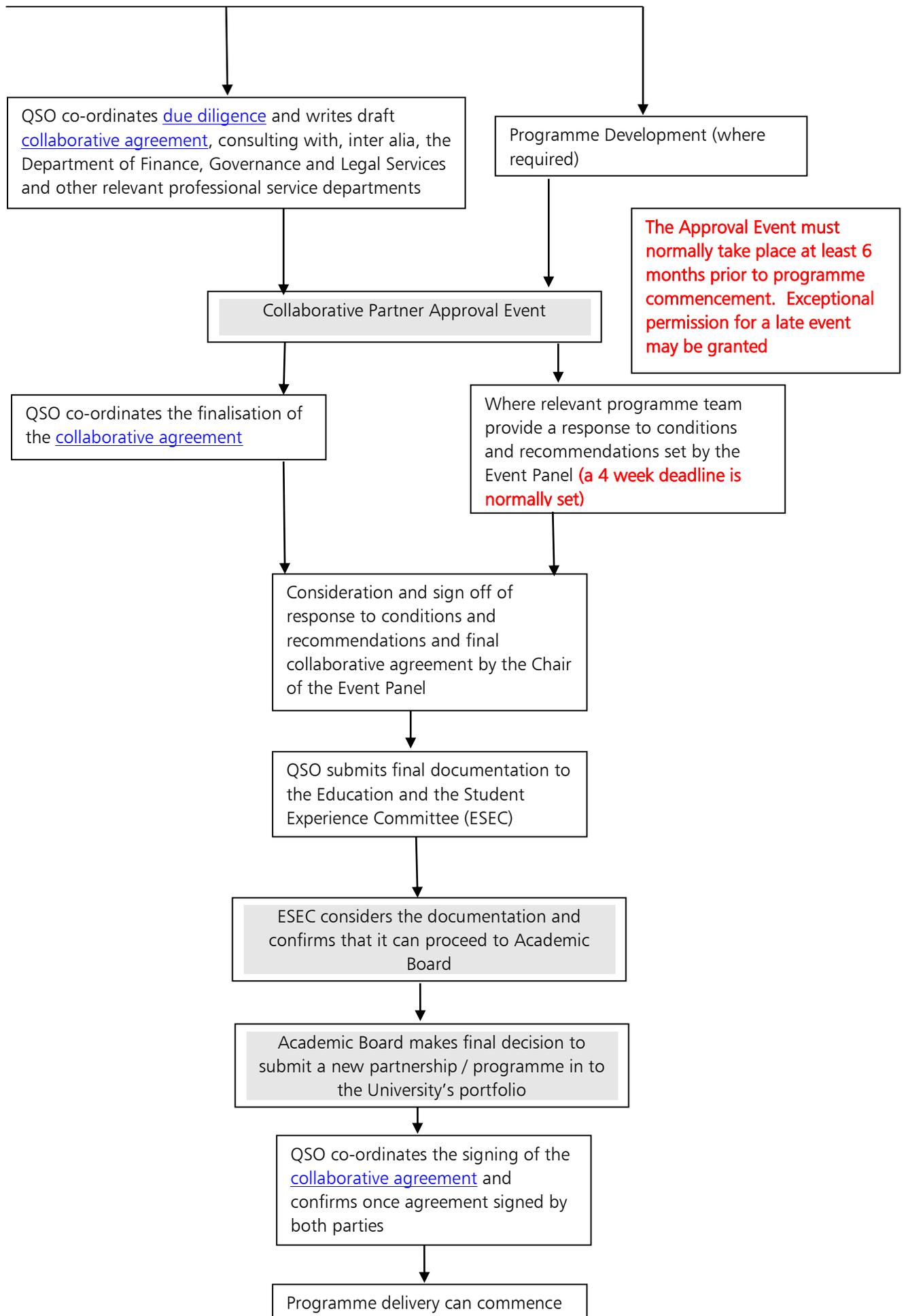
FPPE = Faculty Programme Planning Executive

PPFNCP = Partner Proposal Form for New Collaborative Partnerships

QSO = Quality and Standards Office

SMT = Senior Management Team





4. New Partner Proposal

- 4.1 A [Partner Proposal Form for New Collaborative Partnerships \(PPFNCP\)](#) is required for all new partners who do not have an existing collaborative relationship with the university. If the university already works with a partner this stage is not normally required unless there is a significant change in the nature of the relationship is proposed. This applies even when the proposal is to work with a different Faculty / School than the existing relationship.
- 4.2 The PPFNCP can be found on the Quality and Standards Office website at <http://www.canterbury.ac.uk/quality-and-standards-office/Collaborative-Provision/dev-and-approval-of-new-collaborative-partnership.aspx> and should be completed as soon as the Faculty / School decides that they wish to proceed with proposing a collaboration with a new partner institution following completion of some initial due diligence. Responsibility for completion of this form rests with the Partnership Proposer in the Faculty / School.
- 4.3 The PPFNCP is to be accompanied by a [Risk Assessment Form](#) and an [In-Principle Proposal Form](#) for each programme intended for delivery with the collaborative partner. The In-Principle Proposal Form can be found on the Quality and Standards Office website at: <http://www.canterbury.ac.uk/quality-and-standards-office/academic-planning/academic-planning.aspx>.
- 4.4 The PPFNCP serves a number of purposes but the main purpose is to assist the university in determining whether the proposed partner meets the University's strategic goals.
- 4.5 Upon completion, the PPFNCP and In-Principle Proposal Form should be signed by the Head of School and sent to one of the following contacts, depending on the location of the partner:
- International Partnerships and Development Office – international.partnerships@canterbury.ac.uk
 - UK Partnerships Office – ukpartnerships@canterbury.ac.uk
- 4.6 The role of the relevant Partnerships Office is to confirm that the proposal from the School / Faculty does not present any institution-wide issues.
- 4.7 Following consideration by the relevant Partnerships Office, the forms will be returned to the Faculty and the proposal should be considered by the Faculty Programme Planning Executive (or equivalent Faculty Body). Following approval by this body the forms are to be signed by the relevant signatories including the Academic Dean and forwarded to Claire Anderson (claire.anderson@canterbury.ac.uk) for consideration by the University Academic Strategy Committee (ASC).
- 4.8 The University Academic Strategy Committee will normally make a decision on the proposal however it does have the option to refer any proposals it considers particular high risk to the Senior Management Team (SMT).
- 4.9 Where required a Memorandum of Understanding can be signed with the partner following in-principle approval by the Academic Strategy Committee. The relevant Partnerships office (see contact details above) will provide support to the lead proposer regarding the drafting of the Memorandum of Understanding (MoU).
- 4.10 Following in-principle approval by ASC, the lead proposer will be contacted by the Quality and Standards Office with respect to commencing the [due diligence process](#).
- 4.11 The primary purpose of the [due diligence process](#) is to ensure that the proposed partner is of appropriate standing and that it is capable of providing a suitable learning environment for the delivery of programmes of study leading to a CCCU award, and that the proposed partner is financially viable.
- 4.12 The Quality and Standards Office will manage the [due diligence process](#). However, staff in the Faculty / School proposing the new partner will be asked to play a key role in this in terms of

completion of the first section of the due diligence form and by supporting the proposed collaborative partner with completion of the second section of the form. The [due diligence form](#) once completed should then be returned to the Quality and Standards Office and they will complete section three of the form and co-ordinate checks of some of the documentation submitted with the relevant professional service department of the University. The due diligence form can be found on the Quality and Standards Office website at: <http://www.canterbury.ac.uk/quality-and-standards-office/collaborative-provision.aspx> There is a separate due diligence form for Articulation Arrangement proposals.

- 4.13 The [due diligence process](#) includes a requirement for a [venue check](#) to be undertaken of the partner's premises where it is intended a proposed collaborative programme will be delivered. This should wherever possible take place separately and in advance of the Partner Approval Event as specific technical and health and safety information is required for this purpose. The Quality and Standards Office will advise on the venue check process and will advise on responsibilities for undertaking the venue check. In some cases, the lead proposer may be asked to undertake this and in other instances, the Quality and Standards Office may undertake this activity.
- 4.14 Where a new collaborative proposal is developed by one of the Partnerships Offices and is a multi-faculty proposal, the relevant Partnerships Office will be responsible for seeking initial approval to scope the new partnership from the Academic Strategy Committee. Responsibility for completion of the In-Principle Proposal Form rests with the relevant Faculty / School however as this needs the approval of the relevant Heads of School and FPPE prior to submission to the Academic Strategy Committee. Where appropriate the Partnerships Office may support the process in terms of the provision of some standard information about the Partner for inclusion in the relevant forms.

5. Academic Planning

- 5.1 To move beyond the ASC stage, in addition to completion of [due diligence](#) a [detailed Programme Planning Form](#) is required. The Programme Planning Form can be found on the Quality and Standards Office website at <http://www.canterbury.ac.uk/quality-and-standards-office/academic-planning/academic-planning.aspx> . Completion of the Planning Form is the responsibility of the proposing School however, information may need to be sought from the proposed collaborative partner to enable completion of this.
- 5.2 The Programme Planning Form must be signed by the Head of School and submitted to the relevant Faculty Office for consideration by the Faculty Programme Planning Executive (or equivalent body). Following approval by this body the Dean of Faculty will sign the form. Where additional resources are required, additional signatories are required. The Faculty Programme Planning Executive gives permission for the collaborative programme to proceed to a Partner Approval Event.
- 5.3 Following approval by the Faculty Programme Planning Executive the programme can also be advertised 'subject to validation'.
- 5.4 It is expected that the planning process is completed **at least 9 months** in advance of the intended start date for the collaborative programme. Where there is a clear rationale for a shorter timeframe, exceptions will be permitted.
- 5.5 The Quality and Standards Office should be notified once planning approval has been granted. A draft [collaborative agreement](#) will then be drawn up by the Quality and Standards Office and submitted to the Finance Department for approval of the text regarding financial arrangements. Subsequent to this, it will be sent to the lead proposer for internal consideration and discussion with the proposed partner. It should be noted that for complex new partnerships, particularly with overseas partners, it might be necessary for Governance and Legal Services to be involved in the process of drawing up the draft collaborative agreement. Even where this is the case, responsibility for managing the development of the Agreement rests with the Quality and Standards Office. Under

no circumstances should advice be sought directly from Governance and Legal Services and/or either of the Partnerships Offices.

- 5.6 Following approval by the Faculty Programme Planning Executive, work can commence on programme development. Where a new programme is being developed the programme development stage involves extensive consultation with the relevant Faculty Director of Quality and Faculty Director of Learning and Teaching. They will support the process and provide advice on University strategies, policies and procedures that need to be considered as part of the programme development process and the Faculty stages that require completion prior to the submission of the documentation for the event to the Quality and Standards Office. Throughout the programme development stage, it is also important that the relevant professional service departments within the University are consulted on the proposed programme / partnership and have an opportunity to provide input in to the programme / partnership development. Contact should be made via the CCCU Lead Proposer.

6. Programme Validation and Partner Approval

- 6.1 Details regarding this stage of the process can be found in Section 5 of the [CCCU Quality Manual](#).

- 6.2 The model of collaboration dictates the exact process from this stage onwards. There are a number of different scenarios with the four main scenarios currently in use at CCCU as follows:

- Franchise model, where the programme is already validated – a partner approval event will take place (normally at the partner’s premises).
- Franchise model, where the programme is not yet validated – a programme validation event will take place at CCCU. This will be followed by a partner approval event (normally at the partner’s premises). If multiple partners are involved an event will normally need to take place at each partner institution.
- Validation model – a joint programme validation event and partner approval event will take place at the partner’s premises.
- Articulation model – a partner approval event will take place at CCCU but the collaborative partner will be expected to participate in the process (normally via skype).

Lead proposers should consult with their Faculty Director of Quality on the approval mechanism for other types of collaborative provision.

- 6.3 It is expected that an approval event will be held **at least 6 months** in advance of the intended start date for the collaborative programme. Where there is a clear rationale for a shorter timeframe, exceptions will be permitted but permission for a late event will need to be sought. A rationale for a late event will need to be submitted to the Quality Manager (claire.anderson@canterbury.ac.uk) for consideration by the Chair of the Education and Student Experience Committee. This will need to have the support of the Head of School, Faculty Director of Quality and Faculty Director of Learning and Teaching.

6.4 Franchise, where the programme is already validated

- 6.4.1 The following [documentation](#) is required:

- The [Programme Specification, Part One](#), with relevant sections updated to reflect the proposed delivery at the collaborative partner where applicable;
- The [Programme Specification, Part Two](#), including appendices, with relevant sections updated to reflect the proposed delivery at the collaborative partner where applicable;

- The [additional Programme Specification appendix required for Franchise Partner Approval Events](#) outlining information about the Collaborative Partner and arrangements for delivery of the programme at the Partner;
- The [programme-specific student handbook and additional localised information](#) that will be provided to students (as specified by the University requirements);
- Staff CVs for the key members of the programme team proposed to deliver the programme at the partner;
- Draft Agreement for the proposed collaboration (see section 7 below).

Templates are available for the above documents on the QSO website -

<http://www.canterbury.ac.uk/quality-and-standards-office/programme-validation.aspx>

- 6.4.2 The purpose of the Partner Approval Event is to consider the ability of the partner to run the proposed programme with particular attention paid to the programme-specific resource-base for delivery and to ensure that the quality of the student experience is likely to be appropriate. A tour of resources will take place as part of the event.
- 6.4.3 The arrangements for the Partner Approval Event will be made by the Quality and Standards Office in consultation with the Faculty / School / Collaborative Partner. The internal panel members will be appointed by the Quality and Standards Office. An external assessor will need to be nominated by the proposing Faculty / School in consultation with the Collaborative Partner. The External Assessor nomination form can be located on the Quality and Standards Office website at: <http://www.canterbury.ac.uk/quality-and-standards-office/programme-validation/programme-validation.aspx>. The external assessor is normally required to attend the Partner Approval Event. The Quality and Standards Office will advise of deadlines for submission of the documentation.
- 6.4.4 An outline of the agenda for the Partner Approval Event can be found in Section 5 of the [Quality Manual](#). The Quality and Standards Office will advise whether a meeting with partner HE students is required as part of the Partner Approval Event.
- 6.4.5 The Partner Approval Event Panel can either recommend approval of the partner to deliver the programme or reject the proposal. In recommending approval, they may set conditions and / or recommendations. Conditions must be met to the satisfaction of the event panel chair prior to the Agreement being signed and prior to commencement of delivery of the programme. Recommendations must be responded to. The panel will also seek to identify commendations.

6.5 Franchise, where the programme is not yet validated

- 6.5.1 The process is the same as above with the exception that a programme validation event will take place at CCCU to approve the programme followed by a Partner Approval Event at the partner.
- 6.5.2 The following [documentation](#) is required for the programme validation event:
- [The Programme Specification, Part One](#);
 - The [Programme Specification, Part Two, including appendices](#);
 - The [programme-specific student handbook](#);
 - Any programme-specific [special regulations](#) for approval;
 - Staff CVs of those proposed to teach the programme.

Templates are available for the above documents on the QSO website - <http://www.canterbury.ac.uk/quality-and-standards-office/programme-validation/programme-validation.aspx>

6.5.3 The following documentation is required for the Partner Approval Event

- The [Programme Specification, Part One](#), with relevant sections updated to reflect the proposed delivery at the collaborative partner where applicable;
- The [Programme Specification, Part Two, including appendices](#), with relevant sections updated to reflect the proposed delivery at the collaborative partner where applicable;
- The additional [Programme Specification appendix required for Franchise Partner Approval Events](#) outlining information about the Collaborative Partner and arrangements for delivery of the programme at the Partner;
- The [programme-specific student handbook and additional localised information](#) that will be provided to students;
- Staff CVs of those proposed to teach the programme at the collaborative partner institution;
- Draft Agreement for the proposed collaboration (see section 7 below).

Templates are available for the above documents on the QSO website - <http://www.canterbury.ac.uk/quality-and-standards-office/programme-validation/programme-validation.aspx>

6.5.4 The purpose of the Programme Validation Event is to consider the programme for approval. The purpose of the Partner Approval Event is to consider the ability of the partner to run the proposed programme with particular attention paid to the programme-specific resource-base for delivery and to ensure that the quality of the student experience is likely to be appropriate. A tour of resources will take place as part of the Partner Approval Event.

6.5.5 The arrangements for both the Programme Validation Event and the Partner Approval Event will be made by the Quality and Standards Office in consultation with the Faculty / School / Collaborative Partner. The internal panel members will be appointed by the Quality and Standards Office. For both parts of the process an external assessor will need to be nominated by the proposing Faculty / School. The External Assessor nomination form can be located on the Quality and Standards website at <http://www.canterbury.ac.uk/quality-and-standards-office/programme-validation/programme-validation.aspx>. The External Assessor will be required to attend the events. The Quality and Standards Office will advise of deadlines for documentation.

6.5.6 The standard programme for a validation event is provided in Section 3 of the CCCU [Quality Manual](#). An outline of the agenda for the Partner Approval Event can also be found in Section 5 of the [Quality Manual](#). The Quality and Standards Office will advise whether a meeting with partner HE students is required as part of the Partner Approval Event.

6.5.7 The Validation Event Panel can either approve the programme or reject the proposal. The Partner Approval Event Panel can either recommend approval of the partner to deliver the programme or reject the proposal. In recommending approval either panel may set conditions and / or recommendations. Conditions must be met to the satisfaction of the event panel chair prior to the Agreement being signed and prior to commencement of delivery of the programme. Recommendations must be responded to. The panel will also seek to identify commendations.

6.6 Validation Model

6.6.1 The process is the same as above (section 6.4) with the exception that one event will be held which will consider both the programme and the ability of the partner to deliver the proposed programme. The event will take place at the partner's premises.

6.6.2 The following [documentation](#) is required:

- The [Programme Specification, Part One](#);
- The [Programme Specification, Part Two, including appendices](#);
- Any programme-specific [special regulations](#) for approval;
- The [programme-specific student handbook](#) reflecting the proposed delivery at the collaborative partner;
- Staff CVs for all staff to be involved in delivery of the programme;
- Draft Agreement for the proposed collaboration (see section 7 below).

Templates are available for the above documents on the QSO website - <http://www.canterbury.ac.uk/quality-and-standards-office/programme-validation/programme-validation.aspx> .

6.6.3 The purpose of the Programme Validation and Partner Approval Event is to consider the programme for approval and the ability of the partner to run the proposed programme. Regarding the second aspect particular attention is paid to the programme-specific resource-base for delivery and to ensure that the quality of the student experience is likely to be appropriate. A tour of resources will take place as part of the event.

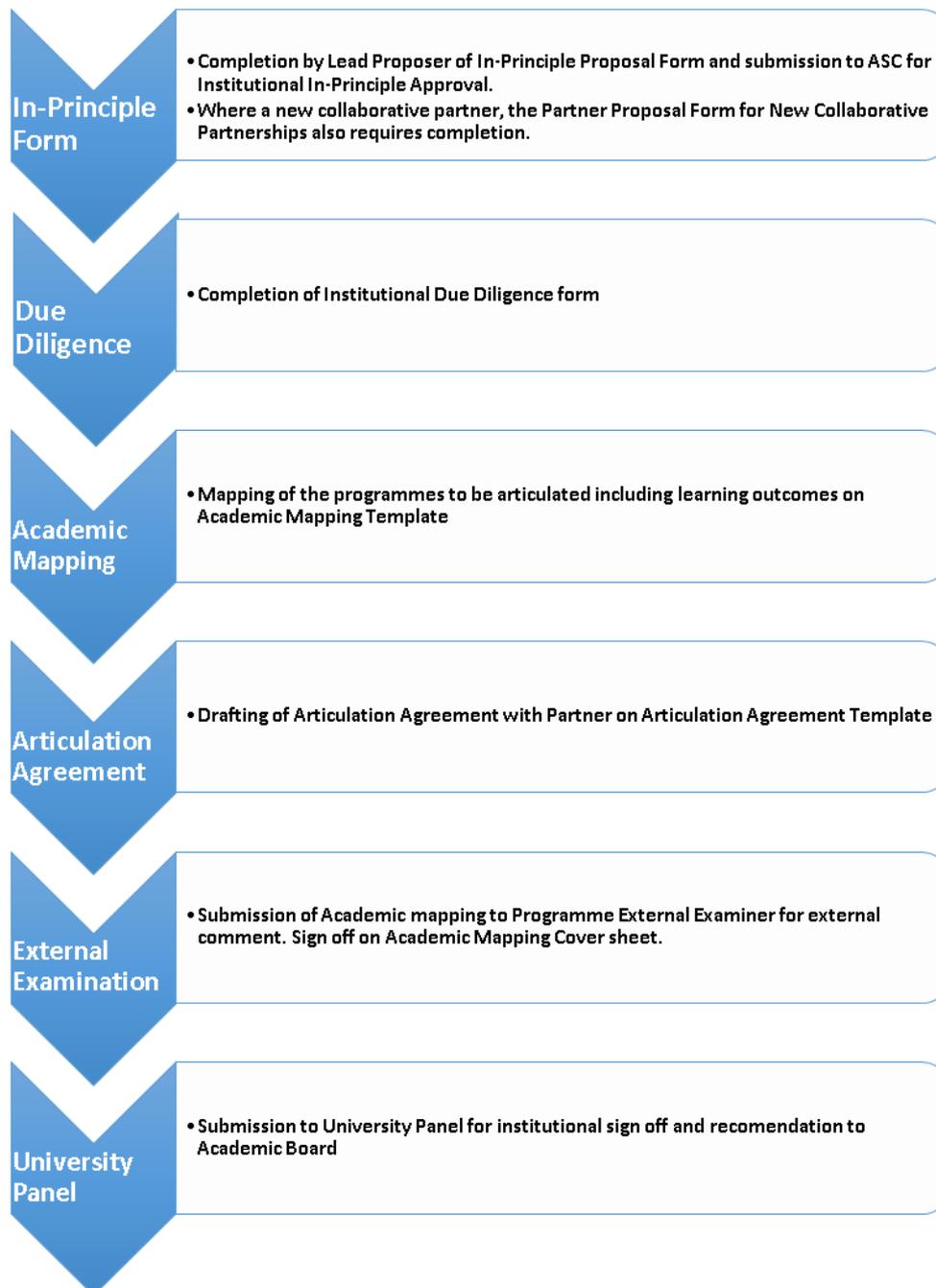
6.6.4 The arrangements for the Programme Validation and Partner Approval Event will be made by the Quality and Standards Office in consultation with the Faculty / Department / Collaborative Partner. The internal panel members will be appointed by the Quality and Standards Office. An external assessor will need to be nominated by the proposing Faculty / School. The External Assessor nomination form can be located on the Quality and Standards Office website at: <http://www.canterbury.ac.uk/quality-and-standards-office/programme-validation/programme-validation.aspx>. The External Assessor will be required to attend the event. The Quality and Standards Office will advise of deadlines for documentation.

6.6.5 An outline of the agenda for the Programme Validation and Partner Approval Event (Validation Partner Approval Event) can be found in Section 5 of the [Quality Manual](#). The Quality and Standards Office will advise whether a meeting with partner HE students is required as part of the event.

6.6.6 The Programme Validation and Partner Approval Event Panel can either recommend validation of the programme and approval of the partner to deliver the programme or reject the proposal. In recommending approval, they may set conditions and / or recommendations. Conditions must be met to the satisfaction of the event panel chair prior to the Agreement being signed and prior to commencement of delivery of the programme. Recommendations must be responded to. The panel will also seek to identify commendations.

6.7 Articulation Arrangement Model

6.7.1 The following diagram provides an overview of the approval process for Articulation Arrangements:



6.7.2 The following documentation is required:

- Evidence of In-Principle Approval by the Faculty Programme Planning Executive and Academic Strategy Committee;

- Detailed Curriculum mapping document (mapping the partner programme curriculum to the University programme curriculum at a module level – using the University-approved mapping template) and evidence of approval by the CCCU programme External Examiner;
- Draft Articulation Agreement (see section 7 below).

Where the above documentation is in a language other than English, the partner will be responsible for providing the Panel with certified translations.

6.7.3 The purpose of the Articulation Agreement Approval Event is to confirm the following:

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

6.7.4 The arrangements for the Articulation Agreement Approval Event will be made by the Quality and Standards Office in consultation with the Faculty / School / Collaborative Partner. The panel membership will be scaled to the nature of the provision, but will normally feature:

- A Chair (senior academic);
- An internal panel member;
- A senior member of the Quality and Standards Office.

6.7.5 A draft agenda will be circulated to all those participating in the process in advance of the Articulation Agreement Approval Event.

6.7.6 The Articulation Agreement Approval Event Panel can either recommend approval of the articulation arrangement or reject the proposal. Conditions of approval may be set in exceptional cases. Conditions must be met to the satisfaction of the event panel chair prior to the Agreement being signed and prior to commencement of the articulation arrangements.

6.8 Response to conditions / recommendations

6.8.1 Regardless of the type of event, verbal feedback will be provided at the end of the event outlining the decision of the panel. An outcome report listing the commendations, conditions and recommendations will be circulated by the Quality and Standards Office as soon as possible following the event (normally within a couple of days of the event). A full report will follow, which will be prepared by the Secretary to the Panel from the Quality and Standards Office.

6.8.2 Where conditions / recommendations are set by the panel, a deadline date will also be set for a response to the conditions / recommendations to be submitted by the presenting team. The presenting team will normally be given four weeks to respond. The response to conditions / recommendations should be submitted to the relevant Faculty Director of Quality who will forward to the Quality and Standards Office for consideration by the Panel Chair. In the event that the Faculty Director of Quality is of the view that the conditions / recommendations have not been appropriately responded to they have the right to return the documentation to the presenting team for further work. The Panel Chair will normally consider the response to conditions and will determine whether the conditions /

recommendations have been satisfactorily responded to. An External Assessor and/or other Panel Members may also be asked to review the response, particularly if the conditions / recommendations relate to subject-specific matter and aspects such as the learning outcomes.

6.9 Education and the Student Experience Committee / Academic Board

6.9.1 The event panel recommends approval of the programme/partnership to the Academic Board. The Panel's work will be subject to the oversight of the Education and the Student Experience Committee who confirm to Academic Board that due process has been followed. Academic Board is the body that admits a new programme / partnership in to the University's portfolio. To enable the required scrutiny to be undertaken by the University committees it is expected that a Partner Approval Event take place at least 6 months in advance of the intended start date for the programme.

6.10 Approval of Collaborative Short Courses

6.10.1 The approval of collaborative short courses follows the same route as the planning and approval process of collaborative programmes. There is a different form to be completed however and this can be found on the Quality and Standards website at <http://www.canterbury.ac.uk/quality-and-standards-office/academic-planning/academic-planning.aspx>

7. The Collaborative Agreement

- 7.1 All collaborative arrangements must have an approved and signed agreement, commonly referred to as a [Memorandum of Agreement \(MoA\) or Agreement](#). For the majority of partners there will be an Agreement per programme per partner. The agreement governs the formal relationship between CCCU and the partner organisation and provides a framework within which an approved collaborative programme of study will be delivered. For a small number of partners there will be a Memorandum of Agreement governing the collaborative partnership with programme-specific annexes.
- 7.2 All collaborative agreements are drafted by the Quality and Standards Office but a template is available on the QSO website should you wish to view the types of items that are included in the agreement (<http://www.canterbury.ac.uk/quality-and-standards-office/collaborative-provision.aspx>).
- 7.3 The Quality and Standards Office will produce an initial draft of the Agreement. It will then be sent for internal agreement of the document at CCCU initially prior to sending to the proposed collaborative partner for consideration. As this is a legally binding document, it is imperative that all those asked to review the Agreement do so to ensure that it correctly reflects the proposed division of responsibilities. The Partner Approval Event will review the draft Agreement also to ensure that it is in line with the proposal presented for approval.
- 7.4 The Agreement must be finalised prior to submission of the Partner Approval Event documentation to the Education and the Student Experience Committee for scrutiny. The process of signing the Agreement may only commence once Academic Board has approved the programme/partnership. The Quality and Standards Office will arrange for the Agreement to be signed by both institutions.
- 7.5 Only once Academic Board has approved the programme/partnership and the Agreement signed by both institutions may programme delivery commence. The Quality and Standards Office will confirm once this is the case.

PART 2 – MANAGEMENT OF COLLABORATIVE PROGRAMMES

1. Introduction and Roles and Responsibilities

- 1.1 All collaborative programmes are located within a Faculty / School. The management and administration of collaborative programmes is undertaken through a 'Link Person' structure. The 'Link Person' structure is vital in establishing and maintaining the operation of a collaborative programme and partnership.
- 1.2 The **Head of School** at the University plays a key role in terms of strategic development and resource allocation for collaborative provision within the school. This includes the approval, management and review of collaborative programmes. It is expected that the Head of School will meet with his or her equivalent at the partner organisation as appropriate.
- 1.3 Collaborative programmes, like other University programmes are managed by a **Programme Director** and a programme team. It is a University requirement that all programmes must have a Programme Director. Where a programme is taught in part by staff at the University or where a programme is delivered by more than one partner institution, this person will normally be a member of the staff of the University. Where a programme is delivered entirely and only within a single partner institution, this role will normally be held by a member of staff at the partner institution.
- 1.4 The role of the Programme Director may be supplemented by the appointment of one or more members of academic staff to act as **Academic Link Tutor** with each partner organisation. Details of programme management and the individuals nominated to each role will be agreed in advance of the programme approval process as they also have a key role to play in the programme / partnership development process. The draft Agreement will specify the individuals identified to undertake these roles. The role description for an **Academic Link Tutor** is provided in Appendix 1 of this handbook.
- 1.5 Where the Programme Director is a member of the University staff, an **Academic Link Tutor** at the Partner is nominated by the partner institution to be the first point of contact for the day-to-day operation of the programme. In some cases, this individual is referred to as either the **Programme Manager** or the **Programme Co-ordinator**. The appropriate role title will be agreed with the partner to reflect the range of duties the role encompasses.
- 1.6 The Programme Director / Academic Link Tutor is the primary contact between CCCU and the collaborative partner and will be expected to maintain regular contact, including visiting partners in respect of the collaborative programmes.
- 1.7 To support the role of the Programme Director / Academic Link Tutor, an operational calendar detailing points of communication and associated timescales is provided in Appendix 2.

2. Recruitment and Admissions

- 2.1 Responsibility for recruitment and admissions will be set out in the Collaborative Agreement.
- 2.2 The programme specification document will specify the admissions criteria for the programme and it is the role of the CCCU Programme Director / Academic Link Tutor to guide the collaborative partner to ensure that students are admitted in accordance with the published criteria. Specific advice and guidance should also be sought from the CCCU Programme Director / Academic Link Tutor for any exceptions and regarding processes such as the Recognition of Prior Learning. The level of involvement of the CCCU Programme Director / Academic Link Tutor will vary depending on the nature of the collaboration but it is essential that the CCCU Programme Director / Academic Link Tutor maintains oversight of the admissions process. In the majority of cases, the Agreement will specify that the University will make the final decision on whether applicants will be admitted to the programme.

3. Registration

- 3.1 All students studying on CCCU awards at collaborative partner institutions are also registered as students of the university. Registration of students will take place in line with the [University's Requirements Relating to Student Registration](#) and all students must be registered before they commence their studies.
- 3.2 Partners are required to confirm to collab.registry@canterbury.ac.uk as early as possible the exact official start dates of their programmes. Once a record has been set up for each student by the University, the University will send a Welcome letter for each student to the collaborative partner. The Welcome letter will require students to log in to the Student Portal to activate their computing account, upload a digital photograph of themselves for use on their student ID card, confirm their place, and provide the University with an external email address.
- 3.3 The registration process is generally overseen by the CCCU Collaborative Registry but there are a small number of partnerships where this may not be the case. The Collaborative Registry team can be contacted at: collab.registry@canterbury.ac.uk.
- 3.4 All students admitted to collaborative programmes must have their ID and qualifications checked and fee status assessed as part of the registration process. The Collaborative Agreement will indicate responsibility for this. Where it is the responsibility of the collaborative partner, it is essential that the necessary documentation confirming this has been done is submitted to the Collaborative Registry within the timescales specified otherwise students will not be fully enrolled on the programme and will be withdrawn from the programme.
- 3.5 Some programmes also require students to hold an Enhanced Disclosure List from the Disclosure and Barring Service (DBS), an occupational health check to be undertaken and additional safeguarding requirements to be fulfilled. The Agreement will set out responsibilities for ensuring it is checked that this has been obtained but normally the partner will be required to check that the necessary checks have been undertaken and confirm this to the Collaborative Registry.
- 3.6 On a periodic basis, the CCCU Collaborative Registry will send data checks to collaborative partners / CCCU administration teams for review. The data checks normally take place in November, March and May. It is imperative that data checks are processed in a timely manner as these form the basis for reconciling student numbers for the purpose of financial transactions between the two organisations.

4. Programme Delivery and Management

- 4.1 The programme delivery arrangements for collaborative programmes vary depending on the specific nature of the partnership. The percentage of the programme to be delivered by the partner will be agreed as part of the Partner Approval Event. This will be re-confirmed as part of the Annual Funding Letter that is sent to the partner at the start of each academic year.
- 4.2 Regardless of the specific role played by University staff in the delivery of the programme at the partner, it is expected that the CCCU Programme Director/Academic Link Tutor supports partner staff in the delivery of the programme. This will consist of providing advice and guidance on the [CCCU regulations](#), policies and [procedures](#) as well as the provision of general support in relation to understanding level descriptors, learning and teaching strategies, mapping assessments to assessment criteria and advising on the appropriateness of proposed assessment tasks, marking and grading and providing feedback to students.

- 4.3 For franchise provision, it is also important that collaborative partner staff are given access to the relevant materials that enable partner staff to deliver the curriculum, and the partner staff are supported to understand the learning outcomes and the level and nature of the assessment required.
- 4.4 Where a programme involves placement and/or work-based learning this must be undertaken in line with the University Policy on Placement and Work-based Learning:
<http://www.canterbury.ac.uk/quality-and-standards-office/regulation-and-policy-zone/regulation-and-policy-zone.aspx#P>
- 4.5 Where a programme is approved to be taught and assessed in a language other than English, the University Framework for Teaching and Assessing in a Language of Study Other than English must be adhered to: <http://www.canterbury.ac.uk/quality-and-standards-office/collaborative-provision.aspx>
- 4.6 All programmes, including collaborative programmes, are required to have a Programme Management Committee. Where a programme is run in multiple locations, there should be an overall Programme Management Committee based at the University and then individual Programme Management Committees in each location of delivery. The Remit and Terms of Reference of the Programme Management Committee can be found in Section 11 of the University [Quality Manual](#). There is a requirement for student representatives to be members of the Programme Management Committee.
- 4.7 It is normally expected that all collaborative partner programmes use the University Virtual Learning Environment. This facilitates student access to university resources. Where permission is given for an alternative VLE to be used it is important that the CCCU Programme Director / Academic Link Tutor is given access to this also.

5. Assessment and Examination Arrangements

- 5.1 Assessment processes and procedures on collaborative partner programmes are governed by the [University's Regulation and Credit Framework for the Conferment of Awards](#) and the [Assessment Procedures](#). There may also be [special regulations](#) that are approved as part of the programme approval process.
- 5.2 The University procedures for consideration of Extenuating Circumstances claims are set out in [University Assessment Procedures](#). These procedures apply equally to students on collaborative programmes. Where an extenuating circumstance claim requires consideration by the Extenuating Circumstances Panel this must be a University Panel. Collaborative partners may not establish their own Extenuating Circumstances Panel.
- 5.3 The Marking Procedures section of the [Assessment Procedures](#) specifies arrangements for the marking of student assessments. It should be noted that in the majority of cases, staff at collaborative partners have the status of Affiliate Examiners and therefore are not permitted to second mark or double mark student work that has been first marked by another Affiliate Examiner. They are also not eligible to act as a moderator. Appropriate arrangements must therefore be put in place for a University member of staff with Full Examiner status to undertake such duties.
- 5.4 Responsibility for arranging the Board of Examiners for collaborative programmes rests with the University School. In the majority of partnerships, the University School will make all of the necessary arrangements including setting the agenda. A Board of Examiners may take place at either the University or the partner's premises but it will be chaired by an appropriate member of staff from the University (as approved by the Faculty Dean) and the minutes must be taken by a relevant member of university staff. Under no circumstances can a Board of Examiners be chaired or minuted by a collaborative partner member of staff. As the Pre-Board is part of the Board of Examiner process, this too must be chaired by an appropriate member of staff from the University (the Head of School or nominee).

- 5.5 In order to ensure that the Pre-Board and the Board of Examiners can proceed in line with the University's requirements it is important that marks are submitted to the University by collaborative partner staff in a timely manner. A schedule for the assessment process should be agreed between the partner, CCCU School and Registry at the start of the academic year.
- 5.6 Collaborative partners are required to retain all student work for six months after the meeting of the Board of Examiners, as set out in the [University's Retention Schedule for Documents Relating to Examinations, Validation & Review](#).
- 5.7 In the event that a collaborative partner student wishes to submit an academic appeal the [regulations](#) and [procedures](#) of the University must be followed. Students can be guided to the following website which provides further advice and guidance on the matter:
<http://www.canterbury.ac.uk/students/academic-services/examinations/initiating-an-academic-appeal.aspx>

6. External Examiner Arrangements

- 6.1 External examiners for collaborative programmes are appointed by the University. The processes, procedures and forms regarding the nomination of external examiners can be found on the Quality and Standards Office website - <http://www.canterbury.ac.uk/quality-and-standards-office/external-examiners/external-examiners.aspx> . It is the responsibility of the CCCU School to source and ensure an external examiner is appointed for a collaborative programme. This should however be undertaken in conjunction with the collaborative partner where it is a validation arrangement.
- 6.2 For franchise programmes, the same external examiner should be appointed to review assessed work at each location of delivery. Alternative arrangements may be made where a franchise programme is run in a large number of different collaborative partner institutions. If an external examiner is already appointed to the programme, an extension of external examiner duties form will need to be completed to appoint them to the additional locations of delivery. It is the responsibility of the CCCU School to ensure that a request for the extension of duties to cover the collaborative programme is submitted to the Quality and Standards Office in a timely manner.
- 6.3 All external examiners will be given a University Computing Account upon appointment (normally only following completion of a Right to Work check). This will enable them to access samples of student work directly on the Virtual Learning Environment. Either a separate Blackboard can be set up for them and samples of work for review uploaded to this or they can be given access to all of the relevant module sites. In the case of the latter arrangement, a sample of work for them to review must be identified by the programme team.
- 6.4 All external examiners are required to submit annual reports to the University. Reports should be submitted directly to the Quality and Standards Office through the e-mail address – external-examiners@canterbury.ac.uk. If any reports are submitted either directly to collaborative partner institutions or CCCU Programme Directors / Academic Link Tutors, they should be forwarded to the above address to avoid any delay in payment to the external examiner. External examiners are sent an annual reminder by the Quality and Standards Office with regard to submission of their report.
- 6.5 External examiner annual reports for collaborative programmes are considered in the same way as reports for on-campus programmes. The details of this process are outlined in the External Examiners for Taught Programmes section of the [Assessment Procedures](#). There is also a Guidance Document for Heads of School and Programme Directors available on the Quality and Standards Office website (<http://www.canterbury.ac.uk/quality-and-standards-office/external-examiners/external-examiners.aspx>) which provides this information in a flow chart format. A formal response must be made to all reports received even if the external examiner does not raise any areas of concern. The response should be produced by the Programme Director in consultation with the Academic Link Tutor or collaborative partner staff where the Programme Director is based at the University. The response must be written on the approved University response template available on

the Quality and Standards Office website <http://www.canterbury.ac.uk/quality-and-standards-office/external-examiners/submission-of-reports.aspx>.

- 6.6 All responses to external examiner reports must be approved by the relevant CCCU Head of School prior to being sent to the external examiner. Where a Programme Director is based at the partner institution the response should be submitted to the CCCU Head of School via the Academic Link Tutor. The Head of School will forward the approved response to the Quality and Standards Office and copy in the Academic Link Tutor who will in turn notify the Programme Director at the partner institution. Normally the Programme Director would send the response to the external examiner but alternative arrangements can be made and it may be that the Academic Link Tutor fulfils this responsibility.
- 6.7 External examiner reports and responses must be made available to all students on a programme. All reports and responses are published on the University Student Portal by the Quality and Standards Office and the preferred option would be for students to access them via this route. Alternative arrangements may be made for students to access them more locally where appropriate.

7. Student Feedback

7.1 Student-Staff Liaison Meetings

- 7.1.1 Student-Staff Liaison Meeting (SSLM) arrangements for collaborative programmes are the same as on campus programmes. Requirements are set out in Section 2 of the [Quality Manual](#). The SSLM should meet regularly and the meetings must be minuted. The SSLM meetings are an important mechanism for ensuring and enhancing the quality of the student experience at the collaborative partner institution.
- 7.1.2 The CCCU Programme Director / Academic Link Tutor should be a member of the collaborative programme SSLM. They should ensure that meetings take place as required and that issues raised at meetings are dealt with appropriately and that students are informed of action taken in response to their feedback. Formal responsibility for organising the meetings rests with the Collaborative Partner institution and the partner are also responsible for providing a minute taker for the meetings.

7.2 Feedback at Module Level

- 7.2.1 Collaborative partner institutions should have appropriate mechanisms in place to ensure module level feedback is collected. Normally this takes place towards the end of a module. CCCU does not have an institutional standard set of questions that must be used for this purpose. Individual CCCU Schools and Faculties may however have standard questionnaire templates that collaborative partners may be required to adopt.
- 7.2.2 It is important that all module level feedback is appropriately analysed by the Programme Director / Academic Link Tutor and appropriate action taken in response. Individual CCCU Schools and Faculties may have standard report templates for analysing and responding to module level feedback that collaborative partners may be required to adopt. Students should be informed of action taken in response to their feedback through the virtual learning environment and at SSLM meetings.

7.3 Student Surveys

- 7.3.1 Collaborative Partner students are invited to participate in the UK Engagement Survey (UKES), the National Student Survey (NSS), the Postgraduate Taught Experience Survey (PTES) and the Destinations of Leavers of Higher Education (DLHE) where they qualify for inclusion. Where a sufficient number of students respond to enable meaningful analysis, the outcomes of such surveys will be provided to collaborative partners by the University

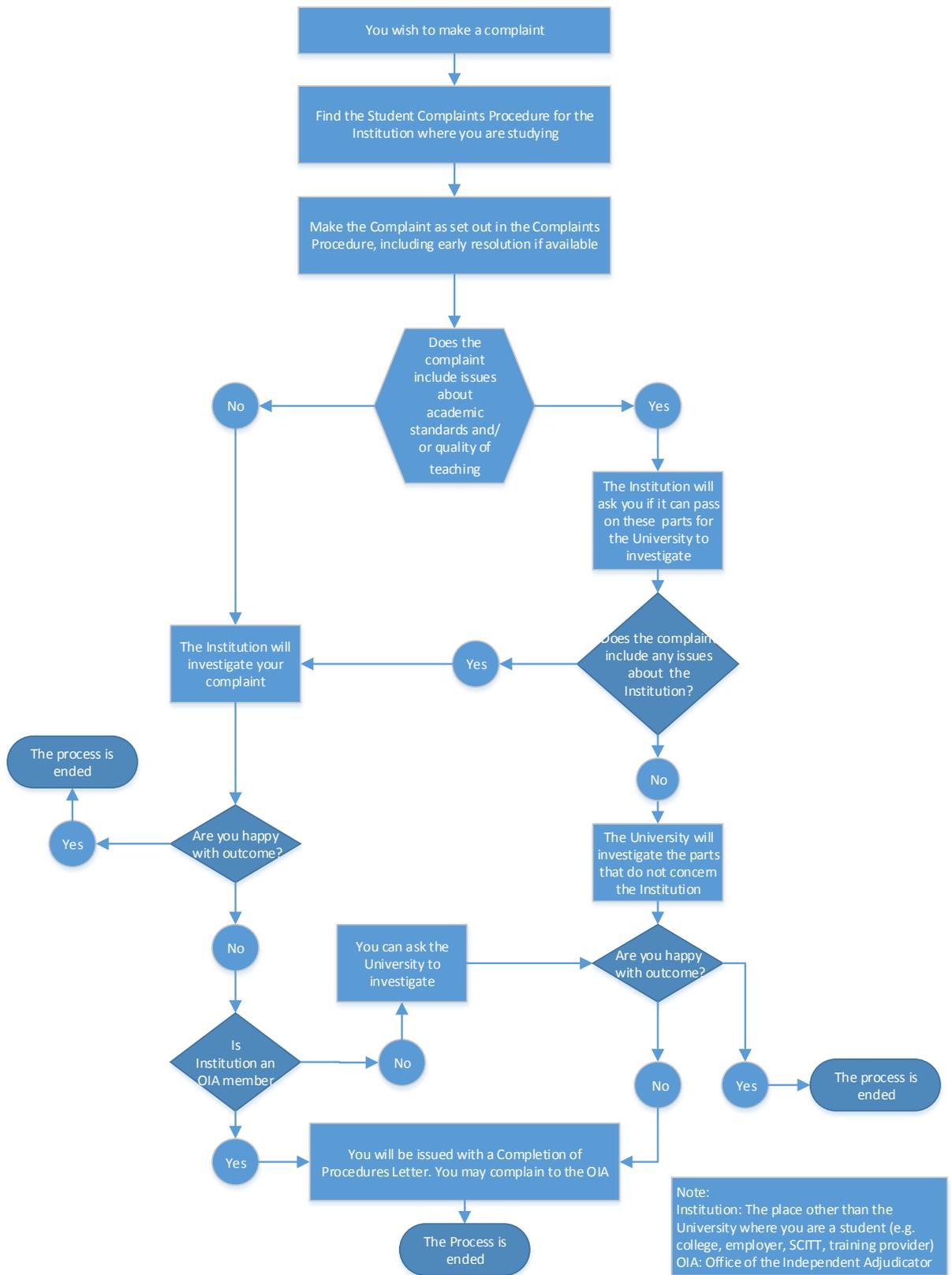
Student Surveys Unit, either directly or via the CCCU Programme Director / Academic Link Tutor. It is important that all feedback from Student Surveys is appropriately analysed by the Programme Director / Academic Link Tutor and appropriate action taken in response.

7.4 Student Complaints

7.4.1 The University has a [Complaints Procedure for Students at Partner Institutions](#), which must be followed in the case of student complaints relating to collaborative programmes, unless alternative arrangements are specified in the Collaborative Agreement. This procedure requires collaborative partners to have their own complaints procedure. Where a collaborative partner is a member of the Office of the Independent Adjudicator (OIA) Scheme, collaborative partner students have direct access to the OIA following completion of the collaborative partner procedures and we would therefore request that the CCCU Programme Director / Academic Link Tutor should be kept informed of student complaints as they progress through a partner institution procedure.

7.4.2 The following diagram sets out arrangements for consideration of student complaints:

Student Complaints Procedure for Students Studying with University Partner Institutions



8. Staffing and Staff Development

- 8.1 It is a requirement that the CVs of all staff proposed to teach on a collaborative programme are submitted to the University for approval prior to their engagement with the programme. Initial staffing arrangements will be approved as part of the Partner Approval Event. The CVs for subsequent appointments should be submitted to the CCCU Programme Director / Academic Link Tutor who will seek approval from their Head of School. Once a collaborative partner staff member is approved by a Head of School, CCCU Programme Directors / Academic Link Tutors are required to notify the partner and submit the CV to the Quality and Standards Office.
- 8.2 The University requires all collaborative partner staff to undertake Assessing and Examining training prior to marking student assessment. The purpose of this is to both ensure staff have the required knowledge about the University's policies and procedures on marking and to enable them to become members of the University Board of Examiners with Affiliate Examiner status.
- 8.3 The majority of collaborative partner staff teaching on a CCCU-validated programme will have access to the University's general staff development programme subject to availability. Information on this can be found on the University website at: <http://www.canterbury.ac.uk/human-resources-and-organisational-development/human-resources-and-organisational-development.aspx>.
- 8.4 Staff from collaborative partner institutions are particularly welcome to attend the University Learning & Teaching Conferences, which take place on a bi-annual basis normally in January and June. The Quality and Standards Office will circulate the date of this via the Collaborative Provision Quality Newsletter.
- 8.5 In addition to University-led staff development activities, the CCCU Programme Director / Academic Link Tutor should provide localised induction to new collaborative partners in advance of the commencement of delivery of a new collaborative programme. This can be done in a number of different ways and there is no prescribed way of undertaking this activity, however consideration should be given to providing induction on the following aspects:
- University and School/Faculty [Regulations](#), Policies and [Procedures](#);
 - academic and administrative calendars for the academic year;
 - arrangements for managing the collaborative partnership in terms of who to contact about what;
 - arrangements for establishing SSLMs and electing student representatives;
 - induction to the Virtual Learning Environment;
 - student access to University resources such as online resources of the CCCU library;
 - programme-related teaching, learning and assessment, which may vary depending on partner expertise but could include learning and teaching strategies, learning outcomes and assessment, formative assessment, drafting assessments, marking and feedback and [external examiner arrangements](#).

Further staff development should be provided following the initial induction according to needs and where changes are made to University and School/Faculty [regulations](#), [policies](#) and [procedures](#).

- 8.6 The Quality and Standards Office will circulate a Collaborative Provision Quality Newsletter on a periodic basis. This will be circulated both to collaborative partner staff and CCCU Programme Directors / Academic Link Tutors involved in collaborative provision activity. This will identify any changes to [University Regulations](#), [Policies](#) and [Procedures](#) approved by the University Academic Board Committees as well as highlighting any documents published by the Quality Assurance Agency

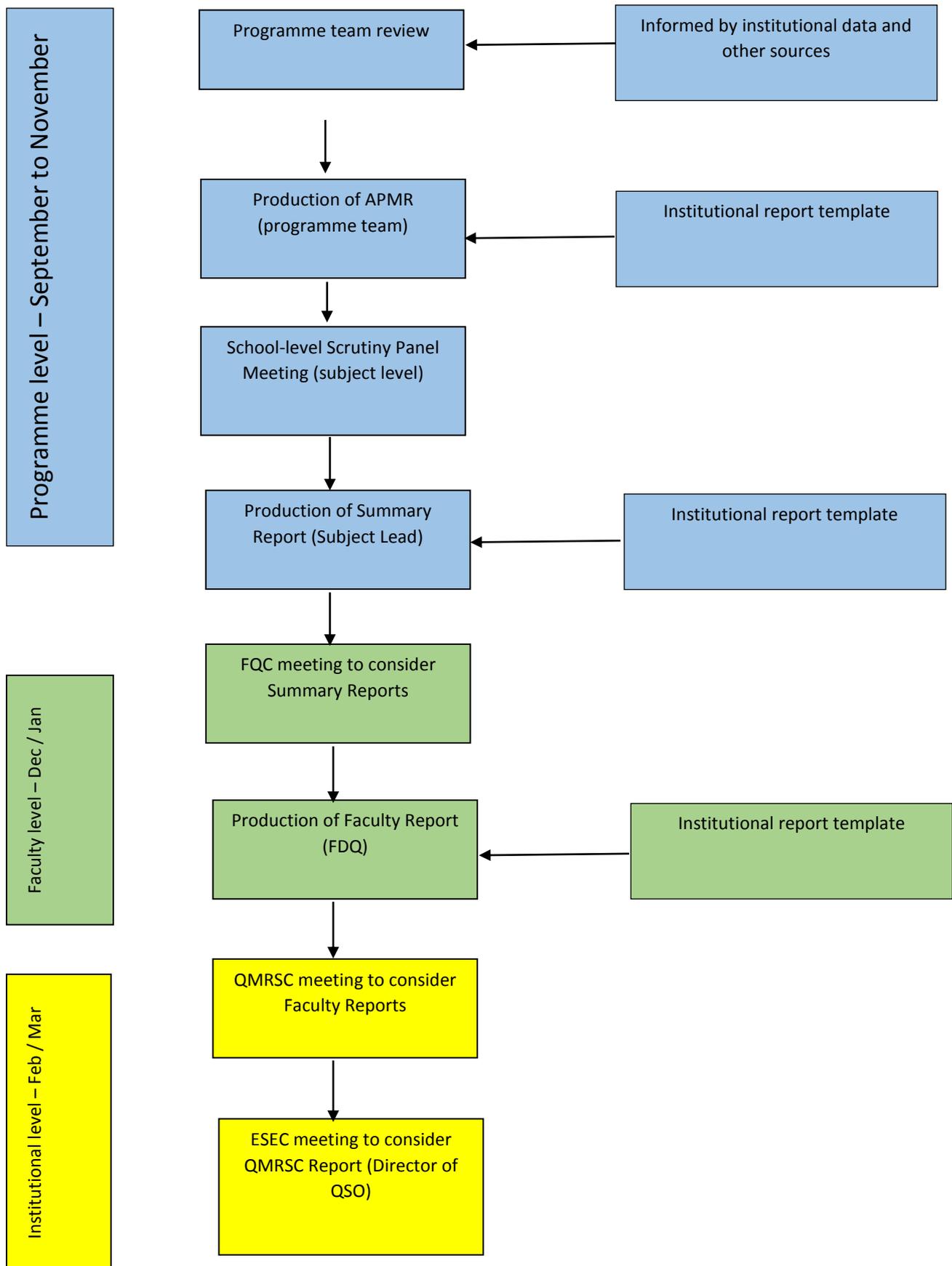
and other external bodies relevant to collaborative activity as well as staff development opportunities.

9. Approval of Marketing Material

- 9.1 All promotional materials devised and used by a collaborative partner relating to a CCCU award must be designed in keeping with the University's Corporate Identity Guidelines.
- 9.2 All information, publicity and promotional activity relating to the programme must be approved by the University's Department of Marketing before dissemination. This will be done via the CCCU Programme Director / Academic Link Tutor.
- 9.3 The University will undertake annual audits of collaborative partner's website to ensure the information disseminated is accurate.

10. Annual Monitoring

- 10.1 The annual monitoring process for collaborative programmes/partnerships operates at two levels with a requirement for an [Annual Programme Monitoring \(APM\) report](#) and a [Collaborative Partner Annual Monitoring Report \(CPAMR\)](#). In the majority of cases this will be done as one activity through a report comprised of two parts.
- 10.2 The APM element focuses on the programme. A report will be required for each collaborative programme delivered by a partner and is required to be submitted on the University APM Report template available at <http://www.canterbury.ac.uk/quality-and-standards-office/annual-monitoring.aspx>. The APM process is supported by a new Academic Management Information Dashboard. Collaborative partner staff with Associate Tutor accounts should be able to access this via at the following website <https://cccu.canterbury.ac.uk/registry/planning-office/reporting.aspx>. Please contact planningoffice@canterbury.ac.uk in the event you are unable to access this. The APM process will be managed by the School in which the programme sits and the School is responsible for notifying collaborative partner staff of the deadlines for submission. All APM reports are to be considered by a school-level scrutiny meeting. This will normally take place at the University to enable the sharing of good practice to take place across a range of programmes in the same subject area. Where possible the Partner Programme Director / Academic Link Tutor is expected to participate in this meeting and arrangements will be made to facilitate participation by electronic means where possible. It is however acceptable for the collaborative programme to be represented by the CCCU Programme Director / Academic Link Tutor. Further details with regard to this process can be found on the Quality and Standards Office website at <http://www.canterbury.ac.uk/quality-and-standards-office/annual-monitoring.aspx>. Following consideration of the APM report at the School-level Scrutiny meeting, a Programme Director may be asked to make further updates to their report. The APM reports feed into a School-level report. This in turn feeds in to a Faculty report which is considered by the University's Quality Monitoring & Review Sub-Committee and who makes a report to the Education and the Student Experience Committee. The following flowchart sets out the process with indicative timescales:



- 10.3 The CPAMR element of the reporting process will focus on the partnership. For the majority of collaborative partners this will be submitted as an Appendix to the APMR. The appendix template can be downloaded from the Quality and Standards Office website at:
<http://www.canterbury.ac.uk/quality-and-standards-office/annual-monitoring.aspx>
- 10.4 For collaborative partner institutions with multiple programmes in different subject disciplines and/or at both undergraduate and postgraduate level, a standalone CPAMR will be required. This process will be managed by the Quality and Standards Office. All CPAMRs will be considered by the University Collaborative Provision Sub-Committee. Please contact the Quality and Standards Office via collab-annual-reports@canterbury.ac.uk should you have any enquiries regarding this process.
- 10.5 There is no formal requirement for an Annual Partner Programme Review meeting to take place, however CCCU Schools and Collaborative Partners may find this to be a useful mechanism in managing the collaborative partnership.
- 10.6 Further information regarding the annual monitoring processes can be found in Section 8 of the [Quality Manual](#).
- 10.7 There is a requirement for a New Partner Review meeting to take place approximately six months after a new collaborative partnership has commenced. This will be organised by the Quality and Standards Office and further details regarding this can be found in Section 5 of the [Quality Manual](#).

11. Programme Modifications

- 11.1 Modifications to collaborative programmes are to be made in accordance with the procedures set out in the [CCCU Quality Manual](#) (see Section 4). There are two categories of modifications – major modification and minor modification. Minor modifications are a matter for the Faculty and can be considered for approval by the Faculty Quality Committee (FQC). Major modifications require a University Approval Event to be held.
- 11.2 Partner staff should discuss the proposed modification with the CCCU Programme Director / Academic Link Tutor in the first instance. There are a number of templates relating to the Programme Modifications process available on the QSO website as follows:
<http://www.canterbury.ac.uk/quality-and-standards-office/programme-modification.aspx> . If in doubt advice should be sought from the Faculty Director of Quality on the process / documentation requirements for the approval of the proposed modification.
- 11.3 Modifications cannot be applied retrospectively.
- 11.4 It is imperative in the case of franchise provision that collaborative partners are both consulted and kept informed of any proposed modifications to the programme. A timetable must also be agreed for implementation of the modification at the different locations of delivery recognising that the timetable of delivery at the partner institution may not be identical to delivery at the university and/or other partner institutions.

12. The Collaborative Agreement

- 12.1 As indicated in Section 7, Part 1 of this handbook all collaborative partnerships are required to have a [Collaborative Agreement](#). The agreement is a legal document and both parties must be aware of, and understand the requirements of this document.
- 12.2 Collaborative partner institutions will be sent an Annual Letter by the University's Director of Finance or nominee. This will confirm the target student numbers, the percentage of the programme to be

delivered by the partner, the fee, the arrangement for fees collection, the deduction to meet the University's quality assurance, validation and management costs, and the apportionment of the tuition fee income between the two institutions.

13. Periodic Programme and Partnership Review

- 13.1 All programmes delivered collaboratively will be subject to [periodic review](#). A full review of both the programme and partner will take place every six years. Where possible the review of the programme and partner will be a joint event and will be held at the partner's premises. Alternative arrangements may need to be put in place where a programme is delivered at a number of different collaborative partner institutions.
- 13.2 The University is currently in the process of aligning partner and programme review dates and a mid-cycle interim review may take place at other points within the six-year cycle in the final year of a Collaborative Agreement and before a new Agreement may be issued.
- 13.3 The periodic review event will consider whether threshold academic standards are being maintained, and whether the programme provides a good student experience and remains fit for purpose as well as reviewing the operation of the partnership.
- 13.4 The review process will draw on a range of existing documentation as follows:
- a Programme Briefing Paper, identifying issues such as from annual monitoring;
 - annual programme reviews and associated documentation, for all years of operation since the last periodic review, including
 - annual review action plans
 - external examiner reports and responses
 - progression and completion summary data
 - NSS/UKES scores;
 - the existing programme specification;
 - the proposed [programme specification](#) (it is possible to propose modifications to the programme as part of the review process);
 - a list of minor modifications approved;
 - first destination data (for the last two years of operation);
 - minutes of programme management committees, where these are available (for the last two years of operation);
 - minutes of student-staff liaison meetings (for the last two years of operation);
 - minutes of Board of Examiners (for the last two years of operation);
 - the existing collaborative Agreement;
 - the existing [student handbook](#), and a sample of core module handbooks (where these are available);
 - the proposed [student handbook](#);
 - staff CVs;
 - annual partnership review meeting minutes where applicable (for all years of operation since the last review).
- 13.5 The six-yearly periodic review will be a Panel event typically taking place over a day. The arrangements for the Periodic Programme and Partnership Review event will be made by the Quality and Standards Office in consultation with the Faculty / School / Collaborative Partner. The internal panel members will be appointed by the Quality and Standards Office. An External Assessor will need to be nominated by the proposing Faculty / School in consultation with the Collaborative Partner. The External Assessor nomination form can be found on the Quality and Standards Office website at <http://www.canterbury.ac.uk/quality-and-standards-office/periodic-programme->

- [review/periodic-programme-review.aspx](http://www.canterbury.ac.uk/quality-and-standards-office/periodic-programme-review/periodic-programme-review.aspx) . The External Assessor will be required to attend the panel event.
- 13.6 An outline of the agenda for the Periodic Programme and Partnership Review Event can be found on the Quality and Standards Office website - <http://www.canterbury.ac.uk/quality-and-standards-office/periodic-programme-review/periodic-programme-review.aspx> . The Periodic Review event will involve meetings with students, staff and other external stakeholders (where relevant).
- 13.7 The Periodic Programme and Partnership review panel can either recommend continuing approval of the programme and the partner to deliver the programme or reject the proposal. In recommending approval, they may set conditions and / or recommendations. Conditions must be met to the satisfaction of the event panel chair prior to a new Agreement being signed. Recommendations must be responded to. The panel will also seek to identify commendations.
- 13.8 Further information regarding the Periodic Programme and Partnership Review process can be found on the Quality and Standards Office website as follows: <http://www.canterbury.ac.uk/quality-and-standards-office/periodic-programme-review/periodic-programme-review.aspx> and in Section 9 of the [Quality Manual](#).

14. Programme Withdrawal / Partnership Termination

- 14.1 The Collaborative Agreement will set out the different circumstances in which the partnership can be terminated and the timescales involved / notice period required. The Quality and Standards Office can be contacted for further information regarding this.
- 14.2 For both an individual programme withdrawal and partnership termination, a Programme Suspension / Withdrawal / Closure Form should be completed. The form should also be used to request suspension of recruitment to a programme. The form can be found on the Quality and Standards Office website as follows: <http://www.canterbury.ac.uk/quality-and-standards-office/programme-modification.aspx>
- 14.3 The form requires approval at a Faculty level by both the Faculty Programme Planning Executive (for consideration of strategic implications) and at the Faculty Quality Committee (for quality and student experience implications). Following approval by both Faculty committees, the form is to be signed by the relevant signatories and forwarded to Claire Anderson (claire.anderson@canterbury.ac.uk) for consideration by the University Academic Strategy Committee (ASC).
- 14.4 The Secretary to the Academic Strategy Committee will notify professional services when a programme suspension / withdrawal / closure is approved by the ASC.

15. Additional Information

- 15.1 As previously explained, this handbook is intended to provide an overview to processes and procedures. The following documents are the primary resources for reference that have been referred to throughout this handbook:
- Quality Manual - <http://www.canterbury.ac.uk/quality-and-standards-office/quality-manual.aspx>
 - Regulation and Credit Framework for the Conferment of Awards - <http://www.canterbury.ac.uk/quality-and-standards-office/regulation-and-policy-zone/regulation-and-credit-framework.aspx>

(Please note that for 2017-18 due to the significant changes introduced to the University regulations there are both outgoing regulations and new regulations – please ensure you are referencing the correct regulations in respect to individual students).

- Assessment Procedures - <http://www.canterbury.ac.uk/quality-and-standards-office/assessment-procedures.aspx>
- 15.2 Relevant templates, forms and additional guidance notes referred to throughout this Handbook can be found on the Quality and Standards Office website - <http://www.canterbury.ac.uk/quality-and-standards-office/quality-and-standards-office.aspx>
- 15.3 Collaborative partner staff main points of contact will be via the CCCU Programme Director / Academic Link Tutor. Contact details for some of the key University departments that partners may be required to contact directly are as follows:
- International Partnerships and Development Office – international.partnerships@canterbury.ac.uk
 - UK Partnerships Office – ukpartnerships@canterbury.ac.uk
 - Collaborative Registry - collab.registry@canterbury.ac.uk
 - Jane Wright, Finance (regarding the Annual Funding Letter) – jane.wright@canterbury.ac.uk
 - Claire Anderson, Quality Manager (for matters relating to the [Academic Strategy Committee, due diligence processes and venue checks](#)) – claire.anderson@canterbury.ac.uk
 - Lauren Smyth, Quality Officer (for matters relating to Partner Approval Events and Periodic Programme and Partnership Reviews for programmes in the Faculty of Education and Faculty of Health and Wellbeing and all international programmes) – lauren.smyth1@canterbury.ac.uk
 - Maria Krupa, Quality Officer (for matters relating to Partner Approval Events and Periodic Programme and Partnership Reviews for programmes in the Faculty of Arts and Humanities and Faculty of Social and Applied Sciences) – maria.krupa@canterbury.ac.uk
 - Alison Coates, Assistant Director of Quality and Standards (for matters relating to [Agreements](#), the [collaborative register of partnerships](#), [annual monitoring](#) and other queries regarding [the management of collaborative programmes and partnerships](#)) – alison.coates@canterbury.ac.uk

Appendix 1 – Academic Link Tutor Role

This aims to give general guidance to Link Tutors at CCCU and at partner institutions.

Procedures and practices may differ slightly depending on the nature of the arrangement, type of partner and institution. There may therefore be some slight variations to the role. Generally, there is however one of the following scenarios:

- CCCU based Programme Director and Academic Link Tutor at the partner.
- Partner based Programme Director and CCCU Academic Link Tutor.

The CCCU Programme Director / Academic Link Tutor is responsible for:

- Providing the primary point of contact between CCCU and the partner institution for all academic issues and day to day operations in the management of a collaborative programme;
- Ensuring that there is a common understanding within the collaborative partner institution of expected standards of delivery, programme management, assessment and operation of the CCCU [regulations](#) and processes;
- Ensuring that the collaborative programme is academically stimulating, in touch with current thinking in the subject area, ensuring good practice is shared between the two institutions.

The CCCU Programme Director / Academic Link Tutor is expected to:

- Work with collaborative partner staff to prepare the documentation for the [Partner Approval / Programme Validation Event](#);
- Deliver relevant staff training, as appropriate;
- Liaise with relevant professional services to ensure that technology and associated support requirements are put in place;
- Make arrangements for collaborative partner staff to complete the necessary forms required to gain [Associate Tutor computing accounts](#);
- Oversee the admissions process, to ensure that students are admitted with the required entry qualifications and the partner is supported in relation to decisions about non-standard qualifications and the Recognition of Prior Learning (RPL);
- Ensure that any partner-produced handbooks are consistent with [Programme Handbook](#) and validation requirements;
- Liaise with partner staff to ensure students are effectively inducted onto the programme;
- Support collaborative partner staff with regard to programme delivery;
- Ensure that a [Programme Management Committee](#) is established and that meetings take place as required;
- Attend all Programme Team and Partnership meetings at the partner organisation and receive minutes as appropriate;
- Ensure that systems are in place for student feedback at module and programme level and appropriate action in response to all student feedback is taken and reported back to students;
- Ensure an [external examiner](#) is appointed to cover the programme (in conjunction with the Head of School);
- Participate fully as appropriate in the setting, marking and moderation of all assessed work falling under his/her remit;
- Ensure Board of Examiner dates are established for collaborative programmes and an approved university chair and minute taker are appointed in accordance with the [Assessment Procedures](#);
- Oversee the progression of students studying at the partner;
- Ensure an appropriate response is made to [external examiner reports](#) and provide support in relation to follow up actions;
- Maintain regular communication with the partner staff;
- Advise or refer on quality related matters such as [annual programme monitoring](#); the [periodic review process](#), and [programme modification and development](#);

- Liaise, as appropriate, over the reporting for the [Annual Programme Monitoring Report](#) and the ongoing progress against improvement planning;
- Support the Programme Director at the School-level Scrutiny meeting to consider the [Annual Programme Monitoring Report](#), where relevant;
- Act as a conduit for the spread of good practice between partner institution and the University;
- Keep partner colleagues abreast of developments at the University relating to their academic area of study, to the enhancement of learning, teaching and assessment strategies and to staff development opportunities;
- Report venue issues to the University;
- Monitor the effectiveness of support and guidance and deal with grievances which cannot be resolved by the collaborative partner

Appendix 2 – Operational Calendar

Schedule of required communications with collaborative partners

The CCCU Programme Director / Academic Link Tutor should expect, in addition to routine correspondence and communication with the partner, to initiate a range of tasks and communications as detailed below, and receive documentation and information.

It is suggested that the table below be used to agree dates for such activities in advance of each new cohort commencing.

Partner:

Programme:

CCCU Programme Director / Academic Link Tutor:

Partner Programme Director / Academic Link Tutor:

Academic year:

| Task | Timeline | Date due or date agreed for activity | Date received/ activity completed |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------|-----------------------------------|
| Receipt of documentation: Approval panel report Response to approval panel conditions Agreement Student handbook | At beginning of partnership Annually | | |
| Documentation to be provided to partner: (insert as appropriate) | | | |
| Approval of curricula vitae of new staff teaching on the programme | At start of academic year | | |

| | | | |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------|--|--|
| | Ongoing | | |
| Approval of publicity and marketing material | Prior to start of academic year Ongoing | | |
| Contact relevant professional services to define / review technology and appropriate support requirements | Prior to start of academic year Ongoing | | |
| Send Faculty / School academic calendar with relevant dates | At start of academic year | | |
| Student details for registration of students and issue of ID cards if appropriate | Prior to the start of academic year | | |
| Nomination of student representatives | At start of academic year | | |
| Copies of Programme Management Committee Minutes | Two-three times a year | | |
| Copies of Student Staff Liaison Meeting Minutes | Two-three times a year | | |
| Student feedback questionnaires (end-of-module evaluations and any other questionnaires) | As appropriate | | |
| Second marking and moderation of assessment and sampling methods for assessment, where relevant | | | |
| Dates of Board of Examiner meetings | | | |
| Dates of visits to partner institution | | | |
| Input of student assessment results and provision of transcripts | | | |
| Provision of updates to University regulations and policies | As required | | |

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|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--|--|
| | | | |
| Annual Programme Monitoring report – forward pro-forma to partner, identify requirements of partner and method for completing report | July | | |
| External examiner reports – copies of reports and responses | July/August/ September | | |
| Data validation reports from Collaborative Registry sent to partner for checking | November/ March/May | | |