

Joint Delivery

Definition

A Joint Delivery arrangement is one where one (or more) partner institutions provide teaching towards an award of the University of Glasgow. In such cases, the provision (or intellectual property) is owned by the University.

A jointly-delivered programme may arise when the partner does not have degree awarding powers (e.g. Singapore Institute of Technology and the Glasgow School of Art) or where we have limited experience of a new partner and it is considered too great a risk to enter into a joint award in the first instance. In a [distance delivery](#) arrangement, joint delivery would arise where the teaching or assessment input by the staff of the partner institution exceeds 20%.

Common features

There should be comparability of awards, academic standards and facilities and services.

- The final award is an award of the University of Glasgow and the University is accountable for the quality and standards of the provision.
- The University is responsible for administering the admissions, registration and other student related processes including the production of the final transcript and degree certificates
- The student experience in the partner institution should be, as far as possible, equivalent to that of a student undertaking the programme on the home campus. Policies and practices will be, and be promoted as being, the same as for Glasgow-based students. Students will be registered students of the University and the University rules and regulations will apply.
- The extent of the partner involvement may vary considerably ranging from:
 - Marketing and recruitment
 - The provision of student support
 - Learning and teaching accommodation (including laboratories and workshops)

What do you need to do?

- What you need to do will depend on whether.
 - the proposed partner(s) is an existing partner of the University's or not
 - the proposed programme is already approved or not
 - the proposed award¹ is already available or not.
- All aspects have to be addressed for approval of the collaboration but these can be done in parallel.
- Firstly, you need to address the [key principles for collaborative arrangements](#).
- The programme to be delivered is normally approved already. If a bespoke programme is to be offered, however, it requires to be fully approved in line with the normal University [programme approval procedures](#).
- Factors to consider in relation to the nature and extent of the partner's involvement and resources to be provided, include:
 - Subject specific facilities and equipment required to support the programme e.g. learning resources, IT equipment, accommodation;

¹ Award refers to the type of degree e.g. BSc, MPhil, etc

- o details of the learning and teaching environment;
- o academic staff implications; including academic and personal tutorial support;
- o required administrative support, including marketing of the programme,
- o student recruitment and selection processes;
- o required technical support;
- o staff development needs.

Teaching staff of the partner institution will have to be approved as associated staff of the University and the School/RI should consider brief CVs for any partner staff (to include experience of teaching at the required level) and mapping to courses.

Agreement should be reached on the partner's role in the marketing, recruitment and selection and registration of students. The University must maintain effective control of publicity and marketing materials.

Consideration also needs to be given to graduation arrangements. Will students graduate in Glasgow (at their own expense) or will they graduate as part of a ceremony in the partner institution (if it holds such events) or at a specially organised in-country ceremony (if student numbers are large enough)? In the case of an in-country event this can be a good public relations and marketing opportunity. However, costs will need to be built into the business case to account for this (costs of travel for University staff, including a senior officer with powers to confer degrees, venue and hospitality costs etc) as well as the logistics of in terms of timing (e.g. to avoid a clash with our own graduations), transporting of gowns and degree parchments to the location, etc.

Where a UoG award has accreditation by a Professional, Statutory or Regulatory Body (PSRB) it is necessary to consult the PSRB to determine the implications for that accreditation.

The nature and extent of the partner's involvement will influence the financial arrangement (normally an agreed percentage of the student fee). You should involve the College Head of Finance in the development of an appropriate business case.

You should also consult your College HR Manager to check on any HR implications associated with the delivery of the programme, such as the secondment or relocation of staff or the employment of staff in-country. Further information can also be found [here](#).

An External Examiner will need to be appointed for programme. An extension to the remit of an existing External Examiner might be appropriate.

Stage and Level of approval

Type of arrangement	Stage/Level of approval
Joint delivery with an existing partner(s)	Stage 2 (College)
Joint delivery with a new institution or a significant change to an existing agreement	Stage 3 (Senate)

If the collaboration involves a new partner institution, a site visit to that institution may be required. A decision on this will be made by the Collaborations Group based on the nature of the collaboration and level of risk associated with the partnership. A diagram summarising the approval process can be found [here](#).

What is needed for approval?

You should complete a **Collaboration Proposal Form**. The form will include information on:

- the name of the award and programme (including date of approval if approved already);
- the name, location and legal standing (public or private HEI, private company, etc) of the proposed partner, including details of current programmes if an existing partner;

- the start date, the number of students permitted to register for the jointly delivered programme and the number of intakes or years for which students are likely to be admitted in the first instance. This is normally 5 years;
- in-country Governmental approval to deliver UK programmes at the level proposed;
- in the case of overseas partnerships, evidence that potential students will have the [required competence in the English language](#) to successfully complete their studies;
- details of the jointly delivered programme and what each partner's contribution will be (in terms of offering and on a percentage basis) including;
 - a. subject specific facilities and equipment required to support the programme e.g. learning resources, IT equipment, accommodation
 - b. details of the learning and teaching environment
 - c. academic staffing implications, including academic & personal tutorial support
 - d. required administrative support including marketing of the programme, student recruitment and selection processes
 - e. required technical support
 - f. staff development needs
- graduation arrangements;
- arrangements for the successful operation and management of the programme and partnership

The following documents also need to be submitted;

- the **business case** for the proposal;
- a completed **risk assessment form**.

Type of Agreement

An arrangement involving a jointly delivered programme is covered by a Memorandum of Agreement (MoA) which requires the signature of the Principal and Vice-Chancellor or his nominee.

Implementation

A specific individual should be identified to support implementation and an operational plan will need to be developed for Year 1.

Monitoring and Review

The University's standard requirements for the monitoring and review of the student experience and the programme will apply.

Student feedback mechanisms should operate (student feedback questionnaires, student representation, staff:student liaison committee, etc) and feedback monitored and responded to.

The External Examiner report should be considered and responded to, as appropriate.

An annual monitoring report should be completed for the programme and be considered by the School/RI Quality Officer and the School/RI Learning & Teaching Committee at the same time and in the same way as other and equivalent programmes offered by the School/RI. If the same programme is offered on the home campus, a comparison should be made between the two, particularly in relation to student performance, student feedback and feedback from staff and the external examiner.

The programme will be included in the relevant Periodic Subject Review.

The School/RI should seek opportunities to enhance the relationship with the partner (e.g. capacity building in teaching or research, the involvement of staff from partner institution in teaching and assessment; delivery of academic materials or other contributions from UoG staff, etc).

The management arrangements for a jointly taught arrangement will involve regular contact between named individuals from each institution. Also, a [Joint Management Board](#) should be established particularly where the partner has a role in teaching and assessment as there will be a need to monitor the quality and standard of the partner's input.

The [Joint Management Board](#) should meet regularly and report at least annually to the relevant College Committee. The College will then submit a composite report on all its collaborative arrangements to the February meeting of the Academic Standards Committee.

In addition to annual monitoring, there should be a review of the partnership in the final year of the agreement to determine the effectiveness of the partnership and whether to continue, amend or terminate the partnership. The review should be conducted 6-9 months in advance of the end date of the MoA.

Joint delivery arrangements should normally undergo a year 1 review. This is undertaken by the relevant College in line with the developed procedures.

Issues to be considered

There are a number of general issues to be aware of which apply to all overseas collaborations. These are outlined [here](#).

In relation to joint delivery, the key issues are the quality of the staff, resources and facilities at the partner institution so that the student experience will be, as far as possible, equal to that of students studying in Glasgow.

You will need to establish with in international partner whether: in-country Governmental approval is required to deliver UK programmes at the level proposed; a licence to practice is required; and there is any tax liability. The partner is normally the lead in gaining Ministry of Education (or equivalent) approval.

The University rules and regulations for [complaints, academic appeals and student conduct](#) will apply. You should be mindful of the logistical and administrative challenges this may pose.

Consideration may need to be given to matters such as travel, insurance, office accommodation, resources needed to undertake teaching/ research, residential accommodation and subsistence. Agreement will need to be reached on which institution will meet the associated costs and how they will be shared.

There may be a range of HR and employment issues that need to be considered and addressed depending on how the delivery will be managed. You should seek advice and input from your College HR Manager at an early stage. Further information can also be found [here](#).

There will be potential issues to consider depending on the location of delivery, specifically the location of the partner institution and whether or not the staff and/or students will be required to travel. If the partner institution(s) are based at a distance this can be more complex. Further advice on this can be obtained from the Academic Collaborations Office (ACO).

There have been major changes to UK immigration legislation recently and you should ensure that any student or staff (if required) visa requirements are taken into consideration. Further information can be obtained [here](#).

Students will not be awarded a University of Glasgow degree without having studied at the University². Study should be defined as the amount of credit gained for undergraduate and postgraduate study, and, for postgraduate research, the amount of supervision where the UoG supervisor is first or co-supervisor. For research programmes, degrees should only be awarded where the student has at least one UoG supervisor making a substantial input. In the case of joint or double (dual)/multiple degrees where students could potentially be studying at two or more institutions, the minimum period of study at each would be case dependent but should normally range between 25% and 50% depending on the number of partner institutions (with a minimum of 25% at Glasgow).

² This does not normally mean that the student is present on campus but the student should be registered to study at the University.

Key Contacts

School/RI	College	University Services
Head of School/Director of RI Head of School/RI Administration	International Lead Relevant functional Dean (Graduate Studies, Learning and Teaching) Head of Academic and Student Administration College Head of Finance College Human Resources Manager Business Development Manager (where applicable)	The Academic Collaborations Office (ACO) Planning Services Registry Marketing, Recruitment and International Office Postgraduate Research Service, VP (R&E) Office (if applicable) Residential Services (Accommodation) Language Centre Learning & Teaching Centre Director of Student Services

Examples

Examples of current Joint delivery arrangements can be obtained from the [Academic Collaborations Office](#).