

**UNIVERSITY OF
WESTMINSTER** 

**COLLABORATIONS
HANDBOOK**

2018

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Section 1: Collaborative Provision at Westminster

1.1 Introduction

“Collaborative provision denotes educational provision leading to an award, or to specific credit toward an award, of an awarding institution delivered and/or supported and/or assessed through an arrangement with a partner organisation.” - Quality Assurance Agency

This Collaborations Handbook provides information and guidance to colleagues about initiating and developing different types of collaborative partnerships. It defines the collaborative partnership models that can be discussed and explored with other institutions, along with information about the University structures that are in place for approving and reviewing collaborative partnerships. The role of the signed agreement is explained, and there are helpful templates and resources that aim to encourage consistency, transparency, and good practice.

1.2 Initiating Collaborative Partnerships

In the first instance, all new collaborative partnership opportunities are discussed by the College and should take into consideration suitability and match with the University’s International Partnership Strategy and College plans. If the Associate Head of College (External Relations) agrees that there is value in exploring the potential partnership further, the next stage will be to complete a [Collaborative Proposal Form](#). This form, which should be completed by the College Lead for the collaborative partnership in question, will capture information required to enable the College Executive Group (CEG) to reach a decision about whether it is in the College and the University’s interest to pursue the opportunity further. For student exchange partnerships the [Module Convertibility Form](#) will need to be submitted with the Collaborative Proposal Form.

The kind of information that the College Lead is required to collate includes background information about the potential partner, how and where the partner operates and how the potential partnership has evolved. The College Lead is asked to identify and present anticipated benefits including a forecast of potential student numbers, and is asked to consider any risks and resource implications associated with the proposal. This will then serve as a combined initial due diligence and business case. The Associate Head of College (External Relations) should have sight of the collaborative proposal form prior to submission to the CEG.

Following discussion at College Executive Group, if the Head of College approves and signs off the Collaborative Proposal Form, it will then be referred to the Partnership Scrutiny Panel (PSP).

For collaborative partnerships that involve two or more Colleges. The same processes apply in that each College will need to consider and approve the collaborative opportunity prior to submission to the Partnership Scrutiny Panel. However for multiple college developments the submission to the PSP will normally be submitted by the Director of Global, Recruitment and Admissions.

1.3 Partnership Scrutiny Panel (PSP)

The role of the PSP is to maintain oversight of new collaborative partnership proposals (or significant changes or additions to existing partnerships) that Colleges have assessed as potentially beneficial to the College and University. Its role is one of assurance where panel members with experience of collaborative partnerships discuss collaborative proposals submitted to the panel for their

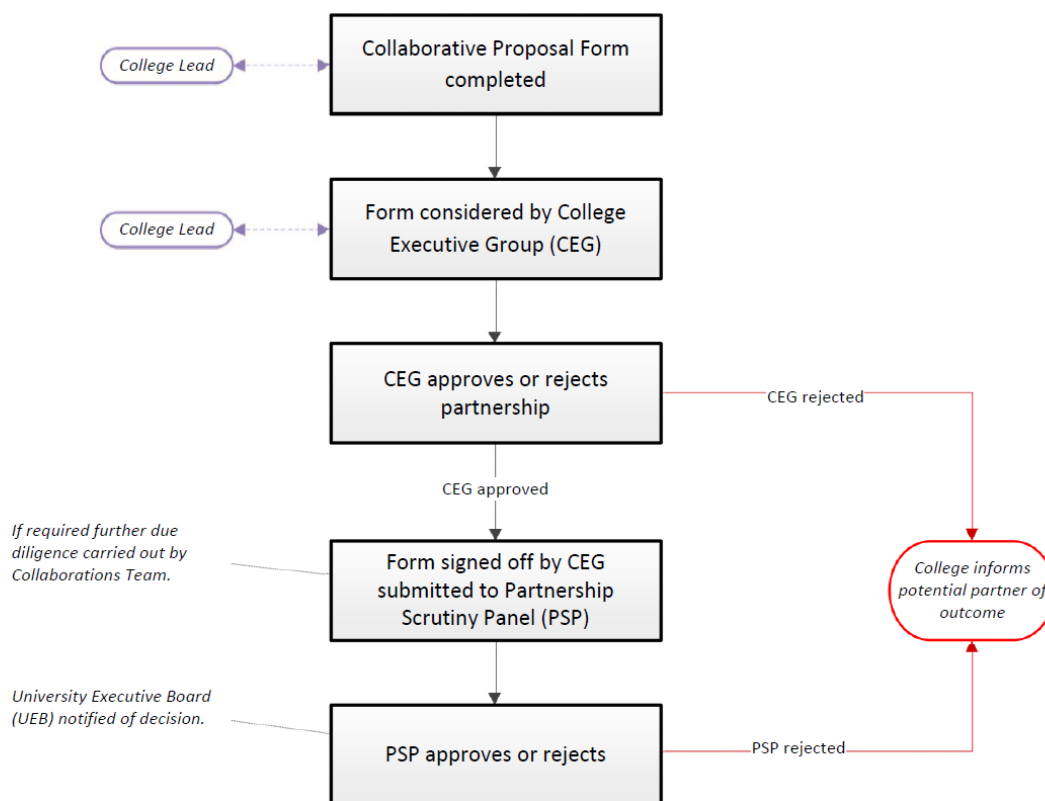
scrutiny. In the first instance, the Panel assess the viability of the proposal in consideration of the University's strategic partnership aspirations and the collaborative model type being proposed. The Panel then explore the overall information provided in more depth, for example, the reputation of the partner, the anticipated benefits, the resources required to develop and operate the partnership and competition. All these factors inform a decision as to whether the proposal should be approved. The Panel will either agree to proceed with the collaborative partnership proposal, or may ask for further information in order to be able to make a more informed decision. The proposal may also be rejected by the Panel.

The second role of the PSP is to review current operational partnerships, particularly those that are approaching the end of their contractual life-cycle. The College Lead will be required to complete a critical appraisal of the collaborative partnership in question, and will capture the findings in a [Critical Appraisal Form](#) which is submitted to CEG, and then on to the PSP. The Critical Appraisal Form will require coordination and input from several stakeholders including Finance, and if applicable, the Liaison Tutor and External Examiners.

Prior to submission of the Critical Appraisal Form to the PSP, the College may have already reached an agreement about whether or not it is in the College or the University's interest to continue or to discontinue working with a collaborative partner and will therefore inform the PSP of the Colleges recommendation. If it has been agreed that a collaborative partnership will not be renewed, a letter will be sent to the partner. This letter is produced by the Collaborations Team and signed by the Deputy Registrar, Academic Quality and Standards.

The PSP reports its business to the University Executive Board. The PSP meets four times each the academic year. For more information about the PSP and how it operates, please refer to the [PSP Terms of Reference](#).

1.4 Diagram of the collaborative partnership approval process



1.5 Following approval: what happens next?

If the Collaborative Proposal is approved by the PSP, what happens next is chiefly determined by the nature of the collaborative partnership model. **For Franchise and External Validation collaborative partnerships, the processes defined in the [Quality Assurance and Enhancement Handbook](#) will apply.**

For certain kinds of collaborative partnerships, namely External Validation and Franchises further **due diligence** checks are imperative, although for others, such as Progression Partnerships and Student Exchanges, the information provided in the Collaborative Proposal Form may be considered as satisfactory in terms of providing oversight of the academic, legal and governance status of the intended collaborative partner.

Further due diligence checks are led by the Collaborations Team within the Quality and Standards Office who will work with stakeholders from across the institution and with the collaborative partner(s), to collate the information and assess the risk.

The due diligence checks consider the following aspects:

- Governance and contractual relationships
- Finance – copies of audited accounts may be required
- Infrastructure – copies of organisational charts required
- References – information about other academic collaborations required
- Disputes, complaints, and litigation information required
- Insurance – details of insurance to cover occupational liability or third party liability
- Physical resources (sites, buildings)
- Learning resources (both general and specific resources applicable to the type of provision and subject area)

The due diligence findings will be presented to the PSP in order to be formally considered and seek approval to proceed to the next stage of the approval process.

Similarly, due diligence checks must be carried out for collaborative partnerships that are scheduled for review to inform College and PSP decision making concerning their renewal or closure. The Collaborations Team in Quality and Standards will lead on these.

For some collaborative partnerships, further attention will need to be given to the assessment of the impact on resources throughout the lifecycle of the collaborative partnership.

Section 2: Collaborative Provision definitions and processes

Westminster has identified several collaborative models which align to its partnership aspirations. Definitions have been updated in response to the evolving partnership environment. It should be noted however, that collaborative partnership opportunities do not exclude UK-based partners.

Westminster's definitions of collaborative provision are consistent with the collaborative provision characteristic statements provided for guidance by the Quality Assurance Agency. Processes and practices are consistent with the expectations and indicators outlined in [Chapter B10](#) of the Quality Code. The focus of this Chapter is the management of all collaborative learning opportunities where Westminster works with other organisations.

It is appreciated that sometimes, understanding the models, and the differences between them can be challenging. **Colleagues are always encouraged to contact the Collaborations Team in Quality and Standards to discuss partnership models and to determine the most appropriate model to underpin a specific arrangement.** Further information can be found for each collaborative model by following the links below:

[Franchise](#)

[External Validation](#)

[Flying Faculty](#)

[Double Degree](#)

[Dual Award](#)

[Progression](#)

[Parallel](#)

[Articulation](#)

[Student Exchange](#)

[Dual PhD](#)

[Cotutelles](#)

[Memorandum of Understanding \(MoU\)](#)

2.1 Franchise

Definition	Westminster, as the awarding institution, authorises the whole or part of one of its own validated course/s for delivery by a partner institution.
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partnership Proposal (for new partners). Discussion at CEG and if approved, shared with the Partnership Scrutiny Panel (PSP) • If approved by PSP, further development of business case and due diligence • Curriculum Review and Innovation Committee (CRIC) submission for programme approval • Approval event, including site visit • Agreement drafted, finalised and signed
Award	Westminster
Transcript and certificate	Westminster, also showing location of study
Regulations	Westminster
Levels	UG and PG taught

For a diagram version of the approval process for Franchise arrangements please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.2 External Validation

Definition	A course/s not offered by Westminster is validated by Westminster for delivery by a partner institution. The course/s could be designed and developed jointly with Westminster or wholly by the partner institution.
Summary of process and approvals	<ul style="list-style-type: none">• Included in College Plan• Collaborative Partnership Proposal (for new partners). Discussion at CEG and if approved, shared with the Partnership Scrutiny Panel (PSP)• If approved by PSP, further development of business case and due diligence• Curriculum Review and Innovation Committee (CRIC) submission for programme approval• Validation event, including site visit• Agreement drafted, finalised, and signed
Award	Westminster
Transcript and certificate	Westminster, also showing location of study
Regulations	Westminster
Levels	Level 3, UG and PG taught

For a diagram of the development and approval process for External Validation arrangements please click [here](#).

For further information on the Validation Process for New Courses see Section 3 of the [Quality Assurance and Enhancement Handbook](#).

[RETURN TO AGREEMENT TYPES](#)

2.3 Flying Faculty

Definition	A Westminster programme is validated to be partly delivered by employees of Westminster, often in block mode, at another organisation. This may be in collaboration with a local host organisation which may provide access to resources to support the delivery of teaching and learning, for example classrooms and facilities or employment of local professional support staff. Westminster retains sole responsibility for the academic standards and quality of the learning opportunity.
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partnership Proposal (for new partners). Discussion at CEG and if approved, shared with the Partnership Scrutiny Panel (PSP) • Curriculum Review and Innovation Committee (CRIC) for programme approval (for PhD and research this is considered by the Graduate School Board) • Validation event, including site visit • Agreement drafted, finalised, and signed <p>NOTE: Both submission to CRIC and the validation event need to give consideration to the student experience in particular, as often, these programmes are delivered block mode – resulting in a very different teaching and learning experience.</p>
Award	Westminster
Transcript and certificate	Westminster, also showing location of study
Regulations	Westminster
Levels	UG and PG taught (possibly PhD)

For a diagram of the development and approval process for Flying Faculty arrangements please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.4 Double Degree

Definition	<p>Westminster works with another degree-awarding body to develop and deliver a programme (taught, maybe research) leading to separate awards granted by each institution. The partner agrees to award the same qualification, but will issue a separate certificate.</p> <p>The volume of credit and assessment would be in excess of a single award.</p>
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partnership Proposal (for new partners). Discussion at CEG and if approved, shared with the Partnership Scrutiny Panel (PSP) • If approved by PSP, further development of business case and due diligence consideration • Curriculum Review and Innovation Committee (CRIC) submission for programme approval • Validation event that will need to consider <ul style="list-style-type: none"> – the jointly developed curriculum (could include new content that has been jointly designed and developed as well as content from existing programmes, or a combination of both) – ensuring that it is distinctive. – that teaching and learning and assessment is in excess of a single award in terms of credit and assessment. – the logistical aspects – e.g. time spent by students at each institution, in consideration of visa requirements. What’s the impact on student experience? – operational aspects – at which point do we confer the award and when is the double degree awarded? ‘What if’ scenarios. • Agreement drafted, finalised, and signed
Award	<p>Two separate awards, one from each awarding body, both in acknowledgement that the award is a double degree.</p>
Transcript and certificate	<p>Separate certificate and/or transcript or record of achievement or Diploma Supplement indicates that a jointly delivered single programme is leading to two or more qualifications of the participant partners.*</p> <p>*This will need to be set up as a separate award on SITS to show that it is a double degree so that this is highlighted on the certificate.</p>
Regulations	<p>Each institution retains its own regulatory position in respect of the elements of the programme that it is responsible for.</p>
Levels	<p>UG and PG taught (Possibly PhD)</p>

For a diagram of the development and approval process for Double Degrees please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.5 Dual Award

Definition	<p>Westminster works with another degree awarding body to design a programme leading to two separate awards. The awards can be at different levels. The qualifications attest to the successful completion of the programmes, with separate programme outcomes.</p> <p>The dual degree differs from a double degree in that the period of teaching and learning, the assessment and credit, does not exceed the duration to qualify for a single award.</p>
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partnership Proposal (for new partners). Discussion at CEG and if approved, shared with the Partnership Scrutiny Panel (PSP) • If approved by PSP, further (proportionate) development of business case and due diligence consideration • Curriculum Review and Innovation Committee (CRIC) submission for programme approval (for taught courses only) • Validation event, including site visit • Agreement drafted, finalised, and signed
Award	Two separate awards, one from each awarding body, but in recognition of one singular programme.
Transcript and certificate	Students who successfully complete the two programmes receive a separate certificates, one for each of the awards.
Regulations	Each institution retains its own regulatory position in respect of the elements of the programme that it is responsible for.
Levels	UG and PG (see below for Dual PhD partnerships)

For a diagram of the development and approval process for Dual Awards please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.6 Progression

Definition	<p>Westminster reviews the provision of another institution and assesses that the curriculum of a specified programme (or a specified part) provides an appropriate basis and academic standard, to be deemed equivalent to the identified components of one or more programmes delivered by Westminster. This enables direct entry at the appropriate level.</p> <p>Arrangements normally involve credit accumulation and transfer, so that credit (contributing towards 50% maximum of the final Westminster award) achieved for the approved study at the first institution is transferred to contribute to the programme and award completed at Westminster.</p> <p>There are several active progression agreements at Westminster at undergraduate level –including 3+1, 1+2 and 2+2 models.</p> <p>These can be difficult to develop effectively at postgraduate level due to several factors including: the period of time spent by a student at Westminster being shorter, and the consequent impact of logistics, timings visas, accommodation, and how this could impact on the student experience.</p>
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partnership Proposal (for new partners). Discussion at CEG and if approved, shared with the Partnership Scrutiny Panel (PSP) • Proportionate due diligence and business case if required • Agreement drafted, finalised, and signed
Award	Westminster
Transcript and certificate	Westminster
Regulations	Westminster
Levels	UG into levels 5, 6

For a diagram of the development and approval process for Progression arrangements please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.7 Parallel

Definition	<p>Similar to a progression agreement, Westminster reviews the provision of another institution and assesses that the curriculum of a specified programme (or a specified part of it) provides an appropriate basis and academic standard, to be deemed equivalent to the identified components of one or more programmes delivered by Westminster. This enables direct entry at the appropriate level.</p> <p>The main difference between parallel and progression partnership is that upon successful completion of a single programme of study, the parallel model will lead to two separate awards. One award will be from Westminster and the other award, at an equivalent level from the partner institution.</p> <p>The partner institution recognises that the Westminster award forms an integral part of the teaching, learning and assessment in order for the student to fulfil the partner’s award, and that it will also satisfy local academic regulatory and quality expectations.</p>
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partnership Proposal (for new partners). Discussion at CEG and if approved, shared with the Partnership Scrutiny Panel (PSP) • At postgraduate level, this is essentially a direct entry admissions criteria. At undergraduate level, this may be captured as progression. A case by case discussion will be necessary • Admissions criteria captured • Agreement drafted, finalised and signed
Award	<p>On successful completion of the programme, the student receives two separate qualifications (with typically the same title) from the University and the degree-awarding body in the other jurisdiction</p>
Transcript and certificate	<p>Westminster</p>
Regulations	<p>Westminster</p>
Levels	<p>UG and PG taught</p>

For a diagram of the development and approval process for Parallel arrangements please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.8 Articulation

Definition	<p>Westminster reviews and approves provision at another institution as equivalent to level 3 to allow applicants to be considered for admission on to courses at Level 4. This can also work at level 7, for example, if a student has completed a pre-masters programme.</p> <p>This is a way of recording direct entry at level 4 or level 7. Partners often see the value in an agreement of this nature as it allows them to promote the partnership (and Westminster).</p>
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partnership Proposal (for new partners). Discussion at CEG and if approved, shared with the Partnership Scrutiny Panel (PSP) • This is essentially a direct entry partnership based on applicants fulfilling and admissions requirements • Admissions criteria captured • Agreement drafted, finalised, and signed
Award	Westminster
Transcript and certificate	Westminster
Regulations	Westminster
Levels	<p>Direct entry into level 4</p> <p>Direct entry into level 7</p>

For a diagram of the development and approval process for Articulation arrangements please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.9 Student Exchange

Definition	<p>Westminster and a partner institutions agree to allow students to study a specified part of their programme at a host institution.</p> <p>Arrangements normally involve credit accumulation and transfer so that credit achieved at the host institution is transferred to contribute to the programme and award at the home institution.</p>
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partner Proposal (for new partners). Discussion at CEG • Referred to Partnership Scrutiny Panel (PSP) for approval • Proportionate due diligence and business case and module compatibility. • Agreement drafted, finalised, and signed <p>NOTE: For College specific exchanges, the Academic Exchange Coordinator is supported by the relevant Student Mobility Officer.</p>
Award	Westminster
Transcript and certificate	Westminster
Regulations	Partners regulations when Westminster student is on exchange
Levels	UG and PG taught

For a diagram of the development and approval process for a Student Exchange please click [here](#) for College Specific and [here](#) for University Wide.

All exchange agreements are liaised and drafted by the Global Mobility Team.

[RETURN TO AGREEMENT TYPES](#)

2.10 Dual PhD

Definition	Westminster and another institution work together to develop a programme whereby PhD students are co-supervised. There is an expectation that DPRD and APR will be integrated into the programme, otherwise there may be a need to validate an element of the programme. It is expected that this kind of partnership would generate a larger cohort of students in subject specific areas.
Summary of process and approvals	<ul style="list-style-type: none"> • Included in College Plan • Collaborative Partner Proposal (for new partners) • Checking the eligibility of the candidate to apply for dual registration • Assessment of DRDP integration by Graduate School Board, and validation, if required • Referred to Partnership Scrutiny Panel (PSP) for approval • Due Diligence on partner institution • Agreement drafted, finalised, and signed
Award	Dual PhD
Transcript and certificate	A separate award from each institution stating that the award is a Dual PhD
Regulations	It is the academic regulations of the institution hosting a given stage of study (or duration of time) that will be applied. The second institutions regulations will be applied for the period the student is active at the second institution. In order to be awarded the student must satisfy the criteria at both institutions.
Levels	PhD

For a diagram of the development and approval process for Dual PhD arrangements please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.11 Cotutelles

Definition	An independent PhD candidate would like to register at two institutions with the aim of pursuing a co-supervised PhD. Westminster will be one of the institutions.
Summary of process and approvals	<ul style="list-style-type: none"> • CEG considers opportunity • Checking the eligibility of the candidate to apply for dual registration and assessment of DRDP integration by Graduate School. • Collaborative Partnership Proposal (for new partners) submitted to PSP for approval • Due Diligence on partner institution • Regular admissions processes apply • Signed agreement between the two institutions drafted and finalised • Student agreement drafted and finalised (Institutional and student agreement can be one agreement if relevant)
Award	Dual PhD
Transcript and certificate	A separate award from each institution stating that the award is a Dual PhD
Regulations	It is the academic regulations of the institution hosting a given stage of study (or duration of time) that will be applied. The second institutions regulations will be applied for the period the student is active at the second institution. In order to be awarded the student must satisfy the criteria at both institutions.
Levels	PhD

For a diagram of the development and approval process for Cotutelles arrangements please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

2.12 Memorandum of Understanding (MoU)

Definition	A MoU is not legally binding and is designed to express intention and to enter discussions to explore and encourage the development of new opportunities for collaboration between the parties.
Summary of process and approvals	<ul style="list-style-type: none">• A MoU is not required for every partnership.• MoUs do not require formal approval at PSP. The relevant Associate Head of College (External Relations) will discuss potential MoUs with the Deputy Vice-Chancellor for Global Engagement, Director of Global, Recruitment and Admissions and the Collaborations Manager. If agreed the Collaborations Team will draft the agreement which will be signed by the DVC (GE).

For a diagram of the process for MoU arrangements please click [here](#).

[RETURN TO AGREEMENT TYPES](#)

Section 3: Agreements

3.1 Introduction

All collaborative partnerships are subject to a formal signed fixed-term agreement which sets out the responsibilities of each partner, and provides assurance that both parties understand and agree to fulfil their roles and responsibilities. The form and content of the agreements vary according to the nature and scale of the partnership.

Agreements can be either College Specific or University-Wide. University-Wide is a terminology applied to a collaborative arrangement that includes more than one College.

3.2 Agreement templates

The Collaborations Team in Quality and Standards are responsible for drafting agreements (with the exception of Student Exchange agreements – see 3.3 below). To successfully develop an agreement requires the involvement of a range of stakeholders, for example;

- Academic colleges may be asked to complete module mapping.
- Finance may be required to draft a financial schedule.
- Liaison Tutors along with the Registry and the partner are required to develop an administrative schedule.

All of this information is collated by the Collaborations Team and forms part of the agreement.

Westminster's position on agreements is that Westminster's agreement templates should be used. The exception is the student exchange agreement template. Due to the nature of this kind of agreement, there is a degree of flexibility to make adjustments to accommodate the partner's requirements. Sometimes the partner's template can be used, although a partner's template will need to be edited to ensure all of Westminster's requirements are included. Guidance on this can be seen in [Appendix 3](#).

3.3 Student Exchange Agreements

The [Global Mobility Team \(GMT\)](#) liaise with the partner and with the College to draft all Exchange agreements. A student exchange database is kept and managed by the GMT containing records of all exchange agreements. The list of current Exchange Agreements can be found [here](#).

Student Mobility Officers (SMOs) liaise with their dedicated College Academic Exchange Coordinators and Associate Head of College (External Relations) to create and complete agreements for both College Specific and University Wide student exchange agreements, recording the details on the database referenced above.

A physical record copy of the signed agreement is stored by the GMT and uploaded to [SharePoint](#).

3.4 Authorised signatory

Two original versions of the final agreement must be signed by an authorised signatory, one from each institution, **before** a partnership can become operational.

Authorised signatories at Westminster are the Head of College (for College specific agreements) or the Deputy Vice-Chancellor of Global Engagement and Vice-Chancellor (if the agreement is University-Wide).

3.5 Maintenance of finalised agreements

As part of the management of collaborative arrangements, and in accordance with good practice, Westminster keeps all signed agreements in a central repository overseen by the Collaborations Team in the Quality and Standards Office. Hard copies are held by Quality and Standards, and they are also available on [SharePoint](#).

The Collaborations Team keeps an up to date [Register of Collaborative Provision](#). The Register includes information about the type of collaborative arrangements, agreement start-dates, and when agreements are due to expire and the College(s) concerned.

For student exchange partnerships, the Global Mobility Team maintain a repository of all signed and operational student exchange agreements. Similarly, the GMT retain a register of all signed, active student exchange agreements on SharePoint.

3.6 Adjustments to Agreements

From time to time, it may be necessary to adjust a current collaborative agreement to acknowledge a change in the terms or details of a partnership. This should be done through writing and appending an **addendum** which will need to be signed by both parties and attached to the existing agreement. The Collaborations Team are responsible for drafting and finalising addenda. Two signed original copies of the addendum will be required, one for the partner and one for the University. The final signed version will be filed with the original agreement and uploaded to [SharePoint](#).

Extensions to an agreement are only applicable in exceptional circumstances. Due to the changing nature of agreement templates, it is necessary to ensure that information is refreshed, current and relevant.

Section 4: Further Information

4.1 Liaison Tutors

This role is relevant to validated or franchised collaborative partnerships. The role of the Liaison Tutor provides a link between those responsible for the management and delivery of the course at the partner institution, staff based in the College at the University of Westminster, and staff working in academic administration at both institutions.

For further information including the Liaison Tutor Report Template, please refer to the [Liaison Tutor Handbook](#).

4.2 Collaborations Committee

The Collaborations Committee is responsible for monitoring the effectiveness of strategy, policies and processes for the quality assurance and enhancement of collaborations with others. The Committee oversees the maintenance of the Register of Collaborative Provision and the work of the Liaison Tutors. The Committee meets twice each academic year and reports to the Teaching Committee.

The Terms of Reference for the Collaborations Committee can be seen in [Appendix 1](#).

4.3 Terminating and closing partnerships

Each agreement contains information about the process to be followed should a collaborative partnership need to be terminated prior to the end of the active agreement period. Either the University or the Partner can propose that a partnership is terminated and consequently closed. Whereas processes for termination and closure are more explicit for External Validation and Franchise partnerships, it is essential that the student experience, regardless of the type collaborative partnership, is not negatively impacted. Throughout the termination process an emphasis should be placed on the importance of ensuring that students are considered first and foremost and that they are able to complete their studies and qualifications.

The University will ensure that upon a partner advising of their intention to terminate an agreement a termination schedule is devised, and in the case of External Validation and Franchise partnerships, a Leaving Institution Working Group will be established. Membership is usually made up of the Liaison Tutor, The Partnerships Team, a Global, Recruitment & Admissions representative, the Collaborations Manager and key staff from the partner institution, notably the course leader and others that the partner deem necessary. A schedule will be established along with an addenda to the agreement to ensure that the cost, processes and timeframes underpinning the closure of the collaborative partnership are agreed and clear.

Section 10 of the [Quality Assurance and Enhancement Handbook](#) should also be considered in the context of the impact of course closure on franchised collaborative partnership and how this should be managed.

4.4 Information for partner students

A link to the use of partner student information in the context of data protection is available on the University of Westminster website and can be found [here](#).

4.5 Other sources of information and templates

Internal Information:

- [Collaborations Intranet Page](#)
- [Collaborative Provision Register](#)
- [Handbook of Academic Regulations](#)
- [Quality Assurance and Enhancement Handbook](#)
- [Liaison Tutor Handbook](#)

External Information:

- [The Quality Assurance Agency \(QAA\) Chapter B10](#)

4.6 Contact

For further information, please contact the Collaborations Team:

Andrew Stevenson, Collaborations Manager: a.stevenson@westminster.ac.uk

Nahima Azad, Collaborations Coordinator: n.azad@westminster.ac.uk

Section 5: Appendices

5.1 Appendix 1: Terms of Reference

5.1.1 Partnership Scrutiny Panel Terms of Reference

The Partnership Scrutiny Panel (PSP) is a sub-committee of the University Executive Board. The Panel is responsible for:

- a) determining the suitability of other institutions as prospective partners for the University of Westminster, and
- b) reviewing partnerships to inform decisions about partnership renewal, or discontinuation.

Terms of Reference

1. To give detailed consideration to proposals for new partnerships activity or amendments through, *inter alia*, the scrutiny of partner information and due diligence and approve new partnerships if the University's requirements are met;
2. To report to the University Executive Board on the business of the Panel;
3. To agree the Partnership Review Schedule to ensure regular review of all partnerships;
4. To undertake or support partnership reviews in accordance with the agreed schedule and consider if partnership agreements should be renewed;
5. To propose ways in which the partnership approval and review process can enhance the risk management of partnerships and make recommendations as appropriate;
6. To oversee, through consideration of any financial or quality issues that may arise, whether partnerships should be discontinued;
7. To receive information and engage appropriately with the Global Engagement Strategy Board, Collaborations Committee and other groups;
8. To make recommendations for any changes to University policy, regulations and guidelines as they affect partnership arrangements.

Membership

Deputy Vice-Chancellor (Global Engagement), Chair

Director, Global, Recruitment and Admissions

Deputy Registrar, Academic Quality and Standards

Representative from Associate Heads of College (External Relations)

Senior Academic Co-ordinator for WIUT and Head of Transnational Education

International Partnerships Officer

Collaborations Manager, Executive Secretary

Collaborations Coordinator, Minute Secretary

Frequency of meetings

The Panel will meet four times a year

5.1.2 Collaborations Committee Terms of Reference

The Collaborations Committee is a sub-committee of the Teaching Committee. Its primary focus is to monitor the effectiveness of strategy, policy and processes for the quality assurance and enhancement of collaborations with other institutions and organisations for the delivery of courses leading to University of Westminster awards.

Terms of Reference

Specifically, the Collaborations Committee is required to:

1. Monitor the effectiveness of strategy, policy and processes for the quality assurance and enhancement of collaborative provision with other institutions and organisations for the delivery of University credit, taught and other courses leading to University of Westminster awards.
2. Review data and reports on the operation of existing partnership agreements, as defined within the University of Westminster Quality Assurance and Enhancement procedures.
3. Oversee the maintenance of the University's Register of Collaborative Provision
4. Consider and report on other issues referred by the University Teaching Committee.

Membership

Deputy Vice-Chancellor (Global Engagement), Chair

Director, Global, Recruitment and Admissions

Deputy Registrar, Academic Quality & Standards

Associate Heads of College (External Relations)

Co-opted, by invitation

Senior Academic Co-ordinator for WIUT and Head of Transnational Education

College Business Partners

Student Mobility Manager

Strategy Planning and Performance nominee

Information Systems and Support nominee

Secretariat

Collaborations Manager supported by the Collaborations Coordinator.

Quorum of the Collaborations Committee shall comprise a minimum of 40% of the members, including the Chair or her/his nominee.

Frequency of meetings

The Committee will meet two times per academic year.

5.2 Appendix 2: Collaborative partnership development flowcharts

The diagrams below show the approval and development processes underpinning each of the different kinds of collaborative partnership types that the University is able to consider.

[Franchise](#)

[External Validation](#)

[Flying Faculty](#)

[Double Degree](#)

[Dual Award](#)

[Progression](#)

[Parallel](#)

[Articulation](#)

[Student Exchange \(College Specific\)](#)

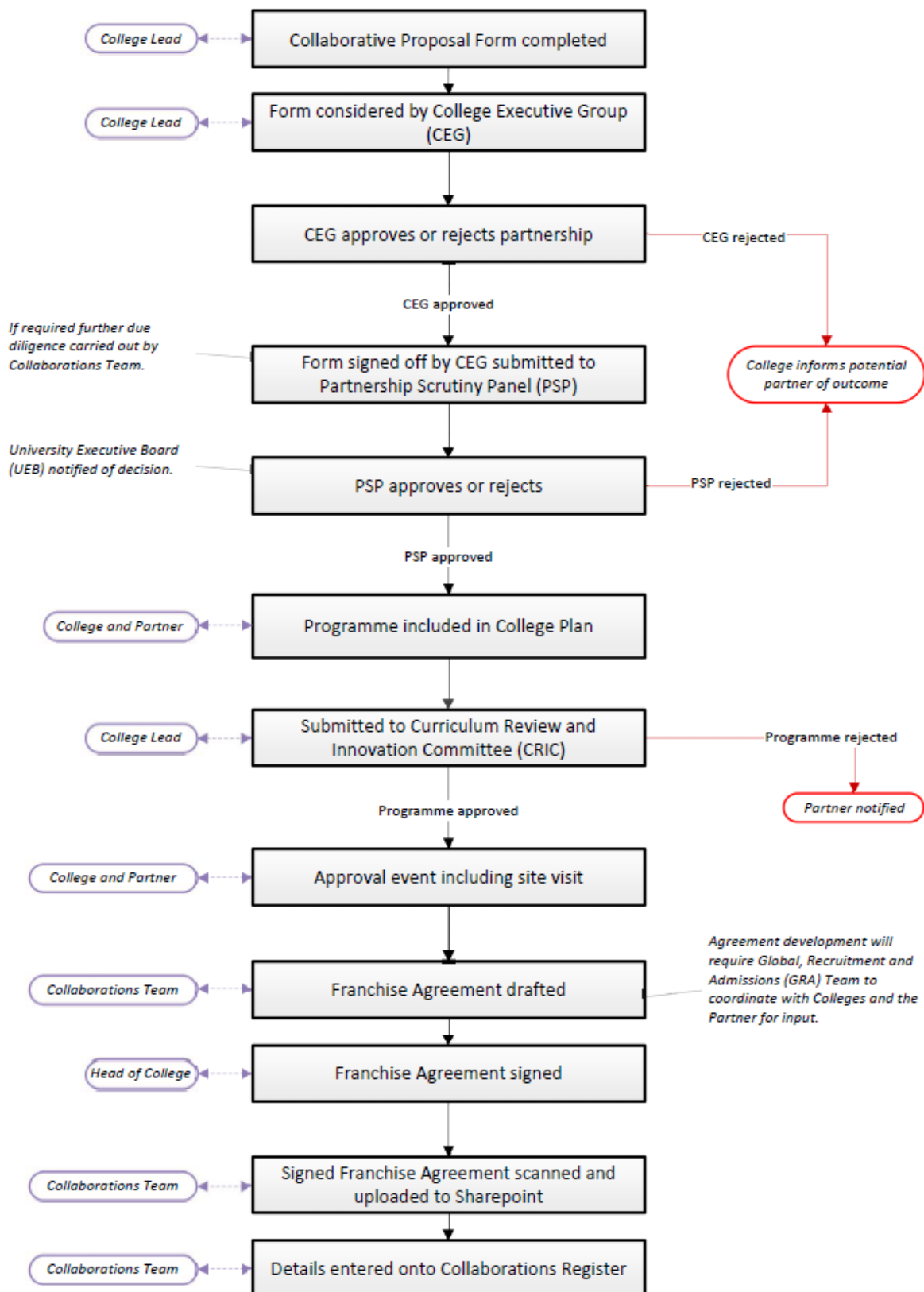
[Student Exchange \(University Wide\)](#)

[Dual PhD](#)

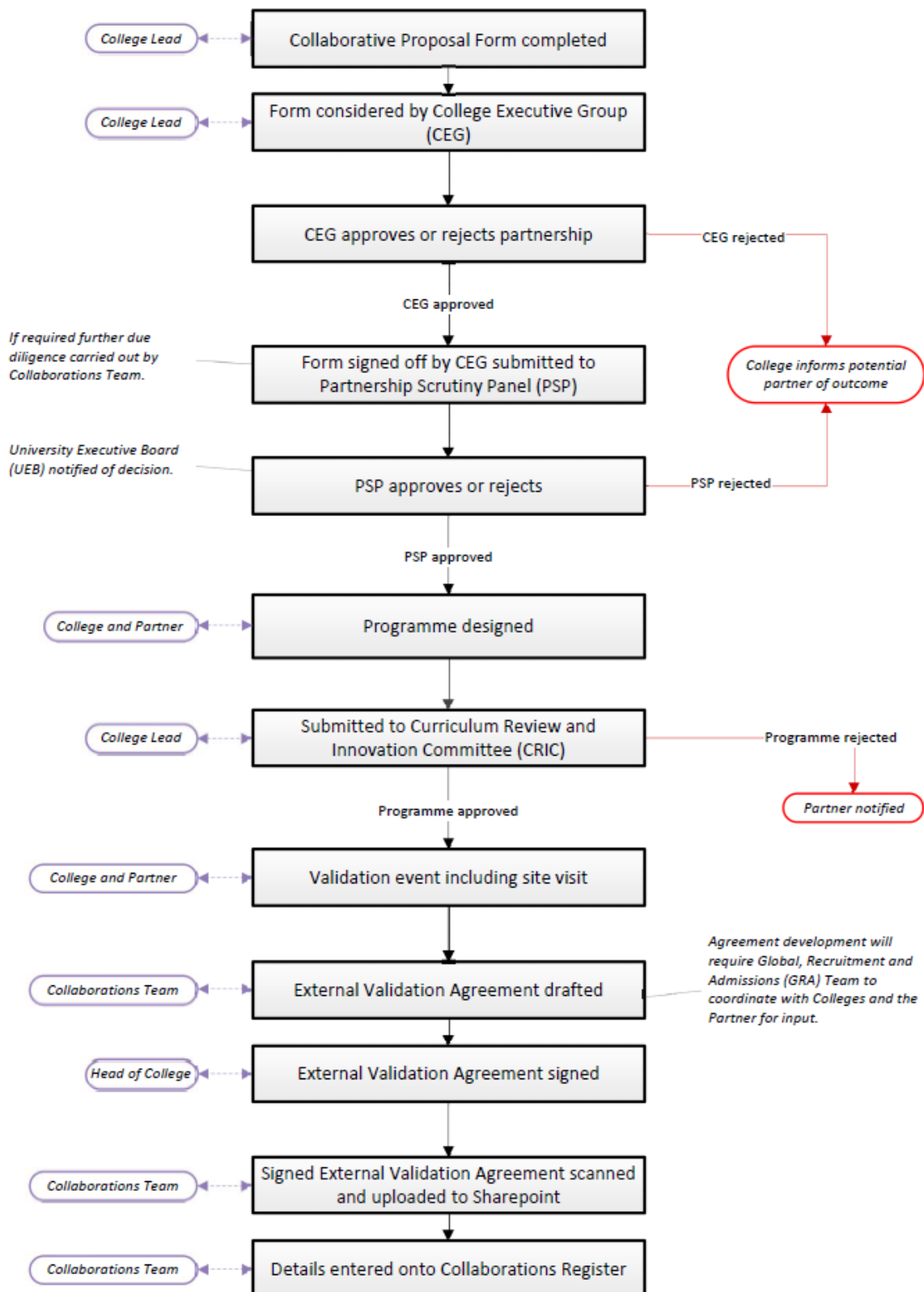
[Cotutelles](#)

[Memorandum of Understanding \(MoU\)](#)

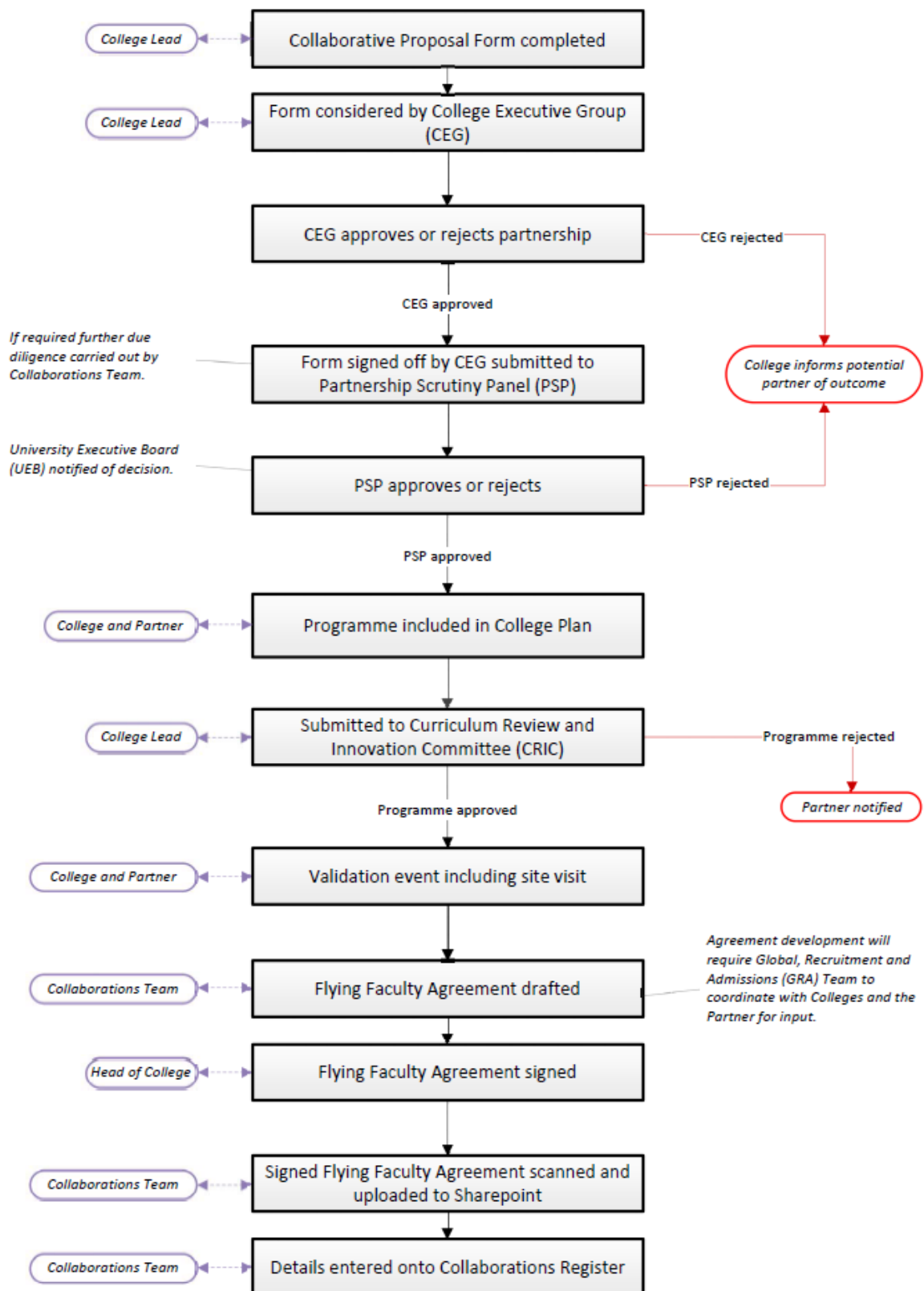
5.2.1 Franchise – approval and development process



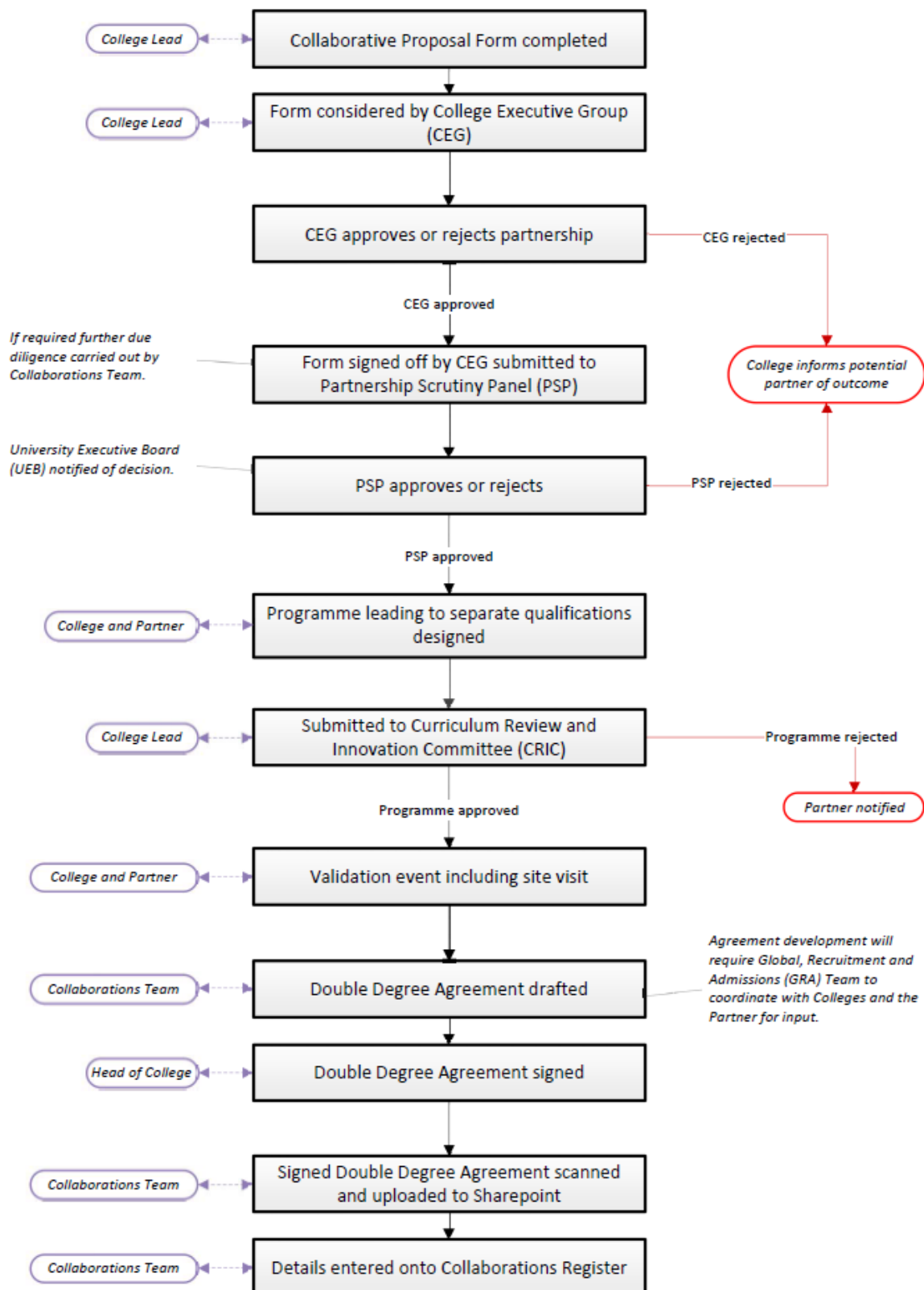
5.2.2 External Validation – approval and development process



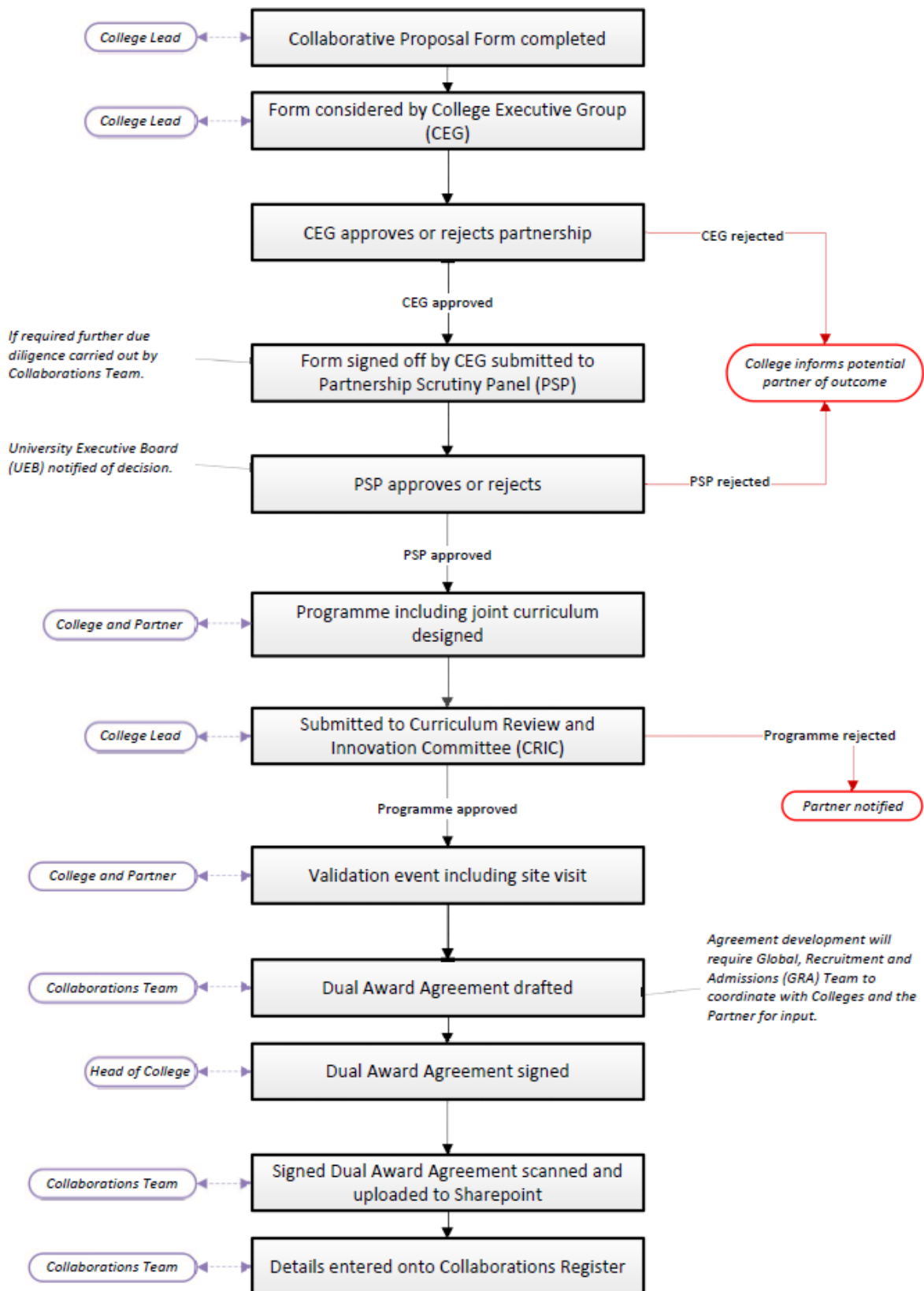
5.2.3 Flying Faculty – approval and development process



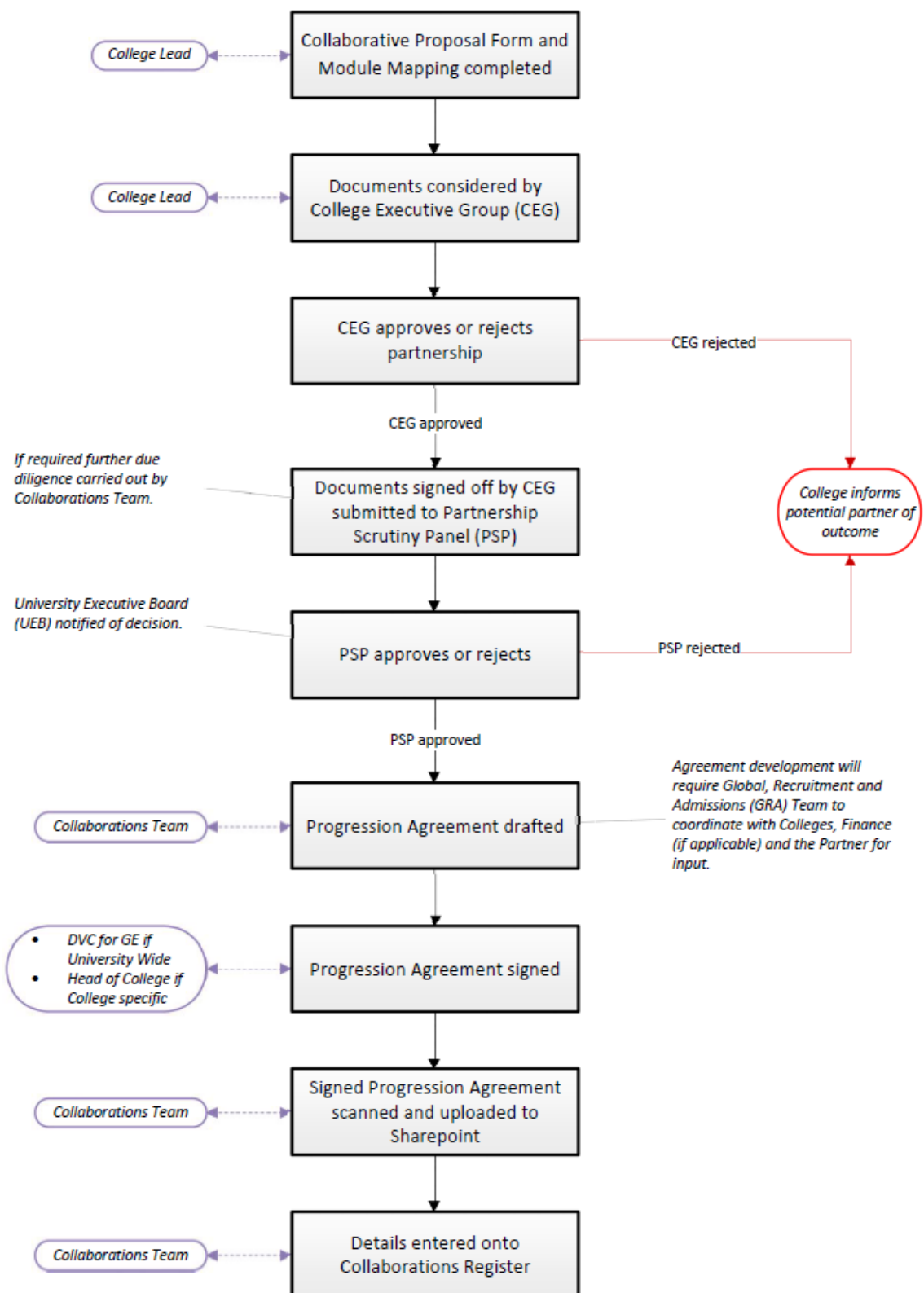
5.2.4 Double Degree – approval and development process



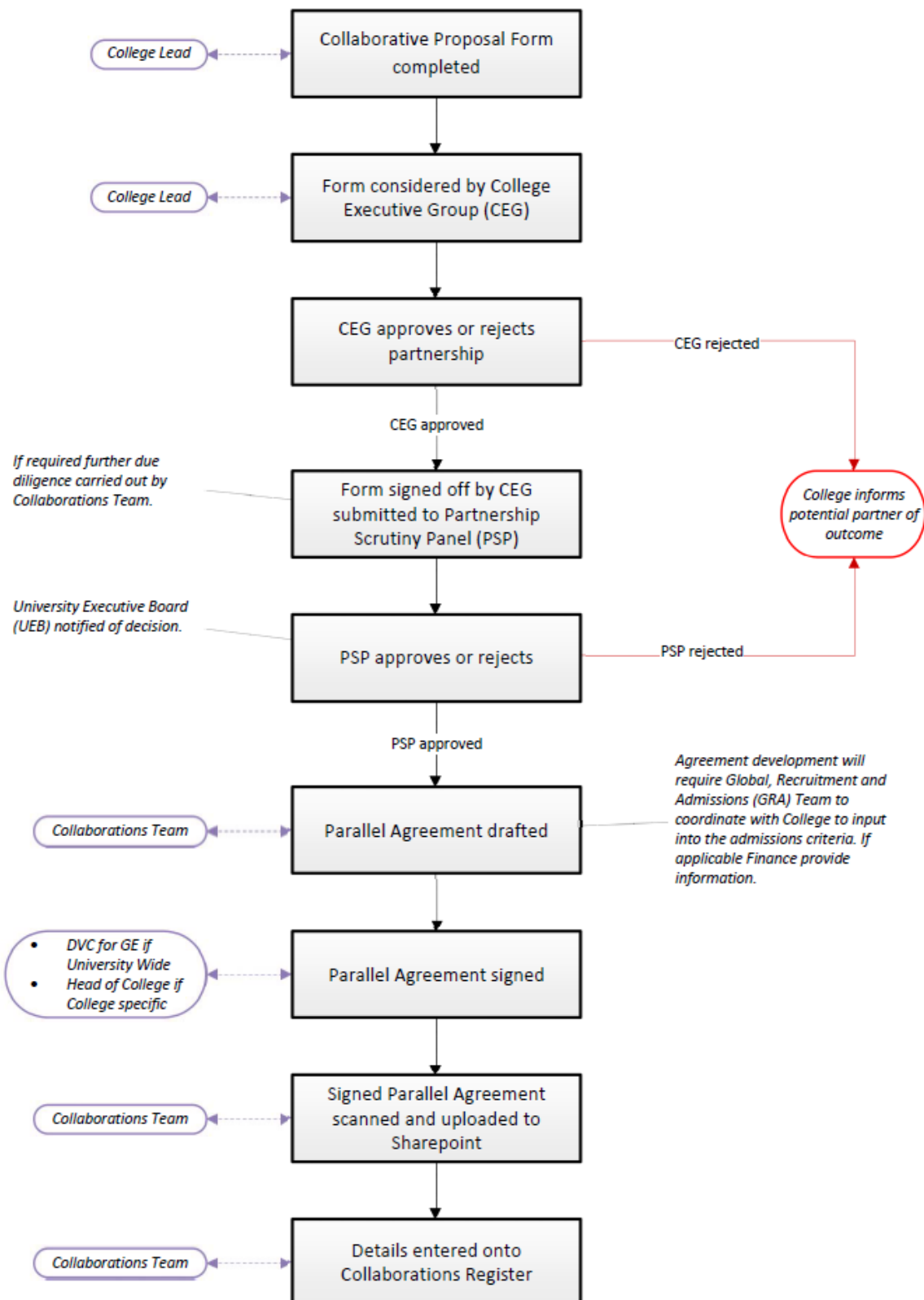
5.2.5 Dual Award – approval and development process



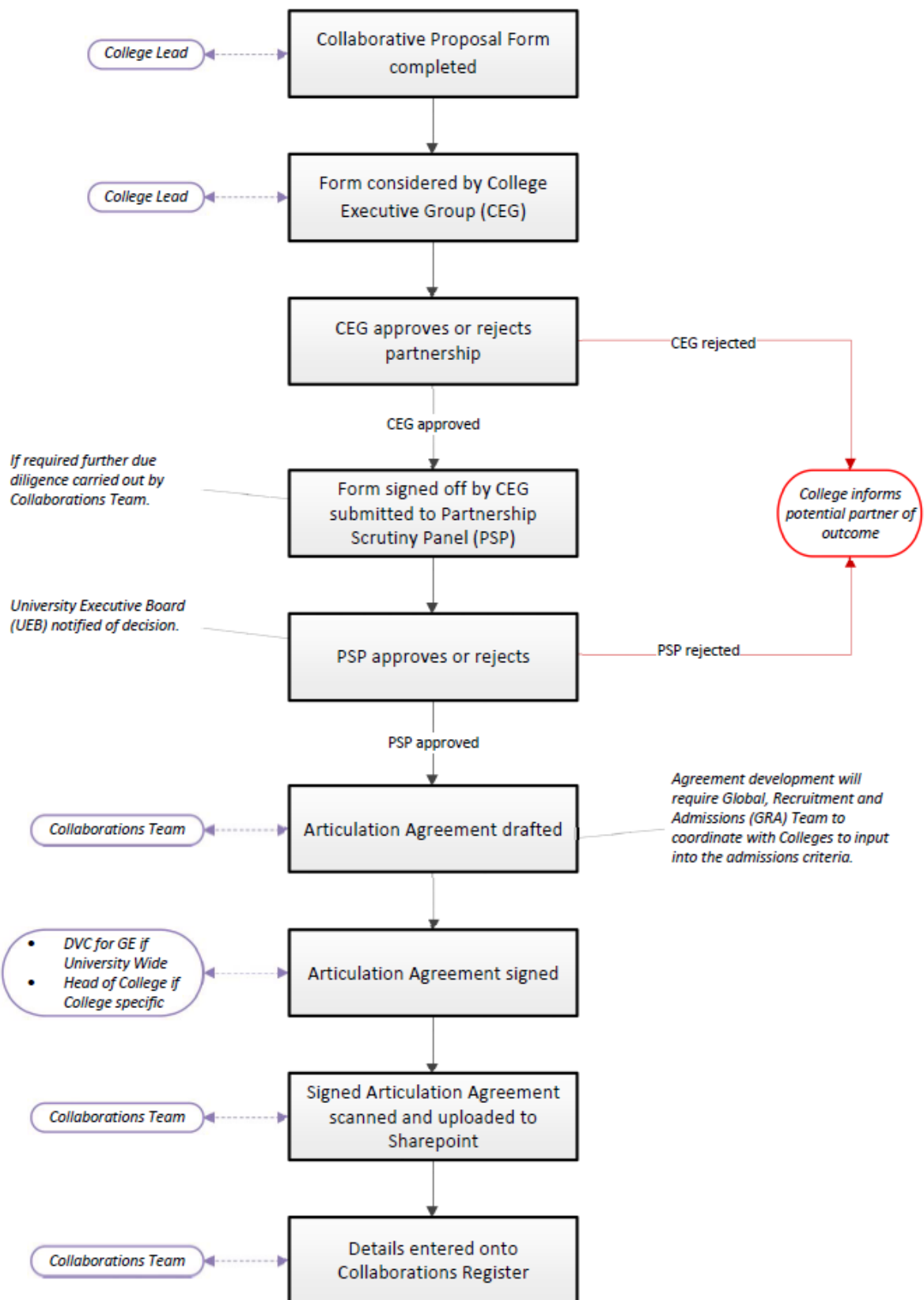
5.2.6 Progression – approval and development process



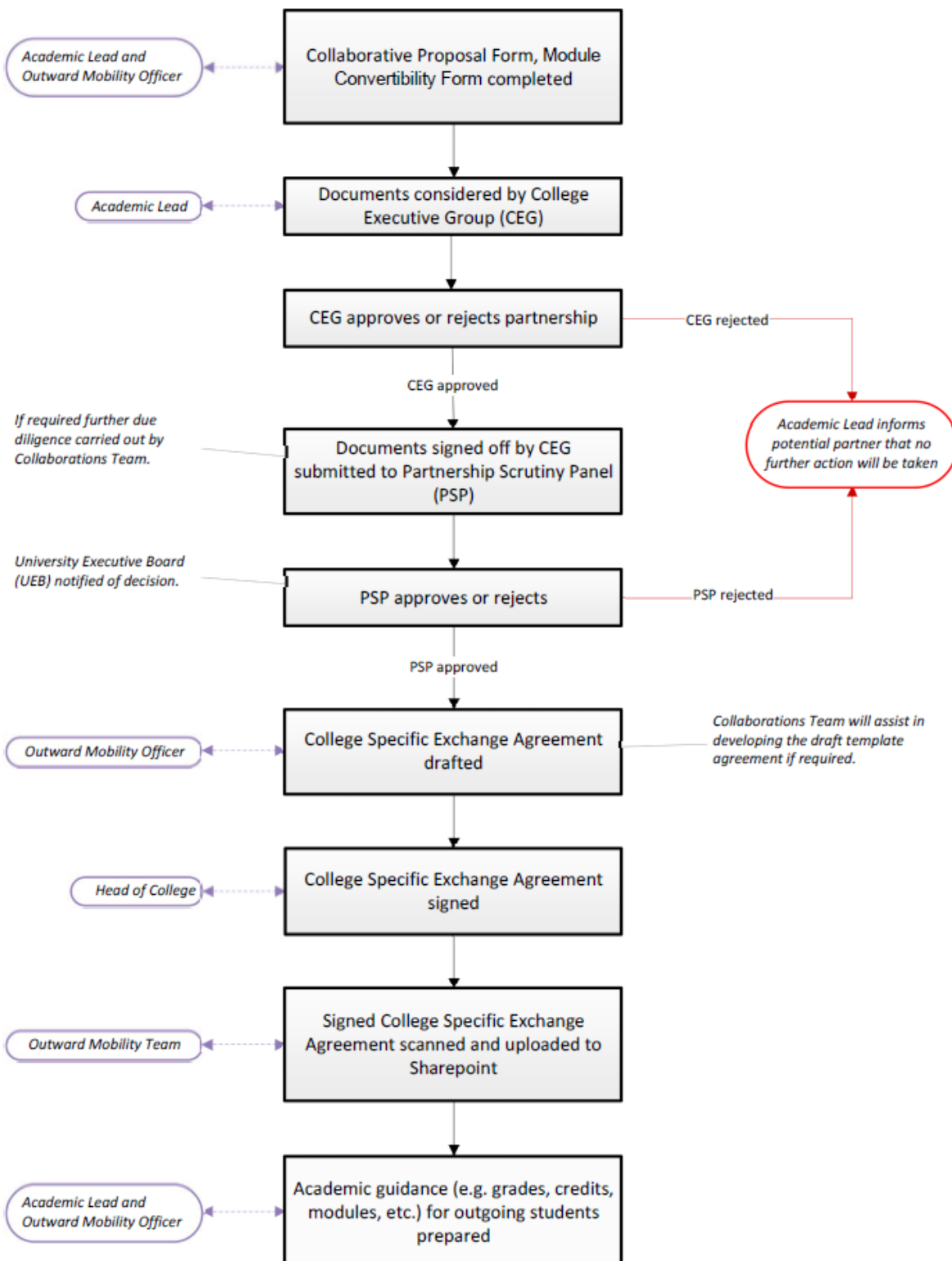
5.2.7 Parallel – approval and development process



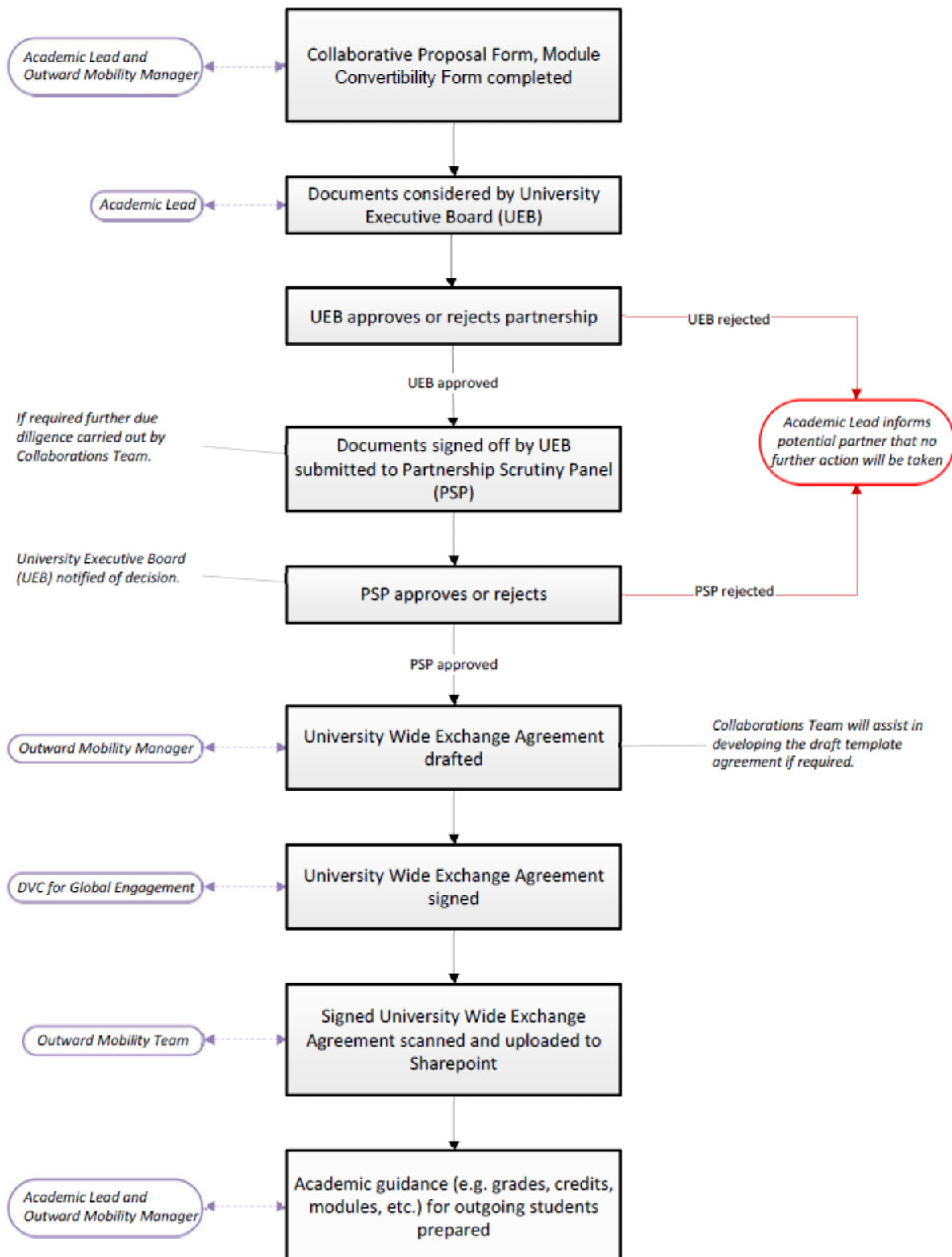
5.2.8 Articulation – approval and development process



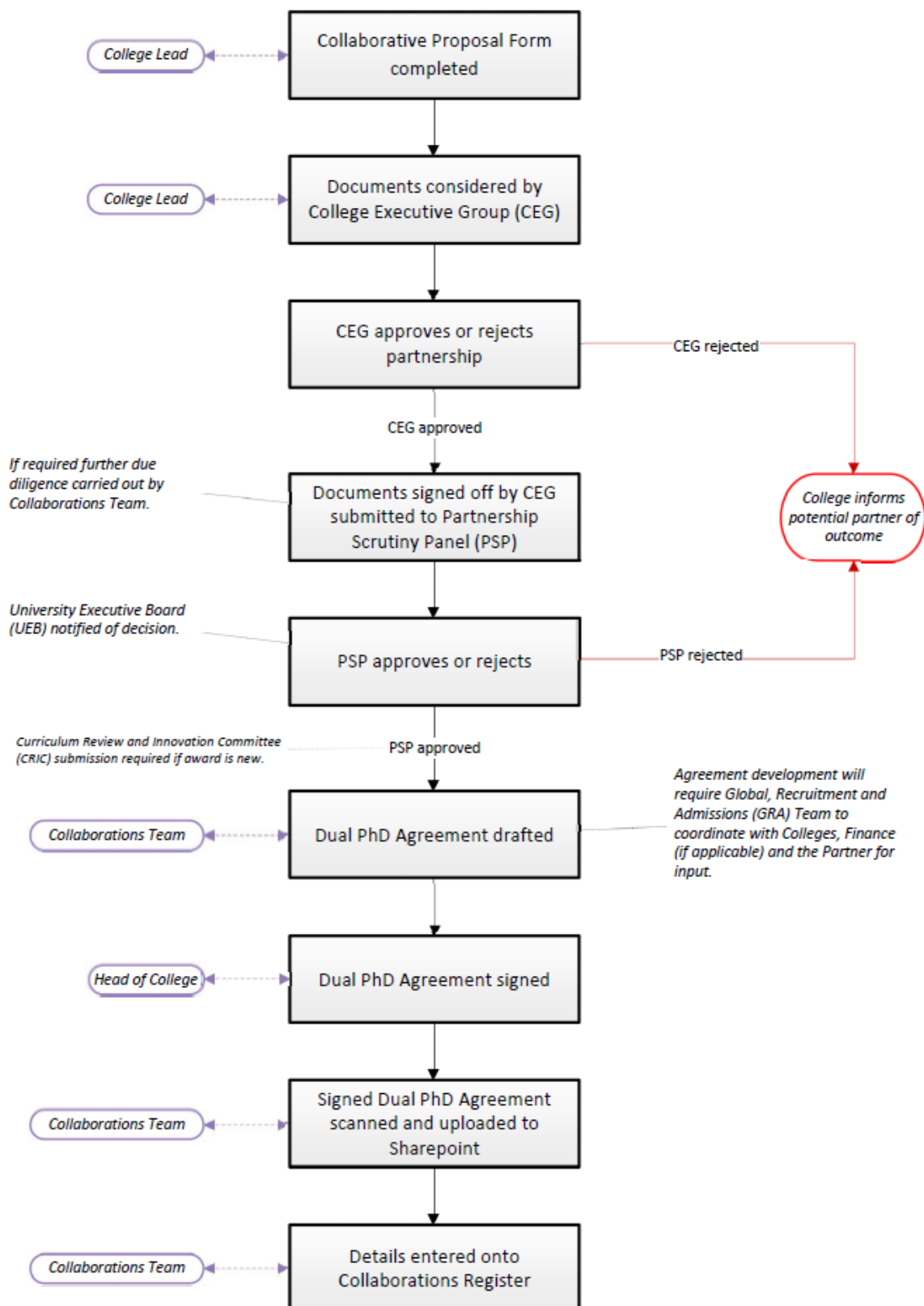
5.2.9 Student Exchange (College Specific) – approval and development process



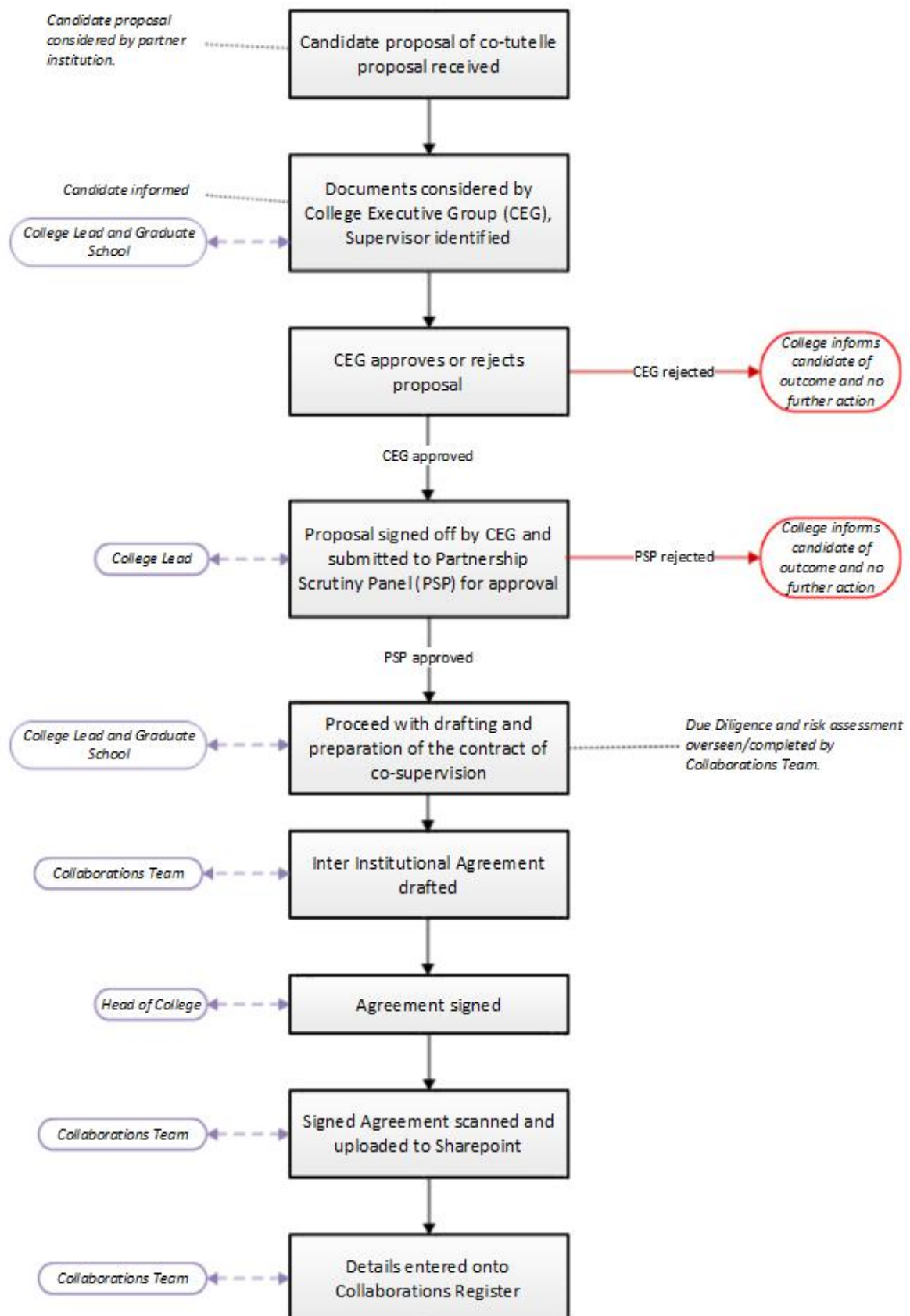
5.2.10 Student Exchange (University Wide) – approval and development process



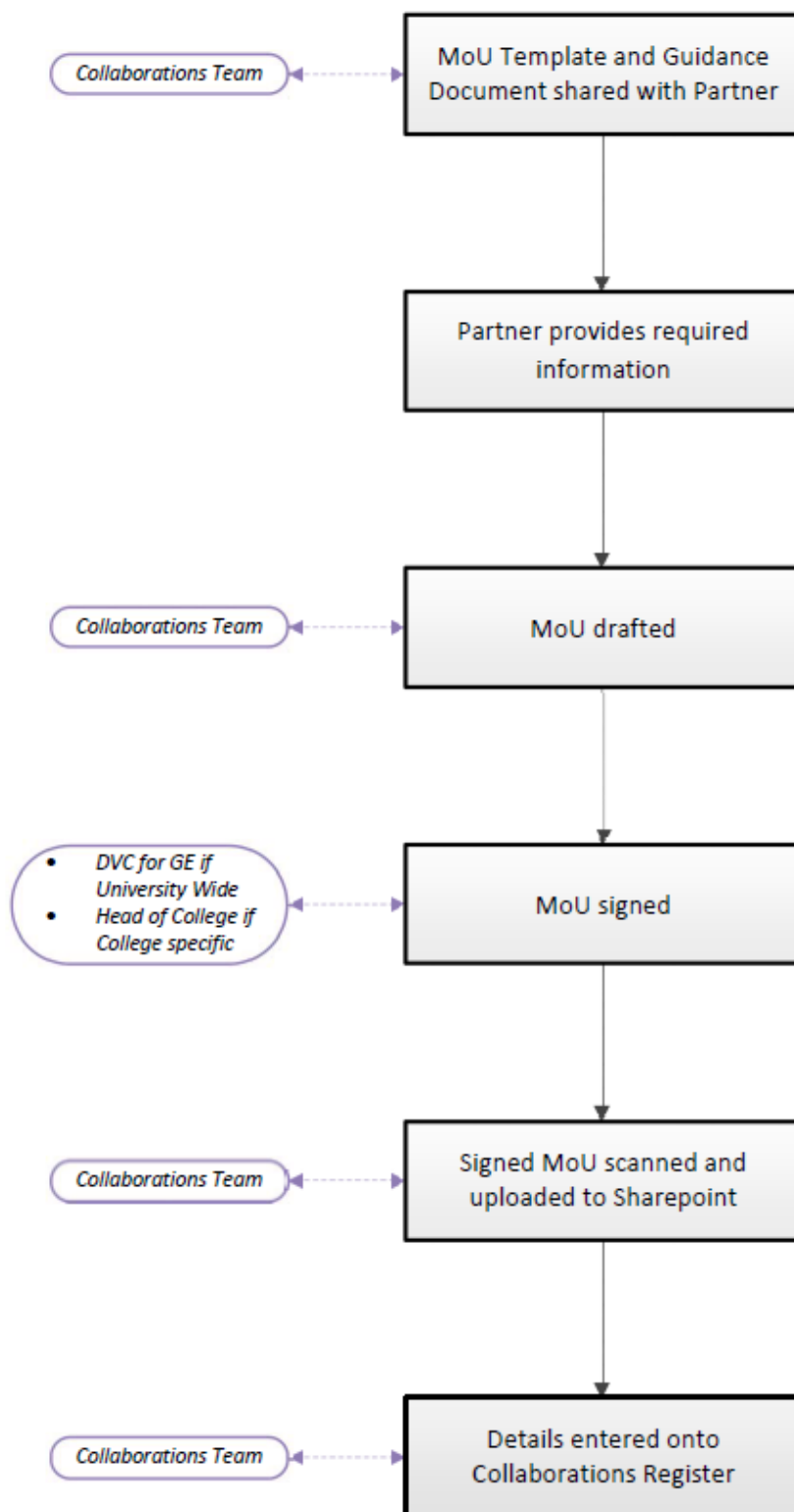
5.2.11 Dual PhD – approval and development process



5.2.12 Cotutelles – approval and development process



5.2.13 Memorandum of Understanding (MoU) – development process



5.3 Appendix 3: Student Exchange Agreements: Considering a partner's template

This guidance is to support colleagues when they have been asked to consider using a partner's student exchange template.

The main focus of drafting and adapting a student exchange template, whether it's Westminster's or the partner's will be to ensure that there is clarity on how the student exchange agreement will operate, and that students are the main focus.

The most straightforward way to compare exchange agreement templates will be to cross check against the existing Westminster template. Westminster's clauses do not have to be reflected word for word, but will need to be there in essence.

The points below should help colleagues to be able to work towards an agreement acceptable to both parties.

1. Always include a reference to the two parties in the opening section – and include addresses.
- 2: **Be specific** about the nature of the exchange – if it's undergraduate, make sure it is clear in the agreement. Similarly, if it's postgraduate – ensure that it says so.
3. Don't allow agreements to include reference to other kinds of collaborative activity. Don't include staff exchange within a student exchange agreement, as this is something that happens in a very different way. Keep the focus on the student exchange.
4. **Always ensure that there is a Schedule 1** – or an equivalent which does not necessarily have to be presented in a table format as it is in Westminster's template – this is how the exchange agreement operates and is therefore vital to the agreement.
6. All agreements will need to include reference to the following UK policies and codes of practice - these can be found in our Schedule 3:
 - GDPR
 - Freedom of Information
 - Anti-bribery
 - Anti-corruption

These can be copied and pasted from the existing template under Schedule 3 of the current exchange agreement, although care will need to be taken in consideration of **tone and style** of the amalgamation of templates and clauses.

In Westminster's template there is an the opportunity for the partner to include reference to their own laws to allow for a balance – there are usually similarities for example, USA-based institutions are often required to include reference **FERPA** is the Family Educational Rights and Privacy Act 1974. This protects the privacy of student education records. All educational institutions that receive federal funding must comply with FERPA – so often, USA-based partners will want to include reference to this.

7. It is likely that from time to time, a partner will question indemnity, liability and insurance clauses that are included in Schedule 3. These should be dealt with on a case by case basis and if required they should be discussed with line managers and escalated if necessary. In the absence of a legal department at Westminster, colleagues are encouraged to be careful

when considering adjustment and amendment to clauses of this nature. If a partner has concerns with the clause within the agreement template, it is suggested that they are asked to propose an alternative. **Westminster can learn from partners.** As a safeguard, always be clear in student exchange agreements that students are required to organise their own insurance.

9. If the partner template includes reference to a local legal jurisdiction as a governing law, efforts should be made to discuss removing it. It is most likely to be included in a dispute resolution or a Governing Law clause. Without being able to consult a legal advisor, Westminster should not be committing to abide by another country's legal system, because implications of what this could mean are not fully understood.
10. **Glossary:** When considering the use of a partner's template, it is a good idea to agree upon the use of terminology for consistency and understanding. A glossary can be developed for ease if this is considered useful.

As a final note, it's always worth remembering that it's rare for all parties to agree to sign an agreement template without the need to make any adjustments. Don't be afraid to ask the partner questions – many of them do have legal teams in-house and can share knowledge when they provide us with explanation about an inclusion or suggested adjustment. It is worth bearing in mind that it can take some time to reach a point where all parties are in final agreement.