

Guidance Notes for the Completion of the Collaboration Proposal Form

The following issues should be addressed when considering a collaboration and prior to completing the Collaboration Proposal Form.

(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 an approved partner. However, the list may be helpful as a prompt in your initial and ongoing discussions with your proposed partner institution and may subsequently be addressed in the Memorandum of Agreement).

A SUMMARY OF PROPOSAL

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

Name of Award
<ul style="list-style-type: none"> • What is the name of the final award? • Does the arrangement involve modifying an existing programme/course or the approval of a new programme?
Proposed Partner Institution(s)
<ul style="list-style-type: none"> • The name, location and legal standing (public or private HEI, private company, etc) of the proposed partner. • Any known contacts or arrangements (both informal and formal) the University has with the proposed partner(s) and any links they have with other UK HEIs. Provide information on the nature of these links and any feedback received from colleagues at other HEIs. • Role of partner in the collaboration (e.g. % teaching) • Does the partner institution(s) require Government approval to operate the programme? If so, how will this be achieved and when? • Name of contact(s) at Partner Institution. • Which College/School/Subject/Research Group/Academic Centre will the programme/courses be linked to at the partner institution? • What is the UK based partner institution's Tier 4 sponsorship status under the UK Border Agency's (UKBA) points-based system for immigration? (<i>The International Officers based in RIO can provide guidance on this</i>). • Does the partner institution have an equal opportunities policy (or equivalent) which accords with that of the University?
Nature of Award
<ul style="list-style-type: none"> • Will the degree be awarded by <ul style="list-style-type: none"> ○ UoG only; ○ by UoG and partner institution separately (<i>double(dual)/multiple award</i>); ○ jointly (<i>a single certificate attesting successful completion of a jointly delivered</i>

programme replacing the separate institutional qualifications)?

Proposed Mode of Delivery

- Where does the teaching take place?
- Who will undertake the teaching and provide student support?
- What is level and nature of input of UoG staff?
- 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 and number as a percentage of the expected cohort at Glasgow)?

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?

Timescale

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

Management of Arrangement

- Arrangements for the successful operation and management of the partnership. For example, is a Joint Management Board required?

Constraints

- Are there any known constraints on the proposed arrangement? 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?
- How has academic staff in the subject/discipline area been consulted?

- How has the potential impact on administration staff been taken into consideration?

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 staff, Language Centre, Corporate Communications etc.
- Is there a potential impact on the SRC Advice Centre? e.g. support with academic appeals etc.
- You should ensure that [Registry](#) staff are 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?

Other Schools/Research Institutes Involved

Please confirm what other Schools or Research Institutes are involved in the collaboration and provide confirmation that they have been consulted to date.

Contact Made to Date

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

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

UoG Partnership Tier

Please indicate the proposed nature of the partnership. e.g. Is the partner institution a recognised strategic partner? More information on the tiers of partnership can be found [here](#).

Outcome of Risk Assessment

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

- Whose rules and regulations will apply to the award?
- Entry requirements: for example, for a Masters programme - UK upper second class honours degree or equivalent (3.2 GPA + IELTS 6.5, with no sub skill below 6.0¹). *(Note the GPA in this example is based on the North American format with 4 being the maximum).*
- Proposed language of tuition? *(This is normally English).*
- 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.
- Teaching responsibilities should be clearly defined for both partners (percentage and type) and

¹ IELTS requirement may differ depending on subject requirements

contact/supervision/assessment/estimated marking hour numbers.

- Definition of qualification and experience requirements of teaching staff of both partners whether employee, contract or consultant.
- What are the arrangements for the transfer of student information? Are the procedures in line with the requirements of Data Protection legislation?
- What are the procedures for the approval of programmes of study/modules and for their monitoring and review? Are they compatible with the procedures at UoG?
- What are the procedures and criteria for the admission of students (including AP(E) L) where appropriate?
- 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 and reliable manner?
- What are the procedures for progression? How is students' progress monitored to ensure signs of difficulty or unsatisfactory performance are detected in good time? How students are kept informed of their progress before assessment? (e.g. is there an advisor of studies or effective learning system?)
- Does the institution engage Boards of Examiners and External Examiners?
- What are the institution's strategies for enhancement? Do they have a Quality Enhancement Plan (or equivalent)?
- 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?
- Has consultation taken place with the appropriate Professional Bodies (if relevant)?

Articulation Arrangements (in addition to the above)

- 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 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?
- The name of any School providing courses (in addition to the lead School)?

RESOURCE AND STUDENT SUPPORT REQUIREMENTS

Facilities

- Provision of subject specific facilities and equipment to support the programmes (e.g. learning resources, IT equipment, specialist teaching accommodation [labs]).
- Provision of a self-contained office at partner HEI suitably furnished and equipped (PC,

internet, phone, fax, safe storage, [confidential] 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 development 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? More information can be found [here](#) or alternatively you should contact your [Human Resources Manager](#) 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 institution 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?

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, has the University's [Residential Service](#) been alerted to this in sufficient time?

FINANCIAL ARRANGEMENTS

- You should ensure that you have addressed the percentage split associated with the arrangement as early as possible. This is an essential aspect of negotiation and should not be left till the end when a significant investment has already been made in time and resources. See [Guidelines for Negotiation](#) for further guidance.
- Running costs should be shown in regular transparent reporting of accounts. Where these total costs of one Party deviate +/- 5% from projected costs these costs will be absorbed by the respective Party.
- Who collects tuition fees and how is the non-fee collecting partner paid their share (after costs)? E.g. by bank transfer within one month of the programme starting etc.
- By default fees can get fixed for the life of an agreement if annual increases are not stipulated within the agreements (this can sometimes be a problem if approval is going through a local Ministry of Education).
- If agreement is mutually terminated early due to low enrolments (especially in the first two years) – start up costs will be split 50-50 between the two parties (+ how will these be calculated and shown [in the Agreement]?)
- If agreement is terminated early due to one Party deciding to withdraw (especially in the first two years) – start up costs of the non-withdrawing Party will be covered 100% by the withdrawing Party (+ how will these be calculated and shown [in the Agreement]?)
- 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?
- Responsibility for and action to be taken for unpaid fees needs to be defined. Insisting that students cannot start the course unless fees are paid prior to the start of the course should avoid this problem (note – in some countries where such debt is illegal, this will not be an issue).
- How is risk being dealt with? Is 'risk assessment' covered in the Business Plan? Is there guaranteed income for UoG? How visible are the costs?

GENERAL

- Is there any known tax or legal implications associated with establishing collaboration in the country in question? Is there a need to gain a local licence to trade?
- Living accommodation facilities for UoG staff when on site: are there any, if so how accessible?
- Permission to have UoG signage at partner campus.
- Are there immigration issues to consider?
- Where applicable a [Joint Management Board](#) may need to be established.
- What are the arrangements for successful operation, management and enhancement of the partnership?
- Tax implication?
- Structure of collaboration?

B DUE DILIGENCE CHECKS

B1 Institution

With regard to the proposed partner institution, the University will require assurances that:

- the partners have **compatible and complementary missions**;
- the partner institution is **financially stable with appropriate resources to support HE programmes**;
- the partner institution has an **effective management system** suited to assuring the quality of programmes;
- the partner institution offers an **ethos and environment for teaching and learning appropriate to UK higher education** and to the particular proposed collaboration(s);
- processes of accountability for academic quality are defined and implemented according to agreed **quality assurance and quality control procedures**;
- the partner institution implements a **quality enhancement** approach. The University will require sight of enhancement plans where available;
- an appropriate **regulatory framework and academic and administrative policies and practices** exist;
- the partners are committed to ensuring that each cohort of registered **students will be able to complete programmes satisfactorily**;
- in international collaborations, **local conditions** that might affect the partner institution's ability to comply with the principles of UK higher education have been taken into account.

In order to address the above you should confirm the following (See also Section B2). Where available, please provide any supporting evidence.

- Can the partner institution legally collaborate?
- 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?
- What are the procedures outlined in the institutions rules and regulations?

- 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?
- What are the institution's anti-corruption/bribery procedures?

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 development 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 Model

Start-up	Extra resources to enable the course to take place	Travel and accommodation
<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Library stock • Software • Equipment • Computers • Lab consumables • Student trips • Property refurbishment • Staff employment • External speaker fees 	<ul style="list-style-type: none"> • 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 • Costs associated with a potential independence site visit (if requested by the Collaborations Group)
Academic Time	Administrative Time	Other
<ul style="list-style-type: none"> • Teaching time • Tutorial time • Assignment assessment • Exam assessment • Dissertation supervision • Dissertation assessment 	<ul style="list-style-type: none"> • Admissions procedures • Fee collection • Bank transfer (to UoG) • Tracking student progress, attendance and submission of work 	<ul style="list-style-type: none"> • Licence to trade renewal • Tax declaration abroad • Annual marketing • Annual recruitment event • Access to Moodle • Online access to UoG

<ul style="list-style-type: none"> • Ongoing updating of programme materials 	<ul style="list-style-type: none"> • Joint Board meetings • Video conference suite for Joint Board meeting attendance (UoG staff) • Joint Board meeting administration • Assistance with student accommodation 	<p>Library/databases</p> <ul style="list-style-type: none"> • Payroll abroad • Staff Development e.g. costs associated with distance coaching for staff working overseas who are unable to access the University Staff 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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Last updated: 14 February 2014