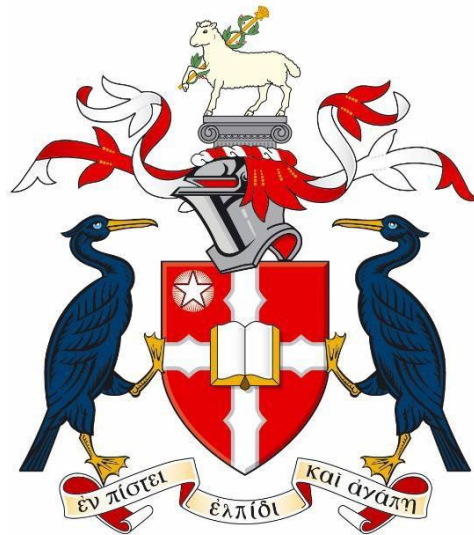


Liverpool Hope University



Academic Quality Handbook QH8:

Academic Partnerships

Responsibility for Policy:	Deputy Vice-Chancellor & Provost
Approved by and date:	UEB, 21/01/25
Frequency of Review:	Every 3 years
Next Review date:	January 2028
Related Policies:	N/A
Minor Revisions:	Added to template 16/05/25
EIA:	Not required

1. Introduction

This document summarises the University's processes for partnership approval, monitoring and review¹. The University's overall approach to Quality Assurance can be found at [Academic Quality at Hope](#)

The University has a duty to ensure that its responsibility for standards and quality is discharged effectively through its procedures for the approval, monitoring and review of academic partnerships. In doing this it seeks to ensure that due account is taken of:

- Appropriate external reference points, including:
 - The Office for Students General Ongoing Conditions of Registration;
 - The Quality Assurance Agency (QAA) Framework for Higher Education Qualifications of Degree-Awarding Bodies in England, Wales and Northern Ireland (FHEQ);
 - The QAA's UK Quality Code for Higher Education, its underpinning Advice and Guidance (specifically Principle 8);
 - Relevant QAA guidance such as qualification characteristics and country reports;
 - Guidance on institutional status and comparability statements from the ECCTIS UK ENIC database;
 - Requirements of Professional, Statutory and Regulatory Bodies (PSRBs), employers and any relevant national legislation/national commitments to European and international processes;
 - Any in-country local or national registration or accreditation requirements.
- The compatibility of partnership proposals and developments with institutional goals and the Strategic Plan, and the University's local, national and international strategic objectives;
- Strategic, academic and resource planning;
- Existing provision within the institution, including any existing awards that may be offered jointly with other institutions;
- The level of risk involved in each approval and the optimal level of resource necessary to ensure that the required outcomes of the partnership are achieved (see Appendix 4)

The University distinguishes between two types of academic partnership - Cooperation and Collaboration - which both require signed agreements between the University and its Partner.

2. Collaboration

Collaboration is the delivery or support in delivery by a partner of any part of a programme of study leading to an award of the University or award for which the University is responsible. The different types of arrangements are defined as follows:

¹ Note that processes for the approval of partnerships for student placement, such as for PGCE and Social Work, there is a separate process.

Type of arrangement	Definition
Joint Award	An arrangement under which two or more degree-awarding bodies together provide a programme leading to a single award made jointly by both, or all, participants. A single certificate or document (signed by the competent authorities) attests to successful completion of this jointly delivered programme, replacing the separate institutional or national qualifications
Dual Award	The granting of separate awards (and certificates) for the same programme by two, degree awarding bodies who have jointly delivered the programme of study
Joint Delivery	A whole, part of (for example a level) or individual module(s) of a programme is delivered and assessed jointly by the University and the partner.
Multiple award	An arrangement where three or more degree-awarding bodies together provide a single jointly delivered programme (or programmes) leading to a separate award (and separate certification) of each awarding body. The arrangement is the same as for dual/double awards, but with three or more awarding bodies being involved.
Flying Faculty / Off-site delivery (including)	An arrangement whereby a programme is delivered in a location away from the main campus (usually overseas) by staff from the degree-awarding body. Support for students may be provided by local staff.
Serial Arrangement	The situation arising when a delivery organisation that is responsible for programmes franchised to it (or validated) by a degree-awarding body enters into a separate arrangement with a third party to deliver those entire programmes.
Sub-contractual (Franchise)	A subcontractual arrangement (sometimes described as a 'franchise arrangement') is a relationship, based on a formal contract, in which a body with degree awarding powers (the lead provider) allows another provider (the delivery provider) to deliver all or part of a programme which has been designed, approved and owned by the degree awarding body. The lead provider or subcontracting provider retains overall control of the programme's content, delivery, assessment and quality assurance arrangements.
Validation	Approved Programme – a programme of study designed, delivered and assessed by a Partner on its premises, leading to an award of the University. The programme is approved by the University (but not delivered by the University) and is subject to the quality assurance procedures of the University.

3. Cooperation

Cooperation does not involve delivery by a partner of any part of a programme of study leading to an award of the University. Cooperation may include, but is not limited to, activities such as short- or long-term international study opportunities or progression arrangements, including those which allow for advanced entry to University programmes. The different types of arrangements are defined as follows:

Type of arrangement	Definition
Articulation	Articulation is a form of Entry with ² Advanced Standing. It is an arrangement where learners enrolled on a designated course at a partner provider are automatically entitled (subject to academic criteria) to be admitted with advanced standing to a subsequent part or year of a degree-awarding body's course, A standard Articulation Arrangement permits credit achieved for the study undertaken at the other organisation to be transferred (subject to a satisfactory mapping exercise) and contribute to the programme and award completed at the University.
Exchange	Reciprocal Partnership arrangement to enable Liverpool Hope students to study at European, and international institutions for part of their programme and for those partners to send students to Hope with the aim of balancing incoming and outgoing numbers.
Study Abroad ³	Partnership arrangement to facilitate a partner student studying full-time at Hope for a set period of one or two semesters or a whole year, as part of their programme at home or for a Hope student to study for a set period at a partner institution. They would receive academic credits for programmes that were successfully completed here. The fee includes tuition.
Progression	Arrangements whereby students who have successfully completed a programme at one organisation may be considered on an individual basis for progression either to the beginning or to a more advanced stage of a programme of the degree-awarding body.

Further details on these categories can be found in the University's Academic Partnerships Policy.

The standing of any partner should be consistent with the requirements of the University's Strategic Plan.

4. Responsibility

In working with Partners, the University is responsible for:

² "Admission to a programme at a stage other than the initial stage, on the basis that the student admitted is exempt from part of the programme, owing to equivalent prior learning that can be certified or evidenced"

³ The global unit offers short Maymester, Summer and Winter schools both credit and non-credit bearing. These are under formal agreement in the same way as Study abroad but for a much shorter time

- The academic quality and standards, and the quality of learning opportunities of all awards made in its name, including those delivered jointly with another institution;
- Conducting appropriate and proportionate due diligence;
- The drafting and management of all partnership agreements, including maintaining an authoritative record of all academic partnerships entered into by the University;
- Ensuring that partner staff engaged in delivery of a collaborative programme are appropriately qualified and trained for their role;
- Appointing the External Examiners for all University programmes as applicable, including those delivered jointly with another institution;
- Maintaining its authority for awarding certificates and transcripts relating to the programmes of study delivered through collaborative arrangements;
- Ensuring that it has effective oversight over the accuracy of all published information relating to its collaborative provision, such as promotional material and programme information or guidance on the appropriate channels for student complaints and appeals;
- Ensuring that the partner has appropriate policies and procedures to protect academic standards and the student experience.

As part of their agreement with the University, both UK and International Partners are responsible for all aspects of the student journey:

- Ensuring that all required University policies and processes, to ensure academic quality and standards, including those processes involved in admissions, are implemented within the partner institution.
- Participating fully in the University's Annual Review and Enhancement (ARE) monitoring and five-year programme review processes;
- Working with the University to meet the requirements of all reviews, audits or thematic enquiries conducted by the Office for Students, DfE, QAA or other statutory or regulatory body;
- Ensuring that the University is notified of any relevant communication, notification of audit, cause for concern review or any other communication from the Office for Students, DfE, QAA or other statutory or regulatory body in relation to any aspect of a Liverpool Hope University programme;
- Working with the University to ensure that the terms and conditions originally approved at the time of programme approval, centre approval and approval to deliver continue to be met and informing the University promptly should there be any material changes;
- Ensuring that all public information is accurate and reliable in relation to Liverpool Hope University programmes, and that students have key information about their programme including the subject leaflet approved by Liverpool Hope University;
- Ensuring that the information made available to students includes guidance on the appropriate channels for student complaints and appeals.

The roles and responsibilities of both parties, whether in a cooperative or collaborative arrangement, shall be set out in a signed agreement between the University and the Partner.

5. Initial Approval for all Partnerships (Stage One)

All partnership proposals begin with an initial online meeting between the Pro Vice-Chancellor Marketing, Recruitment & Admissions or the Dean of Global Engagement and the potential partner to assess business interest. If the proposal is of interest, the prospective partner is to be introduced to (or have a follow-up meeting with) the Dean of Global Engagement for a further

discussion. The Dean of Global Engagement will collaborate with the proposer of the potential new partnership and the potential partner to complete the Prospective Academic Partnership Form (Form 1, see appendix 3). This form is submitted for review by the Vice-Chancellor's Advisory Group (VCAG). If approved by VCAG, it will proceed to be formally noted at University Executive Board (UEB) as a new business case for future review. A Full Business Case (Form 2A for Cooperative Partnerships or 2B for Collaborative Partnerships, see appendix 3) is to be submitted to UEB for a decision on whether the prospective partnership is to proceed to Stage Two (see appendix 2 for process flowcharts).

6. Approval of Cooperative Partnerships (Stage 2A)

Depending upon the level of cooperation, UEB will inform the proposer to determine what further due diligence is required (Form 3A, see appendix 3). The University Accreditations & Collaborations Officer and the Legal Services Officer will work with the person who proposed the Partnership to produce a partnership agreement.

Due diligence measures may include, but are not limited to:

- Establishing the appropriateness of other institutions' qualifications for the purposes of standard or advanced entry.
- Establishing the appropriateness of other institutions to provide LHU students with international study opportunities.
- Conducting further reputational, educational, financial or legal due diligence as necessary.

6.1. Qualifications for Standard or Advanced Entry, and Articulation/Progression

Qualifications may be used for standard admission to University programmes, or for admission with advanced standing.

Where a qualification is to be used for standard or advanced entry to a University programme, the equivalence of the qualification to a UK qualification will be established through use of the ECCTIS UK ERIC database and other appropriate sources of information.

Where a qualification is to be used for advanced entry, the relevant Faculty must satisfy itself that a qualification is of the appropriate level and volume of credit, and, where applicable, that there is sufficient curriculum match, for example through the use of a curriculum mapping exercise, to allow the award of credit. The Registrar will assist with advising on the appropriateness of the qualification and on any formal approval requirements.

6.2. International Study Opportunities

Where proposals are received to work with an overseas institution, the Dean of Global Engagement will work with relevant colleagues to ensure that the mission and values of the institution align with those of Liverpool Hope University. The Dean will confirm to UEB that an institution is considered appropriate to provide international study opportunities and appropriate Agreements will be produced by the Collaborations Officer.

6.3. Approval by UEB

Following consideration of due diligence requirements (Form 3A to be completed where full due diligence is required), an Approval Form (Form 4A, see appendix 3) is to be completed and submitted to UEB for consideration. If approval is granted by UEB, the Cooperative Agreement/MOU can be drafted.

6.4. Agreements for Academic Cooperation

The University Accreditations & Collaborations Officer and the Legal Services Officer will draft the agreement for academic cooperation in consultation with the relevant Faculty/Service area and the proposed partner. Once a cooperative agreement is drafted to all parties' satisfaction it will be submitted for approval, accompanied by a note from the University Accreditations & Collaborations Officer on any quality assurance and other due diligence measures that have been conducted.

An agreement for academic cooperation may be signed by the Vice Chancellor, Deputy Vice Chancellor or a Pro Vice Chancellor or nominee.

7. Memoranda of Understanding (MoU)

An MoU sets out possible future areas of activity without committing either partner to undertaking any activity, in order to allow initial discussion between parties to proceed. Before it is signed, the MoU must be referred to the Collaborations Officer to conduct a due diligence search on all named institutions and also to ensure the contents do not exceed the remit of the MoU.

The MoU may be signed by the Vice Chancellor, Deputy Vice Chancellor, a Pro Vice Chancellor or nominee.

In all other respects, partnerships proposed through an MoU will be subject to the University's established partnership approval procedures.

8. Approval of Collaborative Partnerships (Stage 2B)

In the case of collaborative proposals, or for other proposals where requested, UEB will require a full business case to be presented (Form 2B, appendix 3). The proposal, alongside the Partnership Costing Model, must be completed in liaison with Finance, Marketing, Student Life, Admissions, the Library, ICT, Estates, Student Futures and the Global Student & Partnership Centre (where applicable) to confirm resources and timescales. In the case of cooperative proposals, UEB may, at its discretion, require a financial case to be included.

Where collaborative proposals also include the approval of a programme of study, a programme proposal will need to be approved in accordance with QH1 Programme Approval.

8.1. Full Due Diligence - Reputation, Financial Standing, Capacity

The University must satisfy itself that a proposed collaborative partner is of sufficient quality and standing to deliver a University programme of studies. Before any partner can deliver a University programme:

- A satisfactory proportionate due diligence exercise must have been conducted;
- The appropriate Faculty must support and resource the development and ongoing operational management of the Partnership;
- A current signed agreement must be in place;
- The Centre Approval process (which could include online proposals) must be complete as appropriate
- They must be Approved to Deliver each particular programme and required mode of delivery
- Any new programme must be approved in accordance with the established University process

The process seeks to confirm that the centre is able to fulfil the requirements for delivering HE programmes to an appropriate academic standard and can provide a student experience of sufficient quality for any specified programme approved by the University. It should be noted that separate approval is required for each site at which provision is to be delivered. Form 3B Full Due Diligence is to be completed and submitted to the Deputy Vice-Chancellor for approval.

8.2. Centre Approval Visit

Prior to a Centre Approval Visit, the proposed partner must provide a range of documentation as part of the Due Diligence exercise. In addition, for Validation Agreements, the partner will have to provide a Self-Evaluation document (SED), which will outline:

- The size, status, reputation, mission and objectives of the proposed partner;
- The proposed partner's experience of similar collaborative links or delivering similar provision;
- Copies of relevant quality assurance policies and practices within the proposed partner, including committee reporting structures, and any previous experience of engaging with a higher education institution's quality processes.
- An inventory of the resources available including teaching facilities, specialist facilities and library and IT facilities
- Details of the proposed partner's staff development policy and details of practice to demonstrate how staff knowledge/skills are developed.

For an associated and any subsequent Approval to Deliver, the partner must provide:

- CVs of relevant staff to be involved in the delivery, including details of their current teaching commitments;
- Details of specialist resources required for delivery of specific programmes such as laboratories, workshops and design studios;
- Details of learning resources required for delivery of specific programmes.

University Course Approval Process: For both Centre Approval and Approval to Deliver, the Panel will be provided with all relevant programme and module specifications, generated from

the partners Academic Programme Management System. Where programme and module specifications have been developed specifically for the partnership, and go through the University's usual approval process.

8.3. Centre Approval is carried out by a panel consisting of:

- An Executive Dean, who will Chair the Panel;
- Two internal members, where one is a subject specialist from within the Faculty/School and one is from outside the Faculty/School;
- An appropriate member of Student Learning staff, nominated by the Director of Student Learning;
- The Senior Quality Officer
- The Health and Safety Advisor

The panel composition may be varied, at the discretion of the Chair, to respond to particular circumstances, e.g., where it is felt external input is needed to ensure impartial assessment of specialist technical resources or staffing requirements or to incorporate the requirements for an approval panel. The outcome of the Centre Approval is to be recorded in Form 4B (see appendix 3).

8.4. Approval of Programmes

Approval of a programme to be offered by a partner institution follows the normal University process as laid down in QH1-3 Programme Approval but the process itself may be combined with the approval and authorisation of that partner to deliver. Panels will be constructed to include the additional required levels of scrutiny required by the approval process.

8.5. Approval to Deliver Meeting

The panel will meet the proposed partner to discuss the proposal with centre staff and view the facilities. The documents listed above should be made available to the panel at least ten working days before the visit. At the end of the event the panel will meet and come to a decision on the outcome.

Where possible, approval events will be held at the proposed partner in order to allow an assessment of physical facilities and resources available to students. Where travel restrictions or other impediments beyond the University's control mean that travel to the partner is not possible, the University may employ other methods to assure itself of the appropriateness of a partner's resources, for example through virtual tours and the utilisation of independent experts available in the same locality of the partner. The level of risk involved in the proposed arrangement shall be considered when determining alternative arrangements, and any alternative approval arrangements must be approved by the Chair of Academic Committee before the approval event can proceed. Even where alternative approval arrangements have been agreed, following the event the approval panel or Academic Committee may determine that a physical visit to the partner by appropriate members of the panel or locally based independent subject experts is necessary before approval can be granted.

The possible event outcomes are:

- To recommend approval
- To recommend approval subject to conditions and/or recommendations
- To not recommend approval until further development work has been undertaken and, where appropriate, a subsequent approval event held.
- To withdraw from the partnership

Any conditions set by the panel must be completed before the programme can be approved and recruitment of students onto any programmes can begin. Any recommendations made by the panel must be reflected on and responded to by the programme team, but do not necessarily have to be incorporated into the programme. The panel will stipulate the date by which conditions must be met. A report will be produced of the event which will be agreed by the Chair and sent to the partner to confirm the panel's decisions and the reasons for them. Form B (see appendix 3) is to be completed.

The partner will write a formal response to demonstrate how conditions and recommendations will be addressed, and will submit this to the Chair of the Panel before the deadline set. Once the panel is assured that conditions have been met, approval is given and the documentation will be forwarded to the University's Academic Committee for final ratification.

8.6. Agreements for Academic Collaboration

The Collaborations and Legal Officers will draft the agreement for academic collaboration in consultation with the Faculty and the proposed partner.

Once a collaborative agreement is drafted to all parties' satisfaction, it will be submitted to UEB for approval, accompanied by the approval event report on any other quality assurance and due diligence measures that have been conducted.

An agreement for academic collaboration shall normally be signed by the Vice Chancellor, but may be signed by the Deputy Vice Chancellor.

8.7. Monitoring of Programmes Delivered by Partners

An Annual Review and Enhancement (ARE) report must be completed for all programmes delivered by Partners during the previous academic year. A report template, based upon that for on-campus provision, should be used. Separate ARE Reports should be completed for each place of delivery, and submitted to the relevant Faculty Academic Committee. Form 5A for cooperative partnerships or Form 6B for collaborative partnerships is also to be completed.

Partner ARE Reports will be approved alongside annual Link Tutor Reports at the relevant Faculty Academic Committee and Partnerships and Accreditations Committee. For larger partnerships, a programme board may also be convened.

An overview of the annual programme monitoring process is included in QH4 Review of Existing Courses.

8.8. Collaborative Partner Link Tutors

Link Tutors provide assistance and support for staff at partner institutions and provide assurance to the University that partnerships are operating appropriately and effectively.

Details of the roles and responsibilities of the Link Tutor are included in the Legal Agreement and in the Quality Assurance Schedule which forms part of the main agreement.

8.9. Changes to Programmes Delivered by Partners

Where approved programme changes are required, reapproval is required. The process is described in QH5 Approval of Modification to Existing Provision.

Changes must be discussed and agreed with University programme teams before any changes are implemented at the Partner institution.

When programmes delivered by partners are reapproved, a Re-Approval to Deliver exercise will take place (see paragraph 11).

8.10. 5-year Academic Review of Collaborative Programmes

In addition to the annual monitoring process outlined above, all provision of the University is subject to review. Programme Reviews take place as necessary when identified by Faculty Academic Committees. Normally the period between reviews of the curriculum would not be greater than five years and may be sooner if concerns are raised regarding the provision.

9. Processes for Renewal of Academic Partnerships

Both collaborative and cooperative academic arrangements which are due for renewal are subject to the oversight of UEB, usually through Partnership and Accreditations Committee (PAC). PAC must agree in principle that the partnership should be reviewed before reporting to UEB, or advise UEB that the partnership should not be renewed. Where appropriate, PAC may wish to review elements such as numbers of students recruited, numbers of students taking up international study opportunities, or a financial review of the performance of the partnership under the terms of the previous agreement. PAC shall take this review into account in considering strategic renewal of partnerships. Renewal of academic partnership agreements and approval of any reapproval of programmes and re-approval to deliver reports remains the responsibility of Academic Committee.

Where PAC agrees in principle to the renewal of the partnership, the Collaborations Officer will conduct a fresh review of due diligence, including the status of the institution, which will be reported to Academic Committee along with details of any updated quality assurance measures (for example, reports from programme (re)approvals and approval to deliver events or approval of updated curriculum mapping) which have taken place over the programme of the previous agreement. Consideration shall be given to any concerns which have been identified through External Examiner reports, ARE Reports and any reputational issues which could give cause for concern to the University.

In all other respects, procedures for renewal of a partnership shall follow those for establishment of a new partnership.

10. Partnership Reviews

Annually, PAC reviews reports from each Faculty on their partnerships and accreditations

which are then summarized by the Chair of PAC and reported to Academic Committee.

The University also reserves the right to carry out partnership reviews where it wishes to review the operation of a partnership or where there are causes for concern. Reviews will be determined out by VCAG who will make a decision with support from other colleagues within the University.

Typically, a review panel will consist of two internal panel members and a representative from the Partner Institution. If External Examiner reports or 5-year Reviews have identified obvious areas of concern, then the University may at its own discretion invite an external panel member in an appropriate subject discipline to join the panel. The University may also invite other representatives onto the panel, for example a representative from Student Administration with oversight of partnerships, as required.

Areas for review may typically be, but are not limited to:

- Student Experience;
- Public Information;
- Assessment and Moderation;
- Operation of Examination Boards;
- Issues arising from External Examiner Reports, ARE and Five-Year Review

and will typically involve meetings with staff and students of the partner institution, alongside a review of documentation.

The Chair of the Review Panel will produce a report of the review, including any recommendations for action by the partner institution and University programme teams, who may also be required to produce an action plan in response. The finalised report will be presented to the University Academic Committee for approval.

11. Partnerships Register

11.1. The Partnerships Register is the definitive record of the University's cooperative and collaborative academic partnerships. The Partnerships Register is maintained, updated and published by PAC. The Register contains the following information relating to each partnership:

- Partner
- Location
- Agreement Type
- Provision
- School
- Agreement Expiry date

The Partnerships Register is updated throughout the academic year as new partnership agreements are signed and historical agreements renewed.

11.2. Annual Review of the Partnerships Register

Each Faculty shall review their Partnerships at every Faculty Academic Committee, with a formal

review annually. This shall usually be through a dedicated agenda item at a meeting of the Faculty's Academic Committee. As part of this annual exercise, due diligence entries on the Partnerships Register shall be reviewed and refreshed by PAC.

PAC will flag up in particular those partnerships due to expire/renew and any KPIs that had been originally agreed in relation to those partnerships. When deciding whether a partnership may be renewed the Faculty shall review the performance of the partnership due for renewal against any original KPIs specified for the partnership, and taking into account factors such as ranking position, the amount of activity such as recruitment numbers, quality of student experience and Faculty and University strategic fit.

Renewal of any associated academic partnership agreement remains the responsibility of Academic Committee.

Following this annual review and confirmation exercise, the Partnerships Register will be received annually by Academic Committee.

12. Additional Information

12.1. Other Agreements

An agreement may be proposed which is judged to be predominantly strategic, rather than academic, in nature such as research- or service-related. VCAG will work with the proposer to determine the most appropriate body for approval of the agreement.

12.2. Information Security

Cooperative and collaborative partnership arrangements must be supported, where applicable, by information sharing and/or data processing agreements in accordance with data protection legislation. It is the responsibility of the Faculty/Service that shares information to ensure that an appropriate information sharing or data processing agreement is in place which includes data retention. Advice should be sought from the Legal Services Officer.

Appendix 1 Strategic Fit

PRIORITISATION CRITERIA:

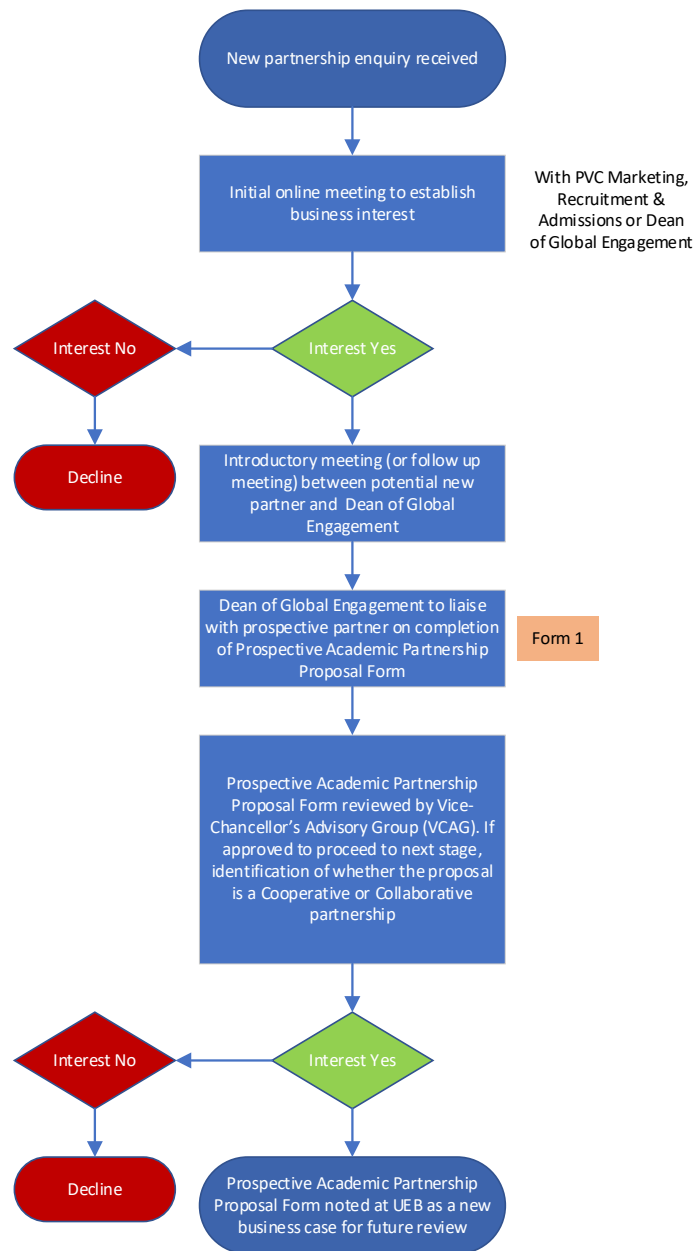
Score each project with a priority value from 1 to 9 for the 3 criteria based on the following principles

Strategic Fit		1-3	4-7	8-9
VFM. Operational Efficiency/Income diversification	Will this initiative improve operational efficiency, financial, sustainability, income diversification?	No major improvement	Some improvement	Significant improvement
Recruitment	Does this initiative align & contribute to student recruitment and retention?	No direct alignment	Aligns indirectly/somewhat	Aligns significantly to student experience
Satisfaction	Does this initiative align & contribute to student satisfaction, NSS, TEF?	No direct/indirect alignment	Aligns indirectly/somewhat	Aligns directly to objective
Urgency		1-3	4-7	8-9
Proximity	How urgent is this initiative, could it wait a while?	Non time critical	Not urgent yet	Urgent now
Institutional Impact		1-3	4-7	8-9
Impact	Will this change positively impact the institute and majority of users?	No major impact	Some positive impact	Significant positive impact
Reputation	Will the delivery of this project enhance reputation?	Minimal enhancement	Some enhancement	Significant enhancement
Regulatory, Legal, Statutory, Compliance	Will this project fulfil a mandatory Regulatory, Legal, Statutory or Compliance requirement?	Not particularly	Yes, to some extent	Yes

Appendix 2 Flowcharts

Stage One

Stage One is applicable to all types of Partnerships; See separate Chart for Stage Two Cooperative and Collaborative Partnerships



Prospective Academic Partnership Forms:

Form 1: Proposal Approval in Principle

Form 2A / 2B: Full Business Case

Form 3A / 3B : Full Due Diligence

Form 4A: UEB Approval (Cooperative) / 4B: Operational Approval (Collaborative)

Form 5A: Regular Review (Cooperative) / 5B: Approval to Deliver (Collaborative)

Form 6B: Regular Review (Collaborative)

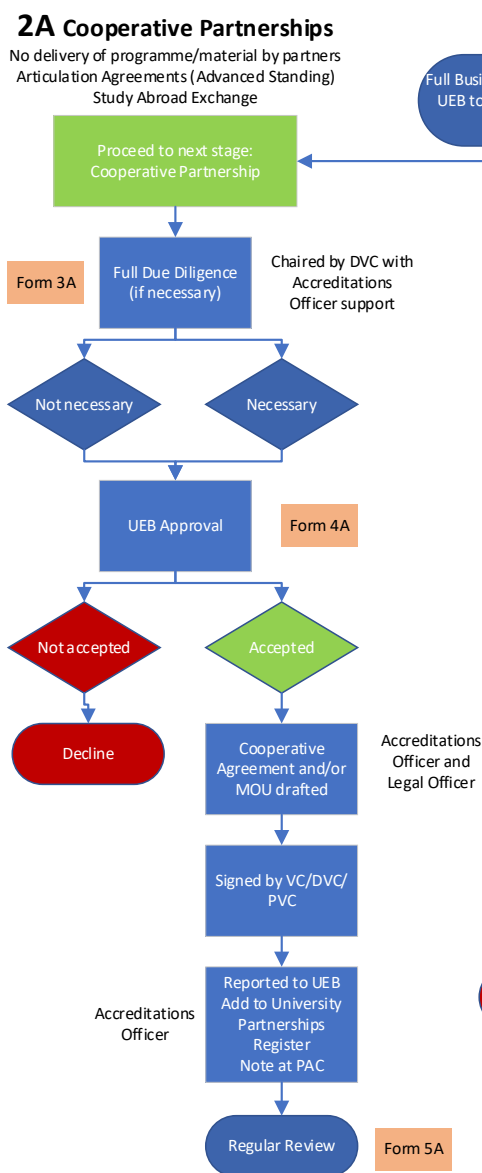
Appendix 2 Flowcharts

Stage Two

Cooperative and Collaborative Partnerships

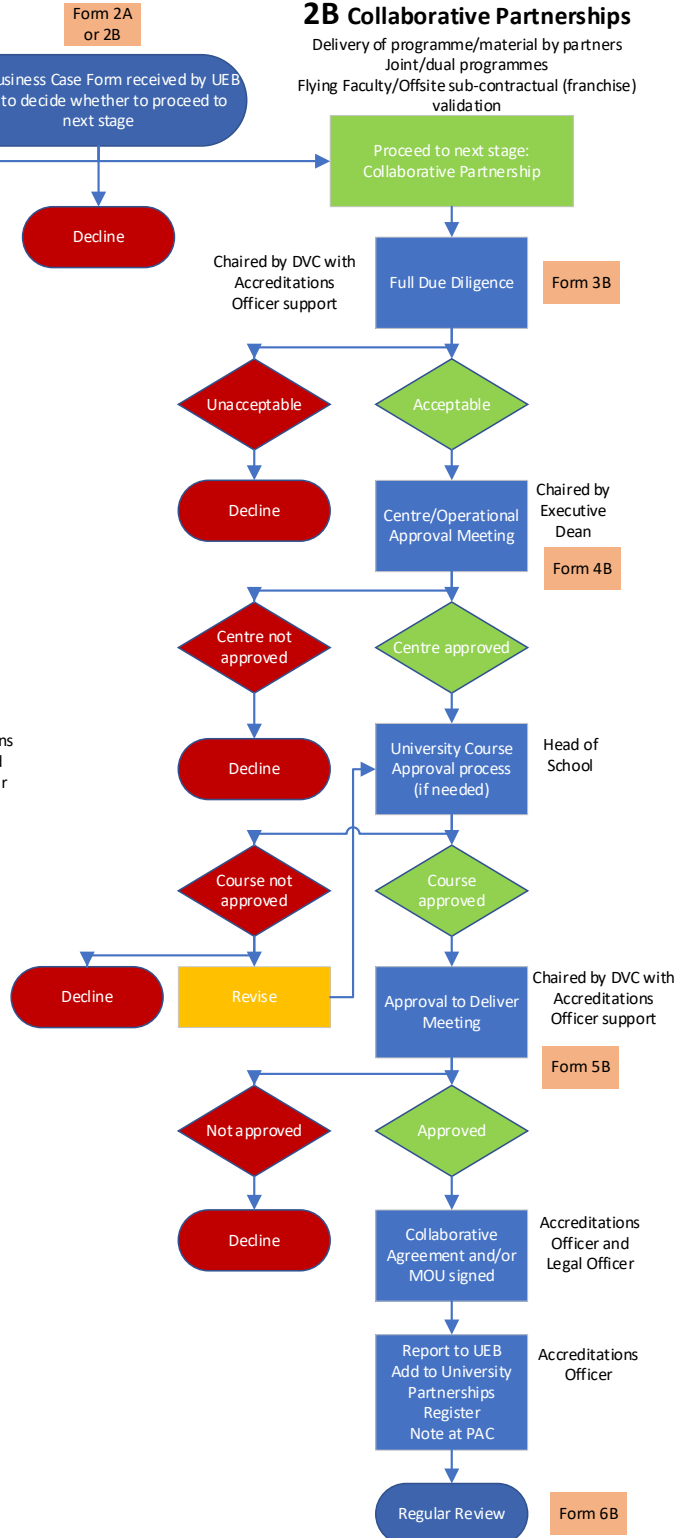
2A Cooperative Partnerships

No delivery of programme/material by partners
Articulation Agreements (Advanced Standing)
Study Abroad Exchange



2B Collaborative Partnerships

Delivery of programme/material by partners
Joint/dual programmes
Flying Faculty/Offsite sub-contractual (franchise)
validation



Appendix 3 Forms

Prospective Academic Partnership Proposal

Form 1: Approval in Principle

This form is to be completed by the Dean of Global Engagement in consultation with the proposer of the new partnership and the prospective partner. The completed form will be presented to VCAG for consideration.

Overview	
Name of Proposer	
Email	
School	
Name of Proposed Partner	
Name and contact details of the link person at the proposed Partner Institution	
Nature / type of proposal	
Title of the courses concerned (if applicable)	
Proposed start date	
Approximate numbers	

Detailed information about the proposed partnership
<p><u>Academic Information</u></p> <p><i>Please provide details about the proposed partnership including but not limited to:</i></p> <ul style="list-style-type: none">• <i>Does this involve existing or new activity / provision?</i>• <i>How will the activity / provision be delivered?</i>• <i>What is the extent of the partner's involvement?</i>• <i>If an overseas partner, does the course/partnership require in-country approval?</i>
<p><u>Is there an existing relationship with the Proposed Partner</u></p>

<u>What is the institutional standing of the proposed partner?</u>
<u>What is the Strategic Motivation for Liverpool Hope in entering into the proposed partnership?</u>
<u>How will the partnership maintain or improve the academic profile of the University?</u>
<u>Are the partner's values commensurate with the University's Mission and Values?</u>
<u>Management and Monitoring of the partnership</u> <i>Please indicate how the partnership will be managed and monitored by the University (and, where applicable, partner institutions).</i>

Approval to Proceed		
Confirmation from VCAG for approval to proceed to the next stage	Yes	
	No	
Identification of type of partnership proposal	Cooperative	
	Collaborative	
Date of decision by VCAG		

Cooperative Partnership Forms

Form 2A Full Business Case	page 21 - 26
Form 3A Full Due Diligence	page 27 - 38
Form 4A UEB Approval	page 39
Form 5A Regular Review	page 40 - 41

Appendix 3 Forms

Prospective Academic Partnership Proposal

Form 2A: Full Business Case for Cooperative Partnership

This form is to be completed by the proposer of the new partnership in collaboration with the Head of School and Executive Dean. The completed form will be presented to UEB for consideration.

1. Overview

1.1 Details of the Proposer

Name of Proposer	
Email	
School	
Other Schools involved	
Has a Partnership Management Plan been considered and who needs to be involved?	

1.2 Details of the Proposed Partner

Name of Organisation	
Address	
Main Contact and Position	
Contact Number	
Email	
URL	

1.3 Does the proposed partner have the legal capacity to contract with Liverpool Hope University?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Don't know	<input type="checkbox"/>
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1.4 Identify the type of Institution / Organisation
(Please mark)

	YES	NO
Higher Education Institution – Public	<input type="checkbox"/>	<input type="checkbox"/>
Higher Education Institution - Private	<input type="checkbox"/>	<input type="checkbox"/>
Other Educational Institution (e.g. FE College, Teaching College)	<input type="checkbox"/>	<input type="checkbox"/>
Research Institution	<input type="checkbox"/>	<input type="checkbox"/>
Third Sector Organisation (e.g. charity, voluntary group)	<input type="checkbox"/>	<input type="checkbox"/>
Registered Company	<input type="checkbox"/>	<input type="checkbox"/>
Government Body or Agency	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):		

1.5 Strategic fit with Liverpool Hope University, the Faculty and School
(Please state how this partnership will help to achieve University/Faculty/School objectives and contribute towards the Strategic Plan and other key strategic considerations)

--

1.6 Strategic fit and/or benefit for the proposed partner?

--

- 1.7 Outline previous relevant experience of the proposed partner in education and with other partnerships, including details of any existing or former (expired/failed) engagements or formal arrangements with Liverpool Hope University or other universities
(Please provide details, including, but not limited to, information on any prior student exchange activity, summer school(s) and/or study abroad).

- 1.8 Does the proposed partner have any agreements you are aware of with other universities? If so, which ones and for what purpose. Please indicate where any arrangements have been withdrawn with the proposed partner at the request of another institution *(if known)*.

- 1.9 What is the proposed duration of the partnership?

- 1.10 Please outline broad timescales for implementation of the partnership.

- 1.11 What are the key responsibilities of each partner in the proposed arrangement?

2. Proposed Cooperative Partnership

2.1 Please select the type(s) of partnership under consideration

	YES
<p>Articulation Articulation is a form of Entry with ⁴Advanced Standing. It is an arrangement where learners enrolled on a designated course at a partner provider are automatically entitled (subject to academic criteria) to be admitted with advanced standing to a subsequent part or year of a degree-awarding body's course, A standard Articulation Arrangement permits credit achieved for the study undertaken at the other organisation to be transferred (subject to a satisfactory mapping exercise) and contribute to the programme and award completed at the University.</p>	<input type="checkbox"/>
<p>Exchange Reciprocal Partnership arrangement to enable Liverpool Hope students to study at European, and international institutions for part of their programme and for those partners to send students to Hope with the aim of balancing incoming and outgoing numbers.</p>	<input type="checkbox"/>
<p>Study Abroad Partnership arrangement to facilitate a partner student studying full-time at Hope for a set period of one or two semesters or a whole year, as part of their programme at home or for a Hope student to study for a set period at a partner institution. They would receive academic credits for programmes that were successfully completed here. The fee includes tuition.</p>	<input type="checkbox"/>
<p>Progression Arrangements whereby students who have successfully completed a programme at one organisation may be considered on an individual basis for progression either to the beginning or to a more advanced stage of a programme of the degree-awarding body.</p>	<input type="checkbox"/>

2.2 Please provide a broad outline of the partnership proposal.

2.3 Outline how the partnership proposal would support the University's strategic goals and provide strategic value as determined by the Faculty Executive Board. The proposal must be supported by the Faculty Executive Board.

--

2.4 Outline the benefits the partnership proposal would have for the University and for students

--

3. Finance

3.1 What partnership fees will be applied (if any)? How has this been determined?

--

3.2 How will incremental direct costs relating to maintaining the proposed partnership be funded (i.e. new investment or re-allocation of current funds/resources)?

--

4. Approval to Proceed

Proposed by:

Signature and date:

Head of School:

Signature and date:

Confirmation for Approval in Principle:

- I confirm that the above details are correct.
- I have considered the academic and resource implications of this new programme/arrangement and have sought advice from colleagues in the Departments of Finance, Corporate Communications & Marketing and Recruitment & Admissions.
- A satisfactory Business Plan has been approved
- The proposal has the Faculty Executive Board's support.

Chair of Faculty Executive Board:

Signature and date:

Additional Comments (if required):

UEB Approval to Proceed:

Granted

Not granted

Date:

Additional Comments (if required):

Appendix 3 Forms

Prospective Academic Partnership Proposal Form 3A: Full Due Diligence – Reputational, Financial Standing, Capacity for Cooperative Partnership

Following UEB approval for the prospective partnership to proceed to the next stage, the proposer of the new partnership in collaboration with the Head of School liaises with the proposed partner to complete the Full Due Diligence Questionnaire (if necessary) and supporting evidence. This form is to be submitted to the Deputy Vice-Chancellor's Office

Name of Proposed Partner	
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*The purpose of this form is to determine if the University wishes to proceed with the proposed partnership. This decision can only be made following approval of a fully completed **Form 2A: Full Business Case** and on approval of this **Form 3A***

UNIVERSITY MANAGEMENT INFORMATION	
NAME OF PROPOSER	
FACULTY	
SCHOOL	
DATE	

SECTION 1	
1.1 INFORMATION ABOUT THE PROPOSED PARTNER	
Legal Name This is the name to appear on the contract with Liverpool Hope University <i>Please provide evidence of the partner's legal identity (as described above), for example founding/governing documents such as Memorandum or Articles of Association or relevant statutes/government authorisation for public bodies.</i>	

Legal Status (Higher Education Institution/Other Educational Institution/Public/Private/Charity/Private Business/Governmental organisation, UK or non-UK)			
Trading Name This is the name which will appear in advertising about the programme(s) and partnership with Liverpool Hope University			
Company Registration Number			
Website			
Partner Address			
Partner Principal Contact Details			
Name and Designation of the Signatory for Agreements			
OfS Registration	Yes	No	N/A
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic-Level Development (i.e. initiated at institutional level)	Yes	No	
	<input type="checkbox"/>	<input type="checkbox"/>	

Year of Establishment		
Number of academic staff (if applicable):	Full time	Part time
Number of support staff:	Full time	Part time
Number of academic staff with a PhD qualification (if applicable):		
Number of undergraduate students (if applicable):	Full time	Part time

Number of taught postgraduate students (if applicable):	Full time		Part time
Number of research students (if applicable):	Full time		Part time
Gross income for each of the last three years:	Year	Year	Year
Total number of students for each of the last three years (if applicable):	Year	Year	Year
If the proposed partnership is with a HE provider, do they operate in more than one location? If so, please list each location:			
Partners Mission Statement and Strategic Plan			
For overseas organisations (from both EU and non-EU countries), evidence of the standing based on advice from organisations such as the British Council, NARIC, the Foreign Commonwealth Office etc.			
Position and standing of proposed partner <i>Please indicate the position of the proposed partner institution in relevant league tables (if applicable)</i>			

1.2	Identification of the lead partner where there are multiple partners involved in the arrangement: <i>If there are multiple partners involved in the proposed arrangement please indicate which of the partners is the lead partner or confirm that Liverpool Hope University is the lead partner:</i>

1.3	Fit between Liverpool Hope University and the partner(s)
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	<p><i>Please describe the fit with the University's Strategic Plan. If there are multiple partners involved in the proposed arrangement, please describe the fit for each partner.</i></p> <p><i>Please outline the proposed subject areas.</i></p>

1.4	<p>Fit with the Institutional/School and Faculty objectives</p> <p><i>Please state how this partnership will help to achieve Institutional/School and Faculty objectives.</i></p>

1.5	<p>Partnerships with organisations in China</p> <p><i>Please confirm that this proposal has been notified to XJTLU.</i></p>					
	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Not Applicable	<input type="checkbox"/>
	If yes, what were the outcomes of the discussions?					

<p>SECTION TWO</p> <p>To be completed by the prospective partner</p>	
<p>ADDITIONAL PARTNER INFORMATION</p>	
<p>Quality/Inspection Reports</p> <p>Please identify and provide copies of recent institutional quality assurance or professional body reports, if applicable.</p>	
<p>Management Structure</p> <p>Please provide the organisational management structure for the Partner Institution. This may be supported by provision of an organisation chart.</p>	
<p>Resources</p> <p>Please provide a broad summary of the physical and human resources</p>	

<p>Physical Description of infrastructure in place to support higher education (please provide details).</p> <p>Research environment please describe the research facilities available, for example, libraries, laboratories, electronic resources, equipment, archives and collections:</p> <p>Human Teaching staff/administrative staff/other categories.</p>	
<p>Financial Statements Evidenced by last 3 years audited Accounts, if applicable.</p>	
<p>Insurance – UK Partners Please provide insurance certificates for Public Liability Insurance, Employer's Liability Insurance, Professional Indemnity and Data Protection.</p>	
<p>Insurance – International Partners Please describe what insurance arrangements you have in place to:</p> <ul style="list-style-type: none"> (a) Protect employees; (b) Protect visitors to your Institution or members of the public; (c) Cover a negligent act or omission by you (or your employees) in a professional capacity. <p>Please provide copies of insurance certificates, for any policies that are in place.</p>	
<p>Information about academic or business links in the UK and Overseas</p>	

MODERN SLAVERY	
Does the organisation have a programme in place to ensure that modern slavery and human trafficking does not exist in the organisation and supply chain?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Has the organisation made any form of public commitment	Yes <input type="checkbox"/> No <input type="checkbox"/>

<p>to eradicate slavery in their organisation and supply chains?</p> <p><i>Please provide any supporting documentation, such as a policy/procedure.</i></p>	
<p>To your knowledge, has the organisation and/or have any of its directors, executive officers, staff, or other persons associated with it:</p> <p>a. been convicted of any offence involving slavery and human trafficking</p> <p>b. been or are the subject of any investigation, inquiry or enforcement proceedings by any governmental, administrative, or regulatory body regarding any offence or alleged offence of, or in connection with, slavery and human trafficking?</p> <p><i>If the answers to a) or b) are "Yes", please provide additional details of any enforcement/remedial orders served and of any remedial action or changes to procedures you have made as a result.</i></p>	<p>a. Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>b. Yes <input type="checkbox"/> No <input type="checkbox"/></p>
BRIBERY INFORMATION	
<p>Does your organisation have an Anti-Bribery and Corruption policy?</p> <p>Does your organisation have a programme in place to ensure that bribery does not exist in your organisation and supply chain?</p> <p><i>If yes, please provide a copy of the Policy.</i></p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
Does your organisation require any third parties it deals with to have anti-corruption policies and procedures in place?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are payments made by your organisation to third parties reflective of the market rate for the work that they carry out?	Yes <input type="checkbox"/> No <input type="checkbox"/>
To your knowledge is your organisation or parties within your organisation being investigated, prosecuted, convicted, or excluded from various business activities for corruption?	Yes <input type="checkbox"/> No <input type="checkbox"/>

CONSUMER LAW	
<p>Are you aware of, and does your organisation comply with, the United Nations Guidelines for Consumer Protection which set out the main characteristics of effective consumer protection legislation? If not, how does the organisation manage this?</p> <p>https://unctad.org/topic/competition-and-consumer-protection/un-guidelines-for-consumer-protection</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
EQUALITY AND HUMAN RIGHTS	
<p>Does your organisation have an Equality and Human Rights Policy or any policy regarding basic rights and freedoms of people? <i>If yes, please provide a copy of the Policy.</i></p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>Does the operation of your organisation align with the University's stance regarding Equity and Diversity?</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>Does the operation of your organisation align with the UN Charter on Human Rights regarding the protection of human rights? https://www.un.org/en/about-us/universal-declaration-of-human-rights</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>Does your organisation provide training to your staff, or any third parties that your organisation deals with on treating people equally and preserving human rights?</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
CRIMINAL FINANCES	
<p>Please confirm that your organisation will comply with any applicable laws, regulations, codes, and sanctions relating to tax evasion facilitation.</p>	<p>I/we confirm <input type="checkbox"/></p> <p>I/we do not confirm....<input type="checkbox"/></p>
<p>To your knowledge, has your organisation or any of the individuals or companies that work with your organisation been engaged in the following:</p> <ol style="list-style-type: none"> 1. facilitating tax evasion or foreign tax evasion 2. aiding, abetting, counselling, or procuring the commission of a tax evasion offence or foreign tax evasion offence by another person. 	<p>1. Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>2. Yes <input type="checkbox"/> No <input type="checkbox"/></p>

Does your organisation have a policy that takes steps to eradicate corruption, money laundering, and tax evasion in your organisation and/or supply chains? <i>If yes, please provide a copy of the Policy.</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Title of supporting policy/documentation, if applicable:
Does your organisation require any third parties that your organisation deals with to have in place policies and procedures, which target corruption, money laundering, and tax evasion?	Yes <input type="checkbox"/> No <input type="checkbox"/>
COUNTER TERRORISM AND SECURITY	
Are you able to demonstrate due regard to the duty to prevent extremist views, including appropriate risk assessment and action planning, and appropriate senior leadership engagement?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you provide training to your staff, or any third parties that your organisation deals with, on preventing people from being drawn into terrorism?	Yes <input type="checkbox"/> No <input type="checkbox"/>
FREEDOM OF SPEECH AND ACADEMIC FREEDOM	
Please confirm that you will act in a manner that is consistent with the University's policies on counter terrorism, freedom of speech, and academic freedom.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you have any risk assessment processes in place to ensure that external speakers do not give extremist views in any presentations/speeches?	Yes <input type="checkbox"/> No <input type="checkbox"/>
DATA PROTECTION AND INFORMATION SECURITY	
Does your organisation have a Data Protection Officer, or someone responsible for data protection? If so, please provide contact details.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your organisation have an Information Security Policy and/or Data Protection Policy? If so, please describe your organisation's arrangements for auditing compliance with these policies.	Yes <input type="checkbox"/> No <input type="checkbox"/> Title of supporting policy/documentation, if applicable:

<p>Please provide a description of the measures you have in place to ensure the security of any data transferred to you from the University. (200 words maximum)</p>	
<p>Where are your organisation's servers, which hold personal data located e.g. Microsoft Cloud, Amazon, on-site?</p>	
<p>Does your organisation have a policy and process for managing internal information security breaches? <i>If yes, please provide a copy of the Policy.</i></p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>Has your organisation ever had a security breach resulting in loss or unauthorised disclosure of personal data? <i>If yes, please provide details.</i></p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>

SECTION THREE**PROPOSED ARRANGEMENT WITH THE PARTNER(S)**

3.1	Type of arrangement under consideration <i>Please provide a brief description of the proposed arrangement</i>

3.2	Rationale for the proposed arrangement <i>Please provide a brief rationale in the box below:</i>

3.3	Likely timescale for introduction <i>Please complete the table below:</i>	
	What is the expected start date for the partnership?	

3.4	Marketing <i>Please provide brief outline plans for marketing the proposed arrangement.</i>

3.5	Are there any issues to be considered relating export control legislation for controlled technologies, and other legal requirements for either teaching or research partnerships

3.6	What process will be used to allocate and protect the IP of any research for both partners.

SECTION FOUR

RISKS AND MITIGATION

Significant risks and mitigation in relation to the proposed partner, further guidance on risk management can be found at <https://www.hope.ac.uk/media/aboutus/governancedocuments/Risk%20Management%20Policy.pdf>

With reference to the information provide above, please complete the risk assessment table below:

Please indicate the level of risk (reputational, financial and/or strategic) associated with the proposed partnership by completing the table below:

Enter the score awarded for each identified risk in the 'Score' column

Identified Risk	Low Risk: 1	Medium risk: 2	High Risk : 3	Score 1, 2 or 3
Geographical location of proposed partner	UK	European	International	
Proposed partner's capacity to contract	Publicly funded HE / FE (UK)	Privately funded HE / FE (UK)	Other	
Proposed partner's educational context	UK based HE system	European / Commonwealth based HE system	Other	
Proposed partner's resource capacity to support the partnership	Large, well resourced	Small, well resourced	Limited resources	
Proposed partner's previous experience with UK HEIs	At this level	At a lower level	None	
Proposed partner's quality assurance system or agency	UK QAA	European based QA system	International based QA System	
Proposed partner's capacity to provide appropriate datasets which align with the University's data management system	Alignment with the University's data management system	Partial alignment to the University' data management system	Datasets not aligned	
Total Risk Score:				
11-15 low risk 16-20 medium risk 21-33 high risk				

Is an Off-Campus Risk Assessment Required

Yes ☐

No ☐

Outcomes of Off-Campus Risk Assessment			
Acceptable	no further action but ensure controls are maintained		
Adequate	Look to improve at next review		
Tolerable	Look to improve within specified timescale		
Unacceptable	Stop activity and make immediate improvements		

SECTION FIVE
<u>ENDORSEMENT OF THE PROPOSAL</u>

Deputy Vice-Chancellor & Provost

I confirm that I am satisfied with the content of this proposal

Name:	
Signed:	
Date:	

Appendix 3 Forms

Prospective Academic Partnership Proposal

Form 4A: Approval (Cooperative Partnerships)

Following completion of Full Due Diligence (if required) Form 4A is to be submitted to UEB for a decision on if the University will proceed with the proposed cooperative partnership

Overview	
Name of Proposer	
Faculty	
School	
Name of Proposed Partner	
Proposed start date	

Approval		
Approval from UEB for partnership to proceed	Yes	
	No	
Details of reason for decision		
Date of decision at UEB		

Following approval by UEB, a Cooperative Agreement / MOU is to be drafted by the Accreditations Officer and Legal Officer, which is signed by the VC/DVC/PVC

Appendix 3 Forms

Form 5A: Cooperative Partnership Review

Section 1: Background Information

Cooperative Partner	
Author(s) of the Review Form	
Lead School for Cooperative Partnership	
Review Date	
How has the Cooperative Partner been involved in the completion of the review?	

Section 2: Management of the Partnership

Does the partnership remain aligned with the Faculty strategy and commitments, and does it have the continuing support of Faculty Executive Board?	
How is the cooperative partner kept informed of amendments to University regulations and policies, and how are the implementation of these monitored?	
Please reflect on current arrangements for managing the partnership, how they have operated to date, and whether they provide an effective framework for the overall management of the partnership.	
How is a regular dialogue between the lead School and the cooperative partner maintained?	
How regularly are visits undertaken to the cooperative partner, and when was the most recent visit?	

Section 3: Business Case

Has the business case been updated reflecting on	
--	--

the operation of the partnership and projected future income and expenditure?	
Has the partnership delivered the projected objectives?	
Have the financial arrangements operated satisfactorily and met the necessary costs including, where appropriate, the costs associated with the use of Liverpool Hope University's facilities?	
Have there been any additional costs to the University which were not covered in the original business case (e.g. use of Liverpool Hope University's facilities, records management)	

Section 4: Legal Agreement

Has the agreement to date operated according to its terms? Have there been any issues with the operation of the contract and how have these been resolved?	
Are any amendments proposed to the agreement prior to renewal? If yes, please outline these in detail and the rationale for these.	

Section 5: Risk Assessment

Outline any significant changes to the risk profile of the partnership	
Outline any factors or mechanisms in place to mitigate risk with regard to the partnership	

Date of Next Review:

Date by which the next review of the partnership is due	
---	--

Collaborative Partnership Forms

Form 2B Full Business Case	page 43 - 59
Form 3B Full Due Diligence	page 60- 74
Form 4B Operational Approval	page 75 - 76
Form 5B Approval to Deliver	page 77
Form 6B Regular Review	page 78 - 80

Appendix 3 Forms

Prospective Academic Partnership Proposal

Form 2B: Full Business Case for Collaborative Partnership

This form is to be completed by the proposer of the new partnership in collaboration with the Head of School and Executive Dean. The completed form will be presented to UEB for consideration.

2. Overview

1.1 Details of the Proposer

Name of Proposer	
Email	
School	
Other Schools involved	
Has a Partnership Management Plan been considered and who needs to be involved?	

2.2 Details of the Proposed Partner

Name of Organisation	
Address	
Main Contact and Position	
Contact Number	
Email	
URL	

2.3 Does the proposed partner have the legal capacity to contract with Liverpool Hope University?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Don't know	<input type="checkbox"/>
------------	--------------------------

1.4 Identify the type of Institution / Organisation
(Please mark)

	YES	NO
Higher Education Institution – Public	<input type="checkbox"/>	<input type="checkbox"/>
Higher Education Institution - Private	<input type="checkbox"/>	<input type="checkbox"/>
Other Educational Institution (e.g. FE College, Teaching College)	<input type="checkbox"/>	<input type="checkbox"/>
Research Institution	<input type="checkbox"/>	<input type="checkbox"/>
Third Sector Organisation (e.g. charity, voluntary group)	<input type="checkbox"/>	<input type="checkbox"/>
Registered Company	<input type="checkbox"/>	<input type="checkbox"/>
Government Body or Agency	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):		

1.5 What Degree Awarding Powers does the proposed partner hold, if any? (Please mark)

	YES	NO
Degree Awarding Powers	<input type="checkbox"/>	<input type="checkbox"/>
Undergraduate degrees	<input type="checkbox"/>	<input type="checkbox"/>
Postgraduate taught degrees	<input type="checkbox"/>	<input type="checkbox"/>
Postgraduate research degrees	<input type="checkbox"/>	<input type="checkbox"/>
Joint Award - UG	<input type="checkbox"/>	<input type="checkbox"/>
Joint Award - PG	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>
------------------------	--------------------------	--------------------------

- 1.6 What is the academic standing of the proposed partner?
For example, their position in global league tables such as Times Higher World University Rankings (Please provide evidence). Please also comment on any direct experience of student quality/performance at Liverpool Hope University

- 1.7 Does the partner operate within an established / recognised Quality Framework regime (e.g. QAA in the UK or regulated education provider)?

- 1.8 Strategic fit with Liverpool Hope University, the Faculty and School
(Please state how this partnership will help to achieve University/Faculty/School objectives and contribute towards the Strategic Plan and other key strategic considerations)

- 1.9 Strategic fit and/or benefit for the proposed partner?

- 1.10 Outline previous relevant experience of the proposed partner in education and with other partnerships, including details of any existing or former (expired/failed) engagements or formal arrangements with Liverpool Hope University or other universities
(Please provide details, including, but not limited to, information on any prior student exchange

activity, summer school(s) and/or study abroad).

- 1.11 Does the proposed partner have any agreements you are aware of with other universities? If so, which ones and for what purpose. Please indicate where any arrangements have been withdrawn with the proposed partner at the request of another institution (*if known*).

- 1.12 What is the proposed duration of the partnership?

- 1.13 Please outline broad timescales for implementation of the partnership.

- 1.12 What are the key responsibilities of each partner in the proposed arrangement?

- 1.13 Does the proposed partnership relate to the following? (*Please mark*)

	YES	NO
Education	<input type="checkbox"/>	<input type="checkbox"/>

Student Recruitment	<input type="checkbox"/>	<input type="checkbox"/>
Student Exchange	<input type="checkbox"/>	<input type="checkbox"/>

2. Proposed Collaborative Partnership

2.1 Programme(s) and award(s) involved:

2.1.1 Please select the type(s) of partnership under consideration

	Please mark
Articulations (including 2+2)	<input type="checkbox"/>
Double Masters (1+1+1 or 1+1)	<input type="checkbox"/>
Validation / franchise	<input type="checkbox"/>
Flying faculty	<input type="checkbox"/>
Joint / dual / double awards	<input type="checkbox"/>
Other (<i>please specify</i>)	<input type="checkbox"/>

2.1.2 What type of award will be covered by the proposed partnership?

	Please mark
Undergraduate (UG)	<input type="checkbox"/>
Postgraduate Taught (PGT)	<input type="checkbox"/>
Foundation	<input type="checkbox"/>

2.1.3 Please provide a broad outline of the proposal.

2.1.4 Name of Liverpool Hope University's programme(s) involved or to be proposed:

2.1.5 Is the programme(s) new? (Please mark)

Yes	<input type="checkbox"/>
-----	--------------------------

No	<input type="checkbox"/>
----	--------------------------

2.1.6 If the programme(s) already exists, will any changes be required to facilitate the proposed arrangement (e.g. programme delivery, mode of study, new or revised modules or programme specification)? If so, please explain the changes:

--

2.1.7 Has the proposed programme (if new) been considered against relevant Subject Benchmark Statements and is it compliant with FHEQ and relevant QAA Qualification descriptors?

--

2.1.8 Has appropriate curriculum matching/mapping been undertaken (e.g. in the case of a proposed articulation (2+2), has partner content been assessed and deemed equivalent to level 1 study at Liverpool Hope University for the relevant programme) – please append details/evidence

--

2.1.9 Is the programme(s) subject to professional, statutory or regulatory body (PSRB) recognition? If so, will approval from the PSRB be required?

--

2.1.10 How does the proposed programme fit with the suite of programmes currently being offered by the Faculty?

--

2.1.11 In the case of proposed new programmes of study, please confirm that the relevant Faculty Executive Dean has consulted with other Faculty Executive Deans concerning potential overlap with existing programmes, or new programmes being developed, elsewhere in the University.

YES/NO

Where it is the case that similarities exist, the School should provide a short statement:

- (i) justifying the complementarity of the new programme to the other programme
- (ii) commenting on any planned savings from shared resources, e.g. modules, lectures etc., and if so commenting on the added value gained from a cross-Faculty approach

2.1.12 Structure of the programme(s) under the proposed arrangement (years of study, number and name of modules). Please also highlight any proposed use of partner content/courses.

2.1.12 Mode of delivery of the programme(s) (e.g. part/full-time study, distance learning):

2.1.13 Proportion of credit for the award assessed by Liverpool Hope University and proposed partner:

2.1.14 What teaching arrangements will be required for the proposed partnership e.g. where and who?

2.1.15 Will students from the proposed partner institution require English language support/provision or other additional support (e.g. an academic bridging programme/course)? Please outline anticipated requirements / interventions.

2.1.16 What market research has been undertaken and by who? Please provide a copy of the Market Intelligence Report, if applicable.

2.1.17 What were the results of the market research? Please provide a summary.

2.1.18 In the case of a proposed joint, dual or double award, please comment on how the proposed partner/arrangement meets the following key principles

- (i) The proposed partner institution must be of equivalent academic standing to Liverpool Hope University with a compatible mission and ethos.

- (ii) Where the partner institution is in a country with Higher Education accreditation and/or quality assurance requirements then it should be able to demonstrate that it meets those requirements.

- (iii) The proposed partner institution should be recognised as excellent in the relevant discipline area(s).

- (iv) The partnership proposal should support the University's strategic goals and should provide strategic value as determined by the Faculty Executive Board. The proposal must be supported by the Faculty Executive Board.

- (v) There should be clear benefits for the University and for the students on the proposed joint/dual award.

- (vi) Dual degree arrangements should be entered into only where a joint degree is not legally possible (for example in China) or where the dual degree is of benefit to Liverpool Hope University.

2.2 Management and administration:

- 2.2.1 Ownership of students i.e. will the students be Liverpool Hope University students, students of the proposed partner or both? *(Please provide detail)*

--

2.2.2 Expected student numbers

Please indicate expected new student intake numbers and provide evidence/justification for your projections?

Year	UG	PGT	PGR
Year 0			
Year 1			
Year 2			
Year 3			
PGT			
PGR			
Total			

Evidence / justification:

--

2.2.3 What are the minimum number of students required each year and the maximum number of students that can be accommodated each year under the arrangement? *Please add more rows as required.*

Year (e.g. 2025-26)	UG	PGT	PGR
Year 1 Minimum			
Year 1 Maximum			
Year 2 Minimum			
Year 2 Maximum			
Year 3 Minimum			
Year 3 Maximum			

2.2.4 What is the marketing and promotion plan for the initial recruitment of students?

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2.2.5 What is the marketing and promotion plan for the lifetime of the proposed partnership?

2.2.6 Who will be responsible for marketing and promoting the provision offered under the arrangement? How will this be managed?

2.2.7 Is the quality of student learning opportunities and experiences at the partner institution considered, or likely to be, comparable to those at Liverpool Hope University and adequate to enable students to achieve the appropriate academic standards expected for a Liverpool Hope University award?
(Please comment)

2.3 Selection and Recruitment

2.3.1 By whom will the students be selected and recruited?

If by the partner organisation, what will be Liverpool Hope University's involvement?
(Details are needed for reference in the legal agreement).

2.3.2 What will be the admissions criteria and English Language requirements?

(Note: international students will be required to fulfil UKVI English Language and other requirements)

2.3.3 Will Disclosure and Barring Service checks be required?

The answer should be 'yes' if students will be in contact with anyone under the age of 18 and/or vulnerable adults. If yes, which organisation will be responsible for ensuring that the checks have been carried out?

2.3.4 Please confirm and provide appropriate evidence that the following departments have been consulted and visa requirements clarified to ensure that it is possible for international students to undertake the proposed programme of study.

Global Student & Partnership Centre	yes/no
International Recruitment	yes/no

2.4 Programme Operations

2.4.1 Applicable regulations – Liverpool Hope University / Partner / Bespoke?

Please also outline any concessions that may be required to accommodate the proposed arrangement, providing a supporting rationale where appropriate.

2.4.2 How will student conduct, discipline and appeals be managed?

2.4.3 How will Liverpool Hope University's AMR processes be accommodated?

2.4.4 Have arrangements for student engagement been considered, i.e. Student Voice Committees, University and National Surveys

2.4.5 Please provide a broad outline of arrangements to support examination and assessment? Are there any likely impediments to achieving compliance with Liverpool Hope University’s regulations / expectations / standards?

2.4.6 Will partner staff be required to deliver the programme and therefore require approval as Recognised Teachers of the University?

2.4.7 What arrangements will be required for student support and how equivalent will these be to Liverpool Hope University’s expectations/requirements?

2.5 Finance

2.5.1 Please indicate the forecasted 5 year net contribution.

Year (e.g. 2025-26)	Surplus / (Deficit)
Year 1	
Year 2	
Year 3	

Year 4	
Year 5	
Total	

2.5.2 What fee rate will be applied to the new programme? How has this been determined?

Please indicate the appropriate assigned fee rate as outlined in the Tuition Fee Schedule which can be found at <https://www.hope.ac.uk/undergraduate/feesandfunding/>

2.5.3 Where the programme, or an element of the programme, is to be delivered remotely to students based outside of the UK, please confirm that there has been consultation with the Taxation Section (Finance) and any financial/ reporting implications agreed and included in the Business Plan.

2.5.3 What discounts / scholarships will be applied or made available (standard University scholarship package or bespoke arrangement)?

2.5.4 How much travel is required per year to the proposed partner, for how many people and the duration per trip?

2.5.5 How will marketing costs be funded?

2.5.6 How will incremental direct costs relating to maintaining the proposed partnership be funded (i.e. new investment or re-allocation of current funds/resources)?

--

2.5.7 If students from the proposed partner institution require English language support/provision or other additional support (e.g. an academic bridging programme/course), how will this be funded?

--

3. Approval to Proceed

Proposed by:

Signature and date:

Head of School:

Signature and date:

Confirmation for Approval in Principle:

- I confirm that the above details are correct.
- I have considered the academic and resource implications of this new programme/arrangement and have sought advice from colleagues in the Departments of Finance, Corporate Communications & Marketing and Recruitment & Admissions.
- A satisfactory Business Plan has been approved and a Market Intelligence Report is attached (where appropriate).
- The proposal has the Faculty Executive Board's support.

Chair of Faculty Executive Board:

Signature and date:

Additional Comments (if required):

UEB Approval to Proceed:

Granted

Not granted

Date:

Additional Comments (if required):

Appendix 3 Forms

Prospective Academic Partnership Proposal

Form 3B: Full Due Diligence – Reputational, Financial Standing, Capacity for Collaborative Partnership

Following UEB approval for the prospective partnership to proceed to the next stage, the proposer of the new partnership in collaboration with the Head of School liaises with the proposed partner to complete the Full Due Diligence Questionnaire and supporting evidence. This form is to be submitted to the Deputy Vice-Chancellor's Office

Name of Proposed Partner	
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*The purpose of this form is to determine if the University wishes to proceed with the proposed partnership. This decision can only be made following approval of a fully completed **Form 2B: Full Business Case** and on approval of this **Form 3B***

UNIVERSITY MANAGEMENT INFORMATION	
NAME OF PROPOSER	
FACULTY	
SCHOOL	
DATE	

SECTION 1	
1.1 INFORMATION ABOUT THE PROPOSED PARTNER	
Legal Name This is the name to appear on the contract with Liverpool Hope University <i>Please provide evidence of the partner's legal identity (as described above), for example founding/governing documents such as Memorandum or Articles of Association or relevant statutes/government authorisation for public bodies.</i>	

Legal Status (Higher Education Institution/Other Educational Institution/Public/Private/Charity/Private Business/Governmental organisation, UK or non-UK)			
Trading Name This is the name which will appear in advertising about the programme(s) and partnership with Liverpool Hope University			
Company Registration Number			
Website			
Partner Address			
Partner Principal Contact Details			
Name and Designation of the Signatory for Agreements			
OfS Registration	Yes	No	N/A
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic-Level Development (i.e. initiated at institutional level)	Yes	No	
	<input type="checkbox"/>	<input type="checkbox"/>	

Year of Establishment		
Number of academic staff:	Full time	Part time
Number of support staff:	Full time	Part time
Number of academic staff with a PhD qualification:		
Number of undergraduate students:	Full time	Part time
Number of taught postgraduate students:	Full time	Part time

Number of research students:	Full time		Part time
Gross income for each of the last three years:	Year	Year	Year
Total number of students for each of the last three years:	Year	Year	Year
Does the HE provider operate in more than one location? If so, please list each location:			
Partners Mission Statement and Strategic Plan			
For overseas organisations (from both EU and non-EU countries), evidence of the standing based on advice from organisations such as the British Council, NARIC, the Foreign Commonwealth Office etc.			
Position and standing of proposed partner <i>Please indicate the position of the proposed partner institution in relevant league tables.</i>			
For Dual/Joint Degree Proposals Only <i>Please provide evidence that the Partner Institution has Degree Awarding Powers and the legal authority to award Joint and/or Dual Degrees, recognised in the Partner's country</i>			

1.2	Identification of the lead partner where there are multiple partners involved in the arrangement: <i>If there are multiple partners involved in the proposed arrangement please indicate which of the partners is the lead partner or confirm that Liverpool Hope University is the lead partner:</i>

1.3	Fit between Liverpool Hope University and the partner(s) <i>Please describe the fit with the University's Strategic Plan. If there are multiple partners involved in the proposed arrangement, please describe the fit for each partner.</i> <i>Please outline the proposed subject areas.</i>

1.4	Fit with the Institutional/School and Faculty objectives <i>Please state how this partnership will help to achieve Institutional/School and Faculty objectives.</i>

1.5	Partnerships with organisations in China <i>Please confirm that this proposal has been notified to XJTLU.</i>					
	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Not Applicable	<input type="checkbox"/>
	If yes, what were the outcomes of the discussions?					

SECTION TWO

To be completed for prospective partners who are not registered with the Office for Students

Prospective partners who are registered with the Office for Students please go to Section Three

SECTION TWO To be completed by the prospective partner	
ADDITIONAL PARTNER INFORMATION	
Education Permission Are any in-country approvals required for the partnership or delivery of TNE? If so, please provide details of:	

<ul style="list-style-type: none"> • The statutory permissions for education delivery required in this jurisdiction. • Details or copies of permissions held and/or required by the Partner to carry out the proposed partnership. • If in-country approvals will be applied for <u>after</u> validation, please provide details of the mechanism(s) and anticipated timescales for this activity. 	
Approvals/Licences/Consents Please provide details of any other statutory permissions required in this jurisdiction, if applicable.	
Quality/Inspection Reports Please identify and provide copies of recent institutional quality assurance or professional body reports, if applicable.	
Management Structure Please provide the organisational management structure for the Partner Institution. This may be supported by provision of an organisation chart.	
Resources Please provide a broad summary of the physical and human resources, further details for programme level resources will be considered at validation. Physical Description of infrastructure in place to support higher education (please provide details). Research environment please describe the research facilities available, for example, libraries, laboratories, electronic resources, equipment, archives and collections: Human Teaching staff/administrative staff/other categories.	
Financial Statements	

<p>Evidenced by last 3 years audited Accounts, if applicable.</p>	
<p>Please Specify the Academic Level the Partner is Currently Delivering at. e.g. FHEQ Level(s) 4, 5, 6, 7, 8 - or equivalent.</p>	
<p>Student Complaints Policy Please provide the student complaints policy that will apply to students studying on the proposed programmes. Please also confirm how/where this will be made available to students.</p>	
<p>Insurance – UK Partners Please provide insurance certificates for Public Liability Insurance, Employer's Liability Insurance, Professional Indemnity and Data Protection.</p> <p>Where delivery takes place at more than one site, please confirm whether a single insurance policy covers all sites or if there are separate insurance policies in place for each site.</p>	
<p>Insurance – International Partners Please describe what insurance arrangements you have in place to:</p> <ul style="list-style-type: none"> (d) Protect employees; (e) Protect visitors to your Institution or members of the public; (f) Cover a negligent act or omission by you (or your employees) in a professional capacity. <p>Please provide copies of insurance certificates, for any policies that are in place.</p> <p>Where delivery takes place at more than one site, please confirm whether a single insurance policy covers all sites or if there are separate insurance policies in place for</p>	

each site.	
Information about academic or business links in the UK and Overseas	
What experience does the proposed partner have in delivering higher education?	

MODERN SLAVERY	
Does the organisation have a programme in place to ensure that modern slavery and human trafficking does not exist in the organisation and supply chain?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Has the organisation made any form of public commitment to eradicate slavery in their organisation and supply chains?	Yes <input type="checkbox"/> No <input type="checkbox"/>
<i>Please provide any supporting documentation, such as a policy/procedure.</i>	
<p>To your knowledge, has the organisation and/or have any of its directors, executive officers, staff, or other persons associated with it:</p> <p>c. been convicted of any offence involving slavery and human trafficking</p> <p>d. been or are the subject of any investigation, inquiry or enforcement proceedings by any governmental, administrative, or regulatory body regarding any offence or alleged offence of, or in connection with, slavery and human trafficking?</p> <p><i>If the answers to a) or b) are "Yes", please provide additional details of any enforcement/remedial orders served and of any remedial action or changes to procedures you have made as a result.</i></p>	<p>a. Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>b. Yes <input type="checkbox"/> No <input type="checkbox"/></p>
BRIBERY INFORMATION	
Does your organisation have an Anti-Bribery and Corruption policy?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your organisation have a programme in place to ensure that bribery does not exist in your organisation and supply chain?	Yes <input type="checkbox"/> No <input type="checkbox"/>

<i>If yes, please provide a copy of the Policy.</i>	
Does your organisation require any third parties it deals with to have anti-corruption policies and procedures in place?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are payments made by your organisation to third parties reflective of the market rate for the work that they carry out?	Yes <input type="checkbox"/> No <input type="checkbox"/>
To your knowledge is your organisation or parties within your organisation being investigated, prosecuted, convicted, or excluded from various business activities for corruption?	Yes <input type="checkbox"/> No <input type="checkbox"/>
CONSUMER LAW	
Does your organisation provide material information regarding study upfront to the student including, for example, information relating to entry requirements, core modules, methods of assessment, total costs (with no hidden extras), and information about how to make a complaint?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are the terms and conditions which the student signs up to fair, accessible, and transparent? For instance, are students able to access the terms and conditions; are there appropriate cancellation rights?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you aware of, and does your organisation comply with, the United Nations Guidelines for Consumer Protection which set out the main characteristics of effective consumer protection legislation? If not, how does the organisation manage this? https://unctad.org/topic/competition-and-consumer-protection/un-guidelines-for-consumer-protection	Yes <input type="checkbox"/> No <input type="checkbox"/>
EQUALITY AND HUMAN RIGHTS	
Does your organisation have an Equality and Human Rights Policy or any policy regarding basic rights and freedoms of people? <i>If yes, please provide a copy of the Policy.</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>

Does the operation of your organisation align with the University's stance regarding Equity and Diversity?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does the operation of your organisation align with the UN Charter on Human Rights regarding the protection of human rights? https://www.un.org/en/about-us/universal-declaration-of-human-rights	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your organisation provide training to your staff, or any third parties that your organisation deals with on treating people equally and preserving human rights?	Yes <input type="checkbox"/> No <input type="checkbox"/>
CRIMINAL FINANCES	
Please confirm that your organisation will comply with any applicable laws, regulations, codes, and sanctions relating to tax evasion facilitation.	I/we confirm <input type="checkbox"/> I/we do not confirm.... <input type="checkbox"/>
To your knowledge, has your organisation or any of the individuals or companies that work with your organisation been engaged in the following: 3. facilitating tax evasion or foreign tax evasion 4. aiding, abetting, counselling, or procuring the commission of a tax evasion offence or foreign tax evasion offence by another person.	1. Yes <input type="checkbox"/> No <input type="checkbox"/> 2. Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your organisation have a policy that takes steps to eradicate corruption, money laundering, and tax evasion in your organisation and/or supply chains? <i>If yes, please provide a copy of the Policy.</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Title of supporting policy/documentation, if applicable:
Does your organisation require any third parties that your organisation deals with to have in place policies and procedures, which target corruption, money laundering, and tax evasion?	Yes <input type="checkbox"/> No <input type="checkbox"/>
COUNTER TERRORISM AND SECURITY	
Are you able to demonstrate due regard to the duty to prevent extremist views, including provision of support for vulnerable students, appropriate risk assessment and action planning, and appropriate senior leadership	Yes <input type="checkbox"/> No <input type="checkbox"/>

engagement?	
Do you provide training to your staff, or any third parties that your organisation deals with, on preventing people from being drawn into terrorism?	Yes <input type="checkbox"/> No <input type="checkbox"/>
FREEDOM OF SPEECH AND ACADEMIC FREEDOM	
Please confirm that you will act in a manner that is consistent with the University's policies on counter terrorism, freedom of speech, and academic freedom.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you have any risk assessment processes in place to ensure that external speakers do not give extremist views in any presentations/speeches?	Yes <input type="checkbox"/> No <input type="checkbox"/>
DATA PROTECTION AND INFORMATION SECURITY	
Does your organisation have a Data Protection Officer, or someone responsible for data protection? If so, please provide contact details.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does your organisation have an Information Security Policy and/or Data Protection Policy? If so, please describe your organisation's arrangements for auditing compliance with these policies.	Yes <input type="checkbox"/> No <input type="checkbox"/> Title of supporting policy/documentation, if applicable:
Please provide a description of the measures you have in place to ensure the security of any data transferred to you from the University. (200 words maximum)	
Where are your organisation's servers, which hold personal data located e.g. Microsoft Cloud, Amazon, on-site?	
Does your organisation have a policy and process for managing internal information security breaches? <i>If yes, please provide a copy of the Policy.</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Has your organisation ever had a security breach resulting in loss or unauthorised disclosure of personal data?	Yes <input type="checkbox"/> No <input type="checkbox"/>

<i>If yes, please provide details.</i>	
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SECTION THREE**PROPOSED ARRANGEMENT WITH THE PARTNER(S)**

3.1	Type of arrangement under consideration <i>Please provide a brief description of the proposed arrangement and delivery model, for example Dual award, articulation arrangement, franchise, validation, distance delivery</i>	
3.2	Rationale for the proposed arrangement <i>Please provide a brief rationale in the box below:</i>	
3.3	Information about the award covered by the proposed information <i>Please complete the table below:</i>	
	Type of award	
	FHEQ level	
3.4	Expected student numbers <i>Please indicate below:</i>	
3.5	Likely timescale for introduction <i>Please complete the table below:</i>	
	What is the expected start date for students on the provision covered by the proposed arrangement?	

	At which partner organisation will the students commence their programme of studies?	
	Where students commence their studies at a partner organisation and complete their studies at Liverpool Hope University, what is the expected start date at the University?	

3.6	Marketing <i>Please provide brief outline plans for marketing the proposed arrangement.</i>

3.7	Are there any issues to be considered relating export control legislation for controlled technologies, and other legal requirements for either teaching or research partnerships

3.8	What process will be used to allocate and protect the IP of any research for both partners.

SECTION FOUR
<u>RISKS AND MITIGATION</u> <i>Significant risks and mitigation in relation to the proposed partner, further guidance on risk management can be found at</i> https://www.hope.ac.uk/media/aboutus/governancedocuments/Risk%20Management%20Policy.pdf

With reference to the information provide above, please complete the risk assessment table below:

Please indicate the level of risk (reputational, financial and/or strategic) associated with the proposed partnership by completing the table below:

Enter the score awarded for each identified risk in the 'Score' column

Identified Risk	Low Risk: 1	Medium risk: 2	High Risk : 3	Score 1, 2 or 3
Geographical location of proposed partner	UK	European	International	
Proposed partner's capacity to contract	Publicly funded HE / FE (UK)	Privately funded HE / FE (UK)	Other	
Proposed partner's educational context	UK based HE system	European / Commonwealth based HE system	Other	
Student language at the proposed partner	UK or overseas – English first language	UK based – English second language	Overseas – English second language	
Language of delivery for the proposed course	English	Combination of English and other	Other	
Proposed partner's resource capacity to support the partnership	Large, well resourced	Small, well resourced	Limited resources	
Role of proposed partner	Dual Award Joint Delivery Joint Award Flying Faculty	Franchise arrangement Validation agreement Articulation Agreement Study Abroad/Exchange	Serial Arrangement	
Proposed partner's academic expertise	Courses at this level	Courses at a lower level	No experience in this field	
Proposed partner's previous experience with UK HEIs	At this level	At a lower level	None	
Proposed partner's quality assurance system or agency	UK QAA	European based QA system	International based QA System	
Proposed partner's capacity to provide appropriate datasets which align with the University's data management system	Alignment with the University's data management system	Partial alignment to the University' data management system	Datasets not aligned	
Total Risk Score:				
11-15 low risk 16-20 medium risk 21-33 high risk				

Is an Off-Campus Risk Assessment Required	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Outcomes of Off-Campus Risk Assessment		

Acceptable	no further action but ensure controls are maintained	
Adequate	Look to improve at next review	
Tolerable	Look to improve within specified timescale	
Unacceptable	Stop activity and make immediate improvements	

SECTION FIVE

ENDORSEMENT OF THE PROPOSAL

Deputy Vice-Chancellor & Provost

I confirm that I am satisfied with the content of this proposal

Name:	
Signed:	
Date:	

Appendix 3 Forms

Prospective Academic Partnership Proposal

Form 4B: Operational Approval for Collaborative Partnerships

Following the submission of Full Due Diligence via Form 3B, Centre/Operational Approval is carried out by a panel, which is chaired by an Executive Dean.

Overview	
Name of Proposer	
Faculty	
School	
Name of Proposed Partner	
Title of the courses concerned	
Proposed start date	

Centre Approval Visit	
Date of visit by the panel to the proposed partner to discuss the proposal with centre staff and view the facilities	
Has the Self-Evaluation Document been supplied?	
Have CVs of relevant staff to be involved in the delivery, including details of their current teaching commitments, been supplied?	
Have details of specialist resources required for delivery of specific programmes such as laboratories, workshops and design studios, been supplied?	
Have details of learning resources required for delivery of specific programmes been supplied?	
Further comments by Chair of Panel	

Outcome	
Recommend approval	
Recommend approval subject to conditions and/or recommendations. Include date by which conditions must be met	
Not recommend approval until further development work has been undertaken and, where appropriate, a subsequent approval event held	
Withdraw from the partnership	
Further comments	
Chair of Centre/Operational Approval Panel	
Panel members	
Date	

Appendix 3 Forms

Prospective Academic Partnership Proposal

Form 5B: Approval to Deliver (Collaborative Partnerships)

Following completion of the University's Course Approval process, an Approval to Deliver meeting will be held, Chaired by the DVC with Accreditations Officer support. The outcome will be documented in this Form 5B

Overview	
Name of Proposer	
Faculty	
School	
Name of Proposed Partner	
Title of the courses concerned	
Proposed start date	

Approval to Deliver		
Confirmation from Approval to Deliver Meeting	Yes	
	No	
Details of reason for decision		
Chair of Approval to Deliver Meeting		
Date of Approval to Deliver Meeting		

Appendix 3 Forms

Form 6B: Collaborative Partnership Review

Section 1: Background Information

Collaborative Partner	
Title of the courses offered via the partnership	
Author(s) of the Review Form	
Lead School for Collaborative Partnership	
Review Date	
How has the Collaborative Partner been involved in the completion of the review?	

Section 2: Management of the Partnership

Does the partnership remain aligned with the Faculty strategy and commitments, and does it have the continuing support of Faculty Executive Board?	
How is the collaborative partner kept informed of amendments to University regulations and policies, and how are the implementation of these monitored?	
Please reflect on current arrangements for managing the partnership, how they have operated to date, and whether they provide an effective framework for the overall management of the partnership.	
How is a regular dialogue between the lead School and the collaborative partner maintained?	
Outline the systems currently in place to monitor and assure the academic standards of the provision and the quality of the learning experience for students. What mechanisms are in place to ensure that the University can have confidence in the on-going quality and standards of the provision?	

How regularly are visits undertaken to the collaborative partner, and when was the most recent visit?	
What are the arrangements in place for staff development for staff from the collaborative partner teaching on the programme?	

Section 3: Business Case

Has the business case been updated reflecting on the operation of the partnership and projected future income and expenditure?	
Has the provision offered through the partnership delivered the student numbers projected for the period in question?	
Have the financial arrangements operated satisfactorily and met the necessary costs including, where appropriate, the costs associated with the use of Liverpool Hope University's facilities?	
Have there been any additional costs to the University which were not covered in the original business case (e.g. use of Liverpool Hope University's facilities, records management)	

Section 4: Legal Agreement

Has the agreement to date operated according to its terms? Have there been any issues with the operation of the contract and how have these been resolved?	
Are any amendments proposed to the agreement prior to renewal? If yes, please outline these in detail and the rationale for these.	

Section 5: Risk Assessment

Outline any significant changes to the risk profile of the partnership	
Outline any factors or mechanisms in place to mitigate risk with regard to the partnership	

Date of Next Review:

Date by which the next review of the partnership is due	
---	--

Appendix 4 Partnership Risk Assessment

Please indicate the level of risk (reputational, financial and/or strategic) associated with the proposed partnership by completing the table below:

Enter the score awarded for each identified risk in the 'Score' column

Identified Risk	Low Risk: 1	Medium risk: 2	High Risk : 3	Score 1, 2 or 3
Geographical location of proposed partner	UK	European	International	
Proposed partner's capacity to contract	Publicly funded HE / FE (UK)	Privately funded HE / FE (UK)	Other	
Proposed partner's educational context	UK based HE system	European / Commonwealth based HE system	Other	
Student language at the proposed partner	UK or overseas – English first language	UK based – English second language	Overseas – English second language	
Language of delivery for the proposed course	English	Combination of English and other	Other	
Proposed partner's resource capacity to support the partnership	Large, well resourced	Small, well resourced	Limited resources	
Role of proposed partner	Dual Award Joint Delivery Joint Award Flying Faculty	Franchise arrangement Validation agreement Articulation Agreement Study Abroad/Exchange	Serial Arrangement	
Proposed partner's academic expertise	Courses at this level	Courses at a lower level	No experience in this field	
Proposed partner's previous experience with UK HEIs	At this level	At a lower level	None	
Proposed partner's quality assurance system or agency	UK QAA	European based QA system	International based QA System	
Proposed partner's capacity to provide appropriate datasets which align with the University's data management system	Alignment with the University's data management system	Partial alignment to the University' data management system	Datasets not aligned	
Total Risk Score:				
11-15 low risk 16-20 medium risk 21-33 high risk				