Guidance Notes for the Completion of the Collaboration Proposal Form

The following issues should be considered when setting up a collaboration. It will not be possible to answer every point listed in these notes but the issues should act as a checklist of points to consider when setting up a partnership.

This process does not cover staff or student mobility arrangements.

(Not all of the issues listed below will apply to each proposed model of delivery. For example, where the proposal involves an extension of a current agreement such as adding a new programme, you are not required to provide detailed information on the partner institution as the proposed partner will be deemed to be approved. However, the list will be helpful as a prompt in your initial and ongoing discussions with your proposed partner institution and as a reminder of the issues which may subsequently need to be addressed in the resultant Memorandum of Agreement).

A   SUMMARY OF PROPOSAL

When completing the Collaboration Proposal Form, please provide the following information:

Name of Award
• What is the name of the final award?

Proposed Partner Institution(s)
• The name, location and legal standing (public or private HEI, private company, etc) of the proposed partner. Is it listed on the British Council, Ministry of Education, funding bodies or accreditation agency websites (where appropriate)? • Name of contact(s) at Partner Institution. • Which School (or equivalent) will the programme/courses be linked to at the partner institution? • Does the partner institution(s) require Government approval to operate the programme? If so, how will this be achieved and when? • Where relevant, what is partner institution's Tier 4 sponsorship status under UK Visas and Immigration's (UKVI) points-based system for immigration? *(The International Officers based in External Relations can provide guidance on this)*.

Nature of Collaboration (i.e. Type of Award)

• Will the degree be awarded by
    o UoG only;
    o by UoG and the partner institution(s) separately (*double/dual/multiple award*); or
    o jointly (*a single certificate attesting successful completion of a jointly delivered programme replacing the separate institutional qualifications*)?
 	
(Note: this should be agreed early on in the discussions. It can often be a deal breaker, for example, partner institutions may not be ultimately be able to award a joint degree. Terminology can often differ between partners, particularly overseas, so, if there is any confusion as to definitions, the Academic Collaborations Office will be able to assist).

- If the degree is to be awarded jointly, which institution will be the lead institution - i.e. which institution will assume the main administrative role?
- Does the collaboration involve modifying an existing programme/course or the approval of a new programme/course(s)?   Please expand.

Proposed Mode of Delivery

- What is the location of delivery?
- What is level and nature of input of UoG staff? (i.e. in particular, teaching, assessment and supervision). Where possible please provide a diagram of the structure of the collaborative programme outlining the percentage input of each participating institution[1].
- Who will provide student support?
- Is the programme full-time or part-time?
- Where will the graduation take place?

Proposed Student Numbers

- Number of intakes?
- What is the number of students to be admitted at each intake (to include expected and maximum numbers)? *(The impact on the cohort in Glasgow is a key consideration)*

Rationale

- How does the proposal link to the College's international plan and strategic objectives?
- Rationale for collaborating with the proposed institution(s) in particular?
- Is the proposal appropriate given the University/College's existing collaborations and other commitments?
- Does the collaboration have the support and commitment of senior management in the College and the partner institution?
- Is there adequate capacity to deliver the proposal now and for the proposed future life of the agreement?

Market Assessment

- Has consultation taken place with External Relations to assess whether or not there is a market for the programme?

Timescale

- Anticipated start and end date
- Anticipated duration of agreement (*this is normally 3-5 years*)
- Are there any deadlines? If so, please expand.

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[1] Taught programmes input should be outlined in terms of credits as a percentage of the entire programme.   In Research degrees, input should be defined as the amount of supervision where the UoG Supervisor is first or co-supervisor

Management of Arrangement

- Please outline what the arrangements are for the successful operation and management of the partnership. For example, is a Joint Management Board required? *(This would be most commonly used in joint or double taught degrees although the circumstances of other models of collaborations may require a formal board to be constituted (e.g. an expectation of the partner).*
- Will a relevant body within the University be assigned to monitor the operation of the collaboration, such as a School, or, in the case of collaborative research degrees, the Graduate School or Research Institute? Please expand on the monitoring arrangements.
- What are the arrangements for review of the collaborative programme and collaboration itself?

Constraints

- Are there any known constraints on the proposed collaboration? For example is there a funding opportunity which depends on the participation of the proposed partner?

Impact on Staff

- What impact will the proposed development have on current staff?
- Have academic staff in the subject/discipline area been consulted? Please expand.
- Has the potential impact on professional and administration staff been taken into consideration? Please expand.

Impact on University Services/SRC

- Please state which of the University Services are likely to be involved with the proposed arrangement. For example, Registry, Admissions, English for Academic Study, Communications and Public Affairs etc.
- Where additional staff are required, has HR been consulted with respect to potential HR needs, for example, training?
- Has Registry been contacted? *(Registry should be contacted at an early stage regarding the registration and certification requirements. For example, what facilities do the students need to access? Where the collaboration involves a University award, will it require a 'bespoke' certificate?)*
- Is there a potential impact on the SRC Advice Centre? e.g. support with academic appeals etc.

Other Schools/Research Institutes Involved

Please confirm which other Schools/Research Institutes are involved in the collaboration and provide confirmation that they have been consulted.

Contact Made to Date

Please outline what initial contact (if any) you have had with the following UoG staff:

- Relevant Head of College

- College Support Staff
- Head of Finance re Business Case or tax implications
- Insurance & Risk Manager
- University Services (as above)

Please add any relevant information here.

Outcome of Risk Assessment

A risk assessment should be completed and is available from the Academic Collaborations Office. State the level of risk associated with the arrangement. e.g. is it high/medium or low risk? Please also state the level of confidence with this assessment.

ACADEMIC REQUIREMENTS (In addition to those previously covered)

Recruitment

- Has discussion taken place with partner about responsibilities and costs associated with marketing the programme? Please expand.
- Has consultation taken place with the appropriate Professional Bodies (if relevant)?

Admissions

- What are the entry requirements?
- In the case of overseas arrangements, provide evidence that students will have acquired the competence in the English language to successfully complete their studies at Glasgow.
- What are the procedures for the admission of students, (including AP(E)L) where appropriate?
- Which institution will be responsible for administering the admissions process?

Teaching

- What is the proposed language of tuition? *(This is normally English)*
- What is the proposed location of teaching?
- What are the qualification and experience requirements of teaching staff of the partner whether employee, contract or consultant?   Are they compatible with UoG?

Progression

- What are the procedures for student progression? How is progress monitored to ensure that signs of difficulty or unsatisfactory performance are detected in good time?
- How are students kept informed of their progress before assessment? (e.g. is there an advisor of studies or effective learning system?)

Assessment

- Where the partner institution has a responsibility for assessment, are there appropriate procedures in place to ensure the quality of the delivery and/or assessment of learning? For example, does the institution have adequate record-keeping procedures to support assessment in a valid, reliable and secure manner?
- What are the arrangements for grade conversion (where relevant)?
- Does the institution engage Boards of Examiners and External Examiners?
- How will examiners (internal and external) be appointed? Are the regulations of participating institutions compatible?

- Where the partner institution is responsible for managing the assessment process, do they have appropriate procedures for dealing with mitigating circumstances?
- Which institution will be responsible for managing any resultant academic appeals or academic misconduct cases?

Other

- What are the arrangements for the transfer of student information? Are the procedures in line with the requirements of Data Protection legislation, including the General Data Protection Regulation (GDPR)?
- What are the procedures for i) the approval of programmes of study/modules; and ii) for their monitoring and review? Are they compatible with the procedures at UoG?
- Which institution's procedures will apply to complaints and conduct?
- What are the institution's strategies for enhancement? Do they have a Quality Enhancement Plan (or equivalent)?

Research Degrees (in addition to the above)

- In the case of research degrees, what are the details of the research programme; the study timetables; the nature and scale of supervision provided by the partner institution; the assessment procedures and thesis submission requirements?
- How do the partner institutions' requirements for research training align?
- Are there any areas where the regulations do not align, for example, duration of study? If so, please expand on how these will be addressed.

Articulation Arrangements (in addition to the above)

- Please provide the name of the award for which advanced standing is given and the stage at which the students will be admitted.
- What are the qualifications/credits upon which advanced standing will be granted and their status (for example, is it self-validated, a national award, or validated by a recognised HE institution)?
- Please confirm the language of tuition at the partner institution.
- Please provide a mapping of the partner's programme/work experience to the UoG programme and evidence that the students who have achieved the qualification or credits at the partner institution have attained the same standard as students studying the award at Glasgow and entering the same stage of their studies. Where Intended Learning Outcomes are not completely matched will additional student support be required?
- Please confirm what support will be provided to students to help with transition to a UK HEI.
- Confirm the name of any UoG School providing courses (in addition to the lead School)?

RESOURCE AND STUDENT SUPPORT REQUIREMENTS

Where relevant

Facilities

- Provision of subject specific facilities and equipment to support the programmes (eg learning resources, IT equipment, specialist teaching accommodation, for example, labs).
- Provision of a self-contained office at partner HEI, suitably furnished and equipped (PC, internet, phone, fax, safe storage, meeting space) for use by UoG staff when on site.
- Is there adequate and appropriate space (and facilities) for teaching and learning? Are there adequate computing and library facilities to offer appropriate support to staff and students?

- Are existing equipment/other physical resources adequate both at Glasgow and the partner institution(s)? How will sustainability be ensured beyond the lifetime of the arrangement?

Staffing

- Can the collaboration be resourced from within existing staff complement or does it need the recruitment of additional staff?
- Are there HR related issues to consider, such as relocation or recruitment of staff overseas? You should contact your College Head of Human Resources for advice on any potential staffing implications.
- Are the partner institution's staff suitably qualified and experienced, and in sufficient numbers, in relation to the institution's existing and proposed academic portfolio? (e.g. do staff have UK experience?)
- Is there a staff-training requirement and where is it proposed that this takes place?
- Under what form(s) of contract will staff be appointed? (e.g. part-time, permanent, outsourced)
- What are the arrangements for staff appraisal and recruitment?
- Is there provision for promoting innovation and development in teaching?
- Is there a compulsory induction programme for inexperienced teaching staff?
- How does research and professional activity underpin teaching?
- Can the partner provide the human and material resources to operate the collaboration successfully?
- Is there the required administrative staff capacity to support the collaboration within the School/RI?
- If required, is there accommodation for UoG staff when on site at the partner institution?

Student Support

- What is the range of academic support services available in the partner institution? (e.g. English language support)
- What is the provision of non-academic campus facilities? (e.g. accommodation; sports facilities)
- Can the institution provide an appropriate and safe working environment for students on the programme?
- What are the arrangements for personal tutoring, tutorial and learning support and student welfare (including personal counselling, careers advice and support for students with special needs)?
- If appropriate, you must address any student support requirements prior to entry to Glasgow. For example, are there any accommodation requirements? If so, have the University's Accommodation Service been alerted to this in sufficient time?
- Is there a requirement for a bespoke student documentation? If so, who is responsible for producing this?

FINANCIAL/TAX ARRANGEMENTS

- You should ensure that you have addressed the fee level and percentage split associated with the arrangement as early as possible.
- Is there Government or any other agency funding for the collaboration at either institution?

Other areas to consider (and to be clearly set out in the Business Case and Agreement) are:

- Running costs
- Who collects tuition fees and how is the non-fee collecting partner paid their share?
- Check that fees are not fixed for the life of an agreement.
- If agreement is mutually terminated early due to low enrolments how will start up costs be split?
- If agreement is terminated early due to one Party deciding to withdraw how will start up costs of the non-withdrawing party be covered?

- What are the separate arrangements for home and international student fees within the partner country: who sets them and are those fee differences controlled by a local Ministry of Education?
- What are the arrangements for unpaid fees? i.e. who is responsible and what action is to be taken?
- How is risk being dealt with? Is 'risk assessment' covered in the Business Case? Is there guaranteed income for UoG? How visible are the costs?
- Are there any known tax or legal implications associated with establishing a collaboration in the country in question? Is there a need to gain a local licence to trade?

B   DUE DILIGENCE CHECKS

B1   Institution

The University will require certain assurances about the partner institution (see below). The information required to illustrate these is outlined in the following table and in Section B2.

The partner institution(s) should:

- *have a mission compatible and complementary to UoG;*
- *be **financially stable with appropriate resources to support HE programmes;***
- *have an **effective management system** suited to assuring the quality of programmes;*
- *offer an **ethos and environment for teaching and learning appropriate to UK higher education** and to the particular proposed collaboration(s);*
- *have defined processes of accountability for academic quality which are implemented according to agreed **quality assurance and quality control procedures**;*
- *implement a **quality enhancement** approach. The University will require sight of enhancement plans where available;*
- *have an appropriate **regulatory framework and academic and administrative policies and practices**;*
- *be committed to ensuring that each cohort of registered **students will be able to complete the programme(s) satisfactorily;***
- *be able to comply with the principles of UK higher education.*

Please provide evidence of the following:

- Can it be determined from the strategic plans of both institutions that there is compatibility between their individual missions?
- Is the size and profile of the institution appropriate to the nature of the collaboration under negotiation?
- Does the prospective partner institution understand the culture of Higher Education in the UK? Are there any local conditions which may affect the institution's ability to comply with the principles of UK education?
- In the case of private providers of higher education, non-educational or academic providers, or overseas providers, who owns the institution and what are its structures of governance? Is it registered as a company or a charity? Would the prospective partner's range of business interests and links within the UK and overseas present potential risks to the proposed collaboration?
- What is the system of academic governance?
- Are the procedures for programme approval; monitoring and review compatible with UoG's?
- Are there appropriate grievance, harassment, complaints and disciplinary procedures for staff and students?

- Are there appropriate resources and systems for the collection of statistical data consistent with the University's needs and Data Protection legislation (GDPR)?
- Does the partner institution have an equal opportunities policy (or equivalent) which accords with that of the University?
  - Does the country of the partner institution have its own Quality Assurance system? Is it compatible with the Quality Assurance Agency (QAA) Quality Code, Scotland's Quality Enhancement Framework and the University's Academic Quality Framework?
- Any known contacts or arrangements (both informal and formal) the University has with the proposed partner(s) and any links they have with UoG and other UK HEIs. Provide information on the nature of these links and any feedback received from colleagues at other HEIs. E.g. were the links successful? If not, why not?
- Has the partner institution previously terminated an agreement with the University? If so, why?

B2   Financial   (Including costs to be considered in developing your Business Case)

Financial Standing of the Institution

- How is the institution financed? For a privately funded body the University shall require sight of a business plan, bankers' references and recently audited accounts;
- Is the balance of financial sources set to change over time? If so, how? (e.g. government funding available for a limited period only)

Financial Viability of Collaboration

- How would the collaboration be supported if the UoG member of staff or link person at the partner institution were to leave their respective institution?
- What evidence is there that the activity is likely to be successful?
- Are there synergies with other programmes/developments?

Associated Costs which should be considered when developing a Business Case

Start-up	Extra resources to enable the Programme to take place	Travel and accommodation
- New programme development and associated materials - Legal and Tax advice - Licence to Trade - Demand study - Initial marketing – including web costs and enquiry handling) - Launch event - Staff recruitment/staff relocation - Insurance costs (e.g. insurance for staff relocating overseas)	- Library stock - Software - Equipment - Computers - Lab consumables - Student trips - Property refurbishment - Staff employment - External speaker fees	- UoG staff for initial investigative visit - UoG Staff while teaching - UoG staff attending graduation - External speaker visits - External Examiner visits - Annual review and Partnership Review visits - Staff room/office accommodation for visiting staff
Academic Time	**Administrative Time**	**Other**
Teaching time	Admissions procedures	Licence to trade renewal

• Tutorial time • Assignment assessment • Exam assessment • Dissertation supervision • Dissertation assessment • Ongoing updating of programme materials	• Fee collection • Bank transfer (to UoG) • Tracking student progress, attendance and submission of work • Joint Board meetings (attendance and associated administration) • Video conference suite for Joint Board meeting attendance (UoG staff) • Assistance with student accommodation	• Tax declaration abroad • Annual marketing • Annual recruitment event • Access to Moodle • Online access to UoG Library/databases • Payroll abroad • Staff Development e.g. costs associated with distance coaching for staff working overseas who are unable to access the Employee and Organisational Development Service • Teaching accommodation overheads • Production of degree certificates • Other costs associated with in-country graduation ceremonies (if appropriate) • Costs of Under Recruitment • Potential costs associated with currency fluctuations • Professional Body requirements (if applicable) • Institutional Approval Visit (if required by Collaborations Group) • Ongoing maintenance of facilities and equipment • Exit Costs – costs associated with the negotiation of withdrawal from the Agreement • Hidden Costs (e.g. real costs associated with 'in-kind' contributions) • Potential costs for the SRC Advice Centre

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