



# UCL Academic Manual 2017-18

## Chapter 7: Academic Partnerships Framework

---

Chapter 7 is UCL's regulatory framework for the management of all UCL learning opportunities delivered in collaboration with external organisations leading or contributing to the award of UCL academic credit or a UCL qualification.

# Table of Contents

1	UCL POLICY AND REGULATIONS FOR THE QUALITY ASSURANCE OF ACADEMIC PARTNERSHIPS .....	3
1.1	Introduction .....	3
1.2	Definitions .....	3
1.3	Policy.....	4
2	TYPES OF ACADEMIC PARTNERSHIP .....	5
2.1	Further Terms Used in this Document.....	5
2.2	Overview of Different Types of Academic Partnership .....	5
2.3	Split-Site PhD.....	7
3	ROLES, RESPONSIBILITIES AND GOVERNANCE .....	8
3.1	Governance at UCL Level .....	8
3.2	Faculty Management Framework.....	8
3.3	Professional Support and Oversight.....	9
4	THE LIFECYCLE OF AN ACADEMIC PARTNERSHIP .....	10
4.1	Overview .....	10
4.2	Initial Inception .....	10
4.3	Procedure for Approval of a New Academic Partnership .....	10
4.4	Full Proposal Documentation .....	11
4.5	Memorandum of Agreement.....	14
4.6	Operation and Monitoring of an Academic Partnership .....	15
4.7	Termination of an Academic Partnership .....	16

# 1 UCL Policy and Regulations for the Quality Assurance of Academic Partnerships

## 1.1 Introduction

1. Academic partnerships, as defined in Section 2.2 of this Framework, can offer many benefits to UCL, including opportunities to enhance our reputation and promote UCL's academic networks both nationally and internationally. All academic partnerships should be considered in terms of their alignment with [UCL's mission and 20-year strategy](#). International academic partnerships are also a key part of the [UCL Global Engagement Strategy](#) and our mission as London's Global University.
2. UCL academic partnerships with other organisations which contribute or lead to UCL credit and/or qualifications should enrich both our reputation and our contribution to society as London's Global University. This applies to academic partnerships both in the UK and beyond. Similarly, UCL needs to ensure that when delivering education with other institutions it complies with all relevant national requirements and legislation, and that the student experience is enhanced, not compromised, by academic partnership arrangements.
3. The purpose of this framework is to provide information and guidance on for UCL's policy for the inception, approval, operation and contractual framework of academic partnerships with other institutions, leading to UCL credit and/or qualifications (whether as sole, joint and multiple awards).
4. This chapter of the Academic Manual is intended to provide a regulatory framework for staff with regard to UCL's requirements for the management of higher education activities with other institutions.
5. The processes set out ensure academic partnerships adhere to the requirements of the Quality Assurance Agency for Higher Education (QAA) Quality Code, [Chapter B10: Managing Higher Education Provision with Others](#).

## 1.2 Definitions

1. UCL regards taught or research degree delivery as an academic partnership when it meets the definition given in [Chapter B10 of the UK Quality Code](#) published by the QAA:  
*"The management of all learning opportunities leading or contributing to the award of academic credit or a qualification that are delivered, assessed or supported through an arrangement with one or more organisations other than the degree-awarding body".*
2. Across the higher education sector, there is varied terminology in use which refers to academic partnerships: 'collaborative provision' or 'collaborative programmes' have the same meaning.
3. This definition covers a wide range of provision from Teaching Contribution arrangements, where another institution delivers, or contributes to the delivery of, one or more modules on a UCL degree programme, to jointly delivered and awarded degrees with other institutions. An extensive list of types is provided in [Annexe 7.1](#) on Forms of Academic Partnerships but advice is available from Academic Services for any member of UCL staff who is unsure as to whether a potential programme, or element of a programme, may be classified as an academic partnership.
4. This definition does not cover provision of non-credit-bearing short courses, such as those supported by [UCL Life Learning](#).
5. The term 'qualification' within this and any associated documents refers to a higher education doctorate, degree, diploma or certificate accredited and conferred by UCL following the successful completion of an approved programme of study. A UCL

academic partnership always relates to teaching activity that leads to a UCL qualification or the award of UCL credit.

## 1.3 Policy

1. UCL is responsible for the quality and standards of all academic qualifications made in its name. Consequently, its academic partnerships should be based on the premise that:
  - the academic standards of all UCL qualifications involving collaboration with partner organisations must be compatible with UCL's regulations, policies and procedures, and with external reference points including those set out by the [QAA's UK Quality Code for Higher Education](#), particularly chapter B10 (see [Annex 7.2 Summary of Indicators from QAA Quality Code Chapter B10](#));
  - the quality of student learning opportunities and experiences on collaborative programmes should be equivalent to those of comparable qualifications delivered and supported solely by UCL, and adequate to enable students to achieve the appropriate academic standards.
2. As UCL is responsible for the academic standards of all of its qualifications, UCL will only consider entering into partnerships with other organisations:
  - which will support the achievement of UCL's mission and 20-year strategy;
  - which have the academic standing to deliver collaborative programmes to appropriate academic standards (where relevant); the human, physical and financial standing to sustain them; and the legal standing to contract to their delivery;
  - which will enable UCL to effectively to meet its responsibilities for the quality and standards of its qualifications;
  - which will enable UCL to discharge its responsibilities to any professional, statutory or regulatory body (PSRB) that has approved or recognised the relevant programme;
  - which are able to enter into a written and legally binding agreement or contract setting out details of the collaboration and the rights and obligations of the parties, which is signed by the authorised representatives of both UCL and the partner organisation.
3. All proposals for academic partnerships must only be considered according to the policies and procedures approved by UCL to ensure that the potential partner meets all of the requirements of paragraph 2 above. No academic partnerships shall be permitted to progress unless approval has been granted via these processes. No agreements relating to academic partnership activity are signed unless the processes outlined in this Framework have been followed.
4. Once a partnership with another organisation has been approved and a formal, legally-binding agreement signed, the details of the partnership and the programme(s) offered through it shall be entered on the University's Register of Academic Partnerships. This is a comprehensive list of all UCL academic partnerships which meet the definition given in Section 2.2 and which is maintained by [UCL Academic Services](#).
5. The level of risk involved with each partnership should be assessed and managed accordingly. UCL Academic Services will advise Departments and Faculties on the risks involved with each proposed partnership.
6. All academic partnerships will be monitored for academic standards and quality on an annual and periodic basis. UCL reserves the right to suspend or terminate any partnership if it perceives that academic standards are at risk, subject to safeguards for students. Renewal of existing academic partnerships will be subject to approval by the Academic Partnerships Review Group.
7. Governance of academic partnerships and operational responsibility will be set out in the agreed process and procedures.

## 2 Types of Academic Partnership

### 2.1 Further Terms Used in this Document

<b>Award:</b>	<b>Definition:</b>
<b>Academic partnership</b>	A partnership between UCL and a partner institution(s) set up to collaboratively facilitate the delivery of learning opportunities leading to the award of an academic degree or academic credit by UCL or jointly by UCL and the partner institution(s).
<b>Due diligence</b>	Evaluation of a potential partner organisation's financial, legal and organisational position and the assessment of risks involved with entering into an academic partnership with the organisation.
<b>Memorandum of Understanding (MOU)</b>	Statement of intent to work with another party. This document does not entail any specific commitment and is not legally binding, although potential activities may be referenced. UCL Global Engagement Office manages the UCL Memoranda of Understanding.
<b>Memorandum of Agreement (MOA)</b>	Formal, legally-binding document setting out the rights and responsibilities of each party with regard to an academic partnership. All academic partnerships require this type of agreement.

### 2.2 Overview of Different Types of Academic Partnership

- The following table provides a summary of the different types of academic partnerships at UCL. A full breakdown is available in [Annex 7.1](#), including the principles for specific wording in UCL degree certification where relevant.

<b>Articulation agreement</b>	Students who satisfy the UCL academic criteria on a specific programme of another institution are entitled to be admitted with advanced standing to a subsequent stage of a UCL programme. UCL's regulations concerning Recognition of Prior Learning apply to all articulation agreements.
<b>Progression agreement</b>	Students who have successfully completed a specified programme of study at one institution may apply to be considered for a place on a named degree programme (s) at UCL.  These arrangements primarily support recruitment activity. The students must meet agreed entry criteria and any other special requirements as set out in the progression agreement; entry to the UCL programme is not guaranteed.
<b>Double/Multiple Degree</b>	Exactly as a Joint award, but each institution produces its own degree certificate and transcript due to juridical requirements or issues with recognition of a joint certificate. At least the UCL certificate for a double/multiple degree refers to the partner institution(s) as another degree-awarding body for the same

	programme. The principles for the specific wording on the se certificates can be found in <a href="#">Annex 7.1: Forms of Academic Partnerships</a> .
<b>Dual Degree</b>	<p>Students undertake the major part of a UCL programme and of a partner institution programme with overlapping curricula allowing for the programmes to be taken together in a shorter time than it would take to complete the two programmes separately, but longer time than it would take to complete just one of the awards (to preclude full double-counting of credit for two awards)<sup>1</sup>. Each institution awards its own degree.</p> <p>Each institution produces its own degree certificate and transcript.</p> <p>It may be the case that each qualification is mutually contingent on the other, i.e. the student cannot be awarded one without the other.</p>
<b>Joint Award</b>	Students undertake one programme, which is jointly developed and delivered by UCL and another institution; one qualification is awarded by both institutions who issue a joint degree certificate.
<b>Teaching Contribution</b>	<p>Students undertake one UCL programme, a part of which is delivered by another institution or other institutions.</p> <p>The programme leads to one award conferred by UCL. The level of contribution from the other institution(s) can vary from providing one module at UCL premises to teaching several modules (however no more than 50 % of the credits on the programme) at the partner institution, with oversight of all the teaching provision always maintained by UCL.</p> <p>Any teaching contribution delivered by another institution as part of a UCL degree must be delivered in the English language, unless the aim of the module(s) is to teach and assess the students in a language other than English.</p>
<b>Split-site PhD</b>	An arrangement whereby a PhD student's subsidiary supervisor comes from another institution than the degree-awarding university, which always provides the primary supervisor. The student spends time working on their research at both their 'home' institution and the other university. Split-site PhD's are normally concern individual students, and are therefore not covered by all provisions of the Academic Partnerships Framework. For more details, see Section 2.3: Split-site PhD.
<b>Student exchange/Study abroad</b>	Students undertake a fixed period (one year, semester or term) at an institution overseas.

---

<sup>1</sup> The credit of an interim qualification can be counted towards the full qualification at the other institution (i.e. a PGDip is counted as the first year or a two-year Master's programme at the other institution), but in this case the student will not be awarded the interim qualification by UCL. This type of partnership is an affiliate study arrangement, not an academic partnership, as there is no UCL award involved. Exceptions can be made at the discretion of APRG for qualifications leading to professional body recognition (in line with the principle set out in [Section 6: Recognition of Prior Learning in Chapter 2: Qualifications and Credit Framework](#)).

<b>Flying Faculty</b>	The whole programme, or a major part of a programme, are delivered in a location away from UCL campus by UCL staff, who also carry out all aspects of assessment. Flying Faculty partnerships may be combined with Teaching Contribution from the partner institution.
-----------------------	--

2. UCL has a number of Doctoral Training Partnerships/Centres (DTP/DTC) which are initiated, developed and approved via UCL Research Services. Any specific arrangements within DTPs/DTCs which come under the definition of academic partnerships will come under the terms of this framework and must be developed accordingly.
3. Student exchanges and study abroad arrangements are managed via the Study Abroad team in liaison with the Global Engagement Office (GEO) in line with [Annex 7.12: Principles for the Management of Study Abroad and Student Exchange Partnerships](#). The Study Abroad team is the main point of contact for these activities.
4. Placements and medical electives relating to degree programmes are managed with within the relevant academic Department who are the main point of contact for these activities. UCL Careers offer advice and guidance for the Departments on the set up of placements (see also [Annex 7.11](#)).
5. Some UCL Departments engage in intercollegiate module sharing activity with other University of London Colleges and Institutes. As all the University of London Colleges and Institutes share a history, an ethos and a commitment to standards similar to that of UCL, intercollegiate module sharing within the University of London is not covered by all the provisions of this Academic Partnerships Framework, but is managed under the principles set out in [Annex 7.13: Principles for the Management of Intercollegiate Module Sharing with other University of London Colleges](#).
6. UCL does not engage in validating (including 'endorsement' and 'accreditation') other institutions' degree programmes or in franchising UCL degree programmes to be fully delivered by other institutions.

## 2.3 Split-Site PhD

1. A split-site PhD is an arrangement whereby a PhD student's subsidiary supervisor comes from an institution other than UCL and the student spends time working on their research at that institution. In practice, a split-site PhD is a combination of the UCL co-supervision ([Section 5.14, paragraph 5.14.1 of Chapter One of the Academic Manual](#)) and Study Leave for Postgraduate Research provisions. The programme will only lead to a UCL PhD award – if a joint award is proposed, all the provisions relating to joint awards in this Academic Partnerships Framework will apply.
2. A PhD student who is already registered or is applying for a place on a PhD programme at UCL may apply for their PhD to be conducted through a split-site arrangement. If the student's primary supervisor support the proposal, they should complete [Annex 7.10: Split-site PhD Proposal Form](#) in the first instance. The form should be signed off at both Department and Faculty level. After that it should be submitted to Academic Services, who will provide a template Memorandum of Agreement relating to Split-site PhD arrangements for the Department and/or Faculty to complete, negotiate and finally sign with the proposed partner institution. A scanned copy of the fully signed agreement needs to be sent back to Academic Services for their records.
3. Split-site PhD co-supervision arrangements must comply with the provisions in [Section 5.14 of Chapter One of the Academic Manual](#) relating to co-supervision. In addition, the student and the UCL Department must follow the standard UCL Study Leave registration procedure for the period when the student undertakes research at the collaborating institution as part of the split-site PhD. The standard Study Leave for Postgraduate Research Students timeframes apply to Split-site PhD arrangements.
4. All the UCL Postgraduate Research Degree regulations and Doctoral School policy and guidance documents apply to the Split-site PhD programme.

## 3 Roles, Responsibilities and Governance

### 3.1 Governance at UCL Level

1. Although in practical terms academic partnerships normally involve UCL Faculties and Departments, they are a formal relationship between the University and the partner organisation. Hence governance of academic partnerships, in terms of mandating and decision-making, sits at the highest appropriate level of authority in UCL once the relevant Head of Department/Director of Division/Institute and Dean of Faculty has approved any such proposal.
2. Academic Committee delegates responsibility for oversight of learning and teaching, including the maintenance of standards and quality management, of accredited taught programmes to the Education Committee. It also delegates responsibility for oversight of research degree provision, including the maintenance of standards and quality management, to the Research Degrees Committee.
3. Academic partnerships involving the award of credit and/or qualifications relating to taught degree programmes are therefore considered under the terms of the Education Committee; academic partnerships involving the award of research degrees are therefore considered under the terms of the Research Degrees Committee.
4. In the case of potential international academic partnerships involving accredited taught programmes/modules or research degrees, in the first instance partner organisations must be considered by the Global Engagement Office (GEO) GEO must endorse the potential international partner in the first instance and ensure that they are in-keeping with the UCL [Global Engagement Strategy](#).
5. The Global Engagement Office (GEO) may wish to strengthen an initial international partnership proposal which has the Vice-Provost (International)'s endorsement for development through the signing of a Memorandum of Understanding (MOU). MoU may also be developed in response to a specific need of the partner institution, such as to progress the partnership through their own governance structure. All MoU must be signed by the Vice-Provost (International) on behalf of UCL once the relevant Head of Department/Director of Division/Institute and Dean of Faculty has given their approval and/or signed the MOU.
6. The Education Committee and the Research Degrees Committee have delegated the authority to the Academic Partnership Review Group (APRG) to review proposals for academic partnerships with other organisations (both UK and international) which lead to or involve the award of UCL credit and/or qualifications. Academic Services will be responsible for the processes underlying the development, approval and operation of such partnerships.
7. The APRG consists of representatives of these two committees as well as other UCL stakeholder Departments (including but not limited to Access and Admissions, Student Administration and the GEO) and is supported by Academic Services.
8. In line with the governance arrangements suggested above, the authority for approving academic partnership proposals that lead to or involve the awarding of UCL credit and/or qualifications, and for signing legally-binding agreements with partner organisations, sits with the Chair of the Education Committee for taught programmes and the Chair of the Research Degrees Committee for research programmes.

### 3.2 Faculty Management Framework

1. Responsibility for quality management of learning and teaching is located with Heads of (Academic) Departments (excluding the School of Life and Medical Sciences) in liaison with the relevant Dean of Faculty; this is devolved to Heads of Department from Council via the Provost.
2. In the School of Life and Medical Sciences, responsibility for quality management of learning and teaching is located with the relevant Directors of Division/Institutes; this



is devolved to Directors from Council via Deans of Faculties, Vice-Provost (Health) and ultimately the Provost.

3. With paragraphs 3.2.1 and 3.2.2 in mind, the day-to-day management of academic partnerships sits at local (departmental, divisional or institutional) level, normally through the Academic Programme Director, who has been appointed to the academic partnership and who is responsible for the day-to-day running of the partnership programme/activity and for ensuring that the partnership adheres to UCL's systems and procedures.
4. Management of academic partnerships must be included in the terms of reference of Departmental committees to ensure that this is embedded and this in turn reflected in the terms of Faculty committees to ensure consistency between organisational layers of UCL. The Department Teaching Committee, or equivalent, should receive the minutes of Joint Management Committees (see Section 4.6).

### 3.3 Professional Support and Oversight

1. UCL Academic Services provide a central point of contact at UCL regarding academic partnerships which lead to or involve the award of UCL credit and/or qualifications. This central team acts as an advisory and co-ordinating body for the approval, development and management of academic partnerships, linking up the relevant UCL stakeholders and ensuring oversight at institutional level.
2. The instigation and academic development of academic partnerships is undertaken within academic Departments and Faculties, always in liaison with the Global Engagement Office (GEO) (for international partnerships).
3. The processes for supporting academic partnerships beyond inception are situated in UCL's Academic Services. This team is the first point of contact for any member of UCL wishing to propose entering into an academic partnership.
4. The Academic Services team provides expertise and guidance in evaluating and developing partnerships for academic Departments and other stakeholders during all phases of the partnership, from initial approval through to implementation, operation, review and termination.
5. The Academic Services team coordinates communication with other UCL stakeholders who may need to be consulted with regard to each partnership (e.g. GEO, Legal Services).
6. Academic Services also develops and services the Academic Partnership Review Group described in Section 3.1 and other cross-UCL teams and working groups to share good practice and resolve common issues which may occur. The team also works directly with relevant areas across UCL to resolve more specific issues.

# 4 The Lifecycle of an Academic Partnership

## 4.1 Overview

1. There are four main stages to the lifecycle of an academic partnership:
  - Inception and approval;
  - Operation and monitoring;
  - Review and renewal;
  - Termination.
2. The process for management of the lifecycle is situated in [Academic Services](#) apart from in the case of student exchange/study abroad programmes, which are managed by the Study Abroad team, and placements and medical electives which are managed by the relevant academic Department.

## 4.2 Initial Inception

1. In the first instance, a UCL staff member seeking to instigate an academic partnership must seek initial endorsement to proceed from his/her Head of Department/ Director of Division/Institute and Dean of Faculty. Such partnerships must be considered in line with the policy set out in Part 1 of this framework.
2. The proposer must then contact Academic Services who will support the proposal through its lifecycle. Any agreement to proceed with developing the partnership by the relevant Head of Department/ Dean of Faculty must be provided to Academic Services along with details of the potential partnership.
3. Advice on how to articulate the partnership activity can be obtained from Academic Services.
4. In the case of potential international partners, Academic Services will consult with the Global Engagement Office in order to obtain endorsement for the potential partner.

## 4.3 Procedure for Approval of a New Academic Partnership

1. A New Academic Partnerships Proposal Form ([Annex 7.3](#)) and Responsibilities Checklist and Risk Assessment must be completed by the proposer, with support provided by Academic Services. Depending on the nature of the proposal, other departments, e.g. Registry, or particular members of staff, e.g. Teaching and Learning Manager or Finance Manager, may need to be consulted regarding practical aspects of the partnership.
2. Academic Services will determine the level of due diligence required based on the type of the proposed partner institution and partnership activity. Depending on the outcome of the Academic Services risk assessment, the Department may be asked to complete the Due Diligence Checklist and/or the Site Visit Checklist for the proposed partnership.
3. The completed New Academic Partnerships Proposal Form, Responsibilities Checklist and Risk Assessment, Due Diligence Checklist and Site Visit Checklist (as required) are scrutinised and considered for approval by the relevant Departmental Teaching Committee; approved proposals should be signed off by the Head of Department/ Director of Division/Institute and then the Dean of Faculty or other Faculty representative as agreed within the Faculty.
4. The completed forms must then be submitted to Academic Services for final review.
5. The full proposal and due diligence information must be subsequently considered by the Academic Partnerships Review Group.
6. Approved proposals will be formally approved by the Education Committee or the Research Degrees Committee as appropriate.

7. Once a proposal has been approved, the production of a Memorandum of Agreement will be co-ordinated by Academic Services. The draft agreement will be shared with the academic lead for the partnership activity and negotiated with the partner organisation.
8. Approval for new programmes or modules delivered in partnership must be undertaken in parallel to the academic partnership approval process as per the relevant UCL procedures (see [Chapter 3: Programme and Module Approval Framework](#)). Programme approval is required for all joint and double award programmes as well as dual degree programmes where the UCL award is contingent on the partner institution award. Teaching contribution partnerships will normally also require a level of programme or module approval. Academic Services will advise the Faculties and Departments on which level of programme or module approval is required for a proposed academic partnership.

## 4.4 Full Proposal Documentation

1. Different types of academic partnerships will incur different levels of risk. The following process is intended to cover all types of partnership.
2. Once initial approval to develop an academic partnership has been given, the following documents must be completed and signed by the relevant parties depending on the type of partnership. The following table is intended as a guide as to what is required, although Academic Services will always advise the Departments as to which documents are required for specific partnership:

<p><b>Academic Partnership Proposal form (Annex 7.3)</b></p>	<p><b>This must be completed for all proposals by the proposer.</b> Some sections may not be applicable to all types of partnerships. Once completed it should be scrutinised by the Departmental Teaching Committee and – if approved – signed, or confirmed by e-mail, by the Head of Department/ Director of Division/Institute and the Dean of Faculty or other Faculty representative as agreed within the Faculty.</p>
<p><b>Responsibilities Checklist and Risk Assessment (Annex 7.4)</b></p>	<p><b>This must be completed for all proposals by the proposer</b> and will be pivotal to the selection and adaptation of the relevant Memorandum of Agreement template if the partnership is approved.</p> <p>Once completed it should be scrutinised by the Departmental Teaching Committee and – if approved - signed by the Head of Department/ Director of Division/Institute and a faculty representative together with the Academic Partnership Proposal Form.</p>
<p><b>Due Diligence Checklist (Annex 7.5)</b></p>	<p><b>This must be completed if required by Academic Services based on their initial risk assessment of the proposed partnership.</b> Some parts of it may not require completion, depending on the nature and risk level of the intended partnership.</p>
<p><b>Site Visit Checklist (Annex 7.6)</b></p>	<p>This should be completed if a non-UCL venue is to be used for the provision of part or all of a partnership activity, as advised by Academic Services.</p>

<p><b>Flying Faculty Programme Statement</b></p>	<p>This paper is required for Flying Faculty arrangements only. The statement should include an overview of any proposed changes to the existing on campus programme specification/programme summary that will be made to the programme when delivered as Flying Faculty. The statement will inform the Academic Partnerships Review Group to decide whether the Programme Amendment process, as outlined in Chapter 3 of the Academic Manual, is required.</p> <p>The statement should consider issues such as:</p> <ul style="list-style-type: none"> <li>• Timing of assessment in relation to the on-campus programme;</li> <li>• External Examiner workload;</li> <li>• Localisation of programme content; and</li> <li>• Mode of delivery</li> </ul>
<p><b>Articulation Agreement Curriculum Mapping</b></p>	<p>The mapping is required for Articulation agreement proposals where UCL will count credits from the partner institution as part of the UCL degree by admitting the students to the UCL programme with advanced standing. The mapping should include:</p> <ul style="list-style-type: none"> <li>• Evidence of the <i>equivalence of the study workload</i> undertaken at the partner university to the relevant years of the UCL programme (using e.g. credit conversion or learning hours);</li> <li>• Evidence of the <i>equivalence of the level of the partner programme</i> to the FHEQ level of the UCL degree (through e.g. an analysis of the assessment methods and/or learning outcomes); and</li> <li>• <i>Comparative analysis of the content of the partner programme and the UCL degree</i> to ensure the students possess the relevant skills and knowledge when joining the UCL programme with advanced standing</li> </ul>

3. The following operational issues must be considered when developing a proposal for an academic partnership:
- Marketing and recruitment:
    - how the programme will be marketed and students recruited;
    - what mechanisms are in place to approve any marketing and publicity material produced by either institution.
  - Admissions and entry requirements:
    - clarify the process for dealing with applications;
    - clarify any delegation of responsibility to the partner organisation;
    - admissions processes need to take account of both partners' entry criteria and regulations as well as any PSRB requirements, or joint entry criteria may need to be developed. The entry criteria for partnership programmes should never be lower than for programmes delivered entirely at and by UCL.
  - Assessment arrangements:
    - which assessment regulations will apply to the module(s) or programme(s);

- who will be responsible for the assessment of students and how will the equivalence of marking practices be guaranteed;
  - the language of instruction will normally be in English (except for language degrees, where relevant).
- External examiner arrangements:
  - the External Examiner arrangements for the partnership programme must be consistent with [Chapter 6: Quality Review Framework](#);
  - External Examiner(s) have to be appointed for all joint and double/multiple award programmes and the External Examiner(s) need to, on request, have access to samples of assessed work or examination scripts from the partner institution in order to have full oversight of the academic standards for the whole programme;
  - a joint Board of Examiners with representation from both/all institutions should be set up for joint and double/multiple award programmes.
- Financial processes:
  - clarify where, when and how tuition fee income or any other income will be paid and by whom;
  - clarify any invoicing arrangements.
- Learning resources:
  - consider what access to learning resources students require from each partner, e.g. online resources provided by the partner, and how these will be accessed;
  - consider whether staff from each partner organisation will need to access any resources at the other, e.g. library.
- Legal framework:
  - all academic partnerships must be subject to a legally-binding agreement based on approved UCL templates setting out the responsibilities of each party;
  - all legally-binding agreements must be time-limited and undergo review prior to renewal.
- Management arrangements:
  - partnership programmes must be managed in the same way as any other UCL degree programme;
  - an academic lead must be responsible for the management of the programme including liaison with the partner organisation;
  - clarify how the programme will be managed, e.g. by a joint programme committee involving staff from the partner organisation if appropriate, and how this relates to UCL management structures.
- Monitoring arrangements:
  - Departments/Institutes and Faculties must monitor and review academic partnerships within [Chapter 6: Quality Review Framework](#).
- Quality management:
  - as UCL is responsible for the learning experience of students registered on its qualifications, [Chapter 6: Quality Review Framework](#) must apply to academic partnerships programmes.
- Award details/certification:
  - in the case of joint or multiple awards:
    - arrangements for the production and content of degree certificates and transcripts must be defined;
    - arrangements relating to graduation processes and/or ceremonies must be clearly laid out.
- Resources:
  - clarify the staffing resources required, including the academic lead, from both organisations;
  - consider the implications for UCL estates and facilities where relevant.
- Registration and induction:

- clarify who is responsible for registering and inducting students on the partnership programme, including the registration status of students;
  - in the case of joint or multiple programmes, students must remain registered at UCL during any periods of time spent at the partner institution;
  - clarify whether students will remain registered at both institutions for the duration of the programme;
  - consider any visa requirements and any requirements relating to [Tier 4 responsibilities](#);
  - information on the partnership programme must be made available to students, particularly around regulations and procedures, access to learning resources within both institutions, student support and assessment, and any transfer of data between the partners, e.g. personal details, transcripts.
  - Student support:
    - students registered at UCL on a partnership programme should be entitled to the same student support services, e.g. for disability, as students on other UCL degrees;
    - clarify how students moving between organisations will access these services and how support will be configured;
    - data protection issues need to be addressed in the Memorandum of Agreement as advised by Academic Services;
    - how student feedback is collected, shared and acted upon by the partner institutions.
4. When developing the proposal in liaison with the partner organisations, the proposer should consult with colleagues who might contribute to the development and operation of the programme. As a guide, these may include:
    - Faculty Tutor
    - Academic staff involved in the programme
    - Faculty manager
    - Departmental learning and teaching manager
    - Departmental/ Institute manager/finance officer (for operational and financial advice, administrative resourcing issues)
    - Central UCL colleagues (e.g. the GEO; the Student Administration team in Student and Registry Services)
  5. Failure to consult adequately may result in aspects of the proposed partnership programme not working effectively, e.g. students not being registered correctly, or degree certificates not being produced with the correct details.
  6. If staff are unclear as to who they should consult with, they should speak to Academic Services for advice.

## 4.5 Memorandum of Agreement

1. Once a proposed academic partnership has been fully approved by the Academic Partnership Review Group (and any associated programme approval completed), the proposer must ensure that a Memorandum of Agreement (MOA) is adapted and signed by both UCL and the partner organisation(s) prior to the activity commencing. Academic Services will support this process and draft the MoA in liaison with the academic Departments.
2. It is the responsibility of the UCL academic lead for the academic partnership to ensure s/he is familiar with the content of the MOA and for ensuring that both UCL and the partner organisation adhere to the responsibilities set out in the agreement.
3. Advice on the template to be used and finalising of the MOA is available at any time from Academic Services.
4. All MOA for partnerships involving taught programmes must be signed by the Vice-Provost (Education and Student Affairs) as Chair of the Education Committee; all MOAs for partnerships involving research degrees must be signed by the Pro-Provost

(Doctoral School). All international partnership MoA are also signed by the Vice-Provost, International.

5. UCL Academic Services must retain one fully-signed original copy of the MOA and another must be returned to the partner organisation.
6. The partnership programme should not be marketed until the MoA has been signed both by UCL and partner institution. However, if unforeseen delays occur, the programme can be advertised subject to the MoA being signed.
7. UCL Academic Services will keep central records of all Memoranda of Agreement signed for academic partnerships under this framework. During the academic year preceding the year when a Memorandum of Agreement is due to expire, Academic Services will contact the relevant Department and Faculty to facilitate the renewal of the agreement (unless the Department wishes to terminate the partnership instead, in which case the provisions in Section 4.7 apply).
8. To ensure that the academic partnership is viable and continues to provide excellent learning opportunities to the students, the Departments must complete the Academic Partnership Renewal Form ([Annex 7.7](#)) for consideration and approval by the Academic Partnerships Review Group (APRG) on behalf of Education Committee. The renewal of the agreement will not take place until approval for the continuation of the partnership has been obtained by APRG.

## 4.6 Operation and Monitoring of an Academic Partnership

1. The academic Departments are responsible for managing the academic partnerships they have, with support from the Faculty and any relevant professional service departments. The Department appoints an Academic Programme Director for the partnership, who is the first point of contact for all matters relating to the partnership and programme.
2. Departments should also appoint a dedicated member of administrative support staff to assist the Academic Programme Director in fulfilling their responsibilities.
3. The specific key responsibilities of the Academic Programme Director are set out in the Memorandum of Agreement relating to the partnership. The responsibilities can vary depending of the type of academic partnership, but the following responsibilities normally apply:
  - acting as the first point of contact for the partner institution at UCL;
  - having an oversight of marketing and recruitment of students as well as admissions and registration of students on the programme at UCL;
  - ensuring that the teaching and assessment processes are carried out as per respective institutional requirements;
  - assuring the academic standards and quality management of the programme in line with institutional and external national requirements;
  - the day to day management of students registered on the programme;
  - liaison with academic and professional services staff at UCL and partner institution as appropriate;
  - ensuring external examiner(s) are appointed to the programme, and liaising with the external examiner(s) as appropriate;
  - ensuring that all information published and made available to students and other stakeholders through both institutions is accurate, up to date and reliable;
  - ensuring that information on the students' achievement, performance and registration on the programme while they are based at the partner

institution is obtained and processed by UCL as necessary for the purposes of managing students' records and awarding the degree;

- ensuring that the conditions and terms stated in the Memorandum of Agreement are adhered to within UCL.
4. Most academic partnerships (as set out in the Memorandum of Agreement) will require a Joint Management Committee, which includes representatives from both/all institutions and meets at least annually to discuss developments and issues relating to the partnership and programme. A template agenda for a Joint Management Committee can be found in [Annex 7.9](#). Further terms of reference and operation for each Joint Management Committee are set out in the relevant Memorandum of Agreement.
  5. All academic partnerships are reviewed annually as part of UCL's Annual Student Experience Review (ASER) process.
  6. Academic partnerships are periodically reviewed as part of UCL's Internal Quality Review processes (see [Chapter 6: Quality Review Framework](#)).
  7. The viability and operation of an academic partnership are evaluated upon the renewal of the relevant Memorandum of Agreement (see Section 4.5).

## 4.7 Termination of an Academic Partnership

1. Termination of a collaborative partnership may be categorised in one of three main ways as follows:
  - Termination of the partnership by UCL before the term of the Memorandum of Agreement has finished;
  - Non-renewal of the Memorandum of Agreement when its term has expired. This may be by mutual agreement of both institutions or by one institution or the other not wishing to continue the collaboration;
  - Termination by the partner organisation before the Memorandum of Agreement has reached its full term.
2. Termination of a partnership by UCL may be for a number of reasons, for example, failure to recruit sufficient student numbers to make the partnership viable, financial matters, quality issues or government changes in the country of the partner institution. These examples are not exhaustive.
3. The partner organisation may terminate the partnership with UCL for a variety of reasons, some of which may be similar to those given above.

### **Termination and Duty of Care to Students**

4. Whatever the reasons for the termination of an academic partnership, whether mutually agreed or by one partner or the other, both institutions have a duty of care to students studying and registered on a programme carrying a UCL award. The duty of care is such that students must be able to complete their programme to the normal timescales. UCL should endeavour to agree an exit strategy with the partner organisation that ensures this duty of care is met for students.

### **Exit Strategy**

5. The two organisations should agree, where possible, an exit strategy that ensures all current students can complete their UCL programme. This should be a written document and may take the form of a letter. An exit strategy should also include timescales for current students to complete their programme of study and allow for the possibility of resits, deadline extensions and so forth where there are justified extenuating circumstances.
6. Where a partner institution cannot provide an arrangement which will provide this duty of care to students, for example, due to insolvency resulting in ceasing to trade, it is the responsibility of UCL to ensure the duty of care to current, enrolled students is met. This may require alternative arrangements for teaching, assessing and providing equivalent learning opportunities for the students.



## Approval

7. The Termination of an Academic Partnership Form ([Annex 7.8](#)) should be completed and signed as indicated. When complete, this should be submitted to Academic Services for report to the Academic Partnership Review Group (APRG).
8. The arrangements for termination, duty of care to students and the exit strategy as set out in the termination form must be approved by the Head of the Academic Department and then signed off by the Dean of Faculty. If the partnership is a non-UK partnership, the form must also be approved by the Head of the Global Engagement Office.
9. Academic Services can offer advice and guidance on matters to do with termination, exit strategy and duty of care to students if required.