

## **The Partnership Approval Process**

Partnership approval is granted by Academic Board following a process of due diligence to assure the University of the probity, financial and academic soundness of the proposed partner. This is undertaken through the submission of information, scrutiny of documentation and normally a partner approval visit. The purpose of partnership approval is to assure the University of the standing and probity of the potential partner organisation, and ensure mutual understanding of the basis for the partnership.

Partnership approval is granted without prejudice to the outcome of any programme specific approval process.

The exact nature of the partnership approval process in terms of information required, financial and academic scrutiny, and, in certain cases the requirement for a formal approval visit, will vary according to the nature of the collaboration proposed and the standing of the proposed partner, and consideration of the risks involved. The Director of Quality and Educational Development, in consultation with relevant colleagues, is responsible for determining variations to the standard processes in accordance with the guidance set out in this document and the principles of risk management.

The partnership approval process consists of 7 stages:

- Stage 1: Identification of potential partnership
- Stage 2: Preliminary enquiries
- Stage 3: Executive approval to proceed and confirmation of terms and conditions for partnership approval
- Stage 4: Due Diligence
- Stage 5: Partner approval visit
- Stage 6: ASQEC and Academic Board approval of the proposed partnership
- Stage 7: Partnership agreement.

Institutes are normally responsible for initiating the partnership approval process through stages 1 – 2 above, with the advice of the Director of Strategic Partnerships as necessary. The Academic Quality Unit (AQU) is responsible for co-ordinating and overseeing stages 3 – 7 above. The process of partnership approval is independent of processes for approval of programmes or other forms of collaboration, although once Executive agreement to proceed has been granted the two processes may proceed in parallel, and in the case of some arrangements, for example articulation arrangements, may be brought together in a single report for approval. In certain circumstances agreed by the Director of Quality and Educational Development, partner and programme approval visits can take place on the same day, but they remain separate processes.

The expected timeline for completing the partnership and programme approval processes will vary, but planning should normally be over at least a full academic year.

### **Stage 1: Identification of potential partnership**

1.1 Initiatives for collaborative partnership work may come from **University Institutes** or from the organisation proposing the relationship. Potential arrangements may take a variety of forms, including articulation agreements, the development of joint or dual awards, franchise of existing University of Worcester (UW) programmes, as well as validation of new programmes or modules delivered by the partner or jointly with the University.

1.2 Whatever the source or nature of the proposed partnership, proposals should be discussed at the earliest opportunity with the **Director of Strategic Partnerships** and the **Academic Quality Unit**, and where appropriate, individuals involved in initial discussions with partners.

1.3 In considering potential partnerships and collaborative arrangements, the Institute should take account of the University **Collaborative Academic Arrangements Policy**, as well as ascertaining the business case for the development and assessing the risks involved.

## **Stage 2: Preliminary enquiries**

2.1 Most potential partnerships will be initiated by Institutes, even if potential partners have approached the University through other routes. Normally, therefore, it will be Institutes that lead on the discussions concerning a new potential partnership and the early stages of assessing the viability of a new partnership through to submission of the proposal to the University Executive. It is advisable that staff engaged in preliminary discussions keep a written record of matters discussed and matters agreed in principle.

2.2 The Head of Institute (or nominee) is responsible for making **preliminary enquiries** about the potential partner through initial discussions, published material in the public domain and the organisation's website, to assist in assessing the viability of the proposed partnership.

2.3 Initial considerations will cover matters such as:

- nature and reputation of proposed partner
- compatibility of mission and strategic objectives
- legal and financial status of the organisation
- suitability of resources to underpin proposed collaboration
- current experience of delivering higher education (HE) and current partnerships (if relevant)
- effective management of quality of provision.

2.4 In the case of overseas organisations, checks may be made with the **British Council and UK NARIC** as to the recognition and standing of the proposed partner and its awards. For some arrangements there may also be a need to ascertain whether a licence to operate is required.

2.5 In certain cases, the Institute and/or the Director of Strategic Partnership may consider it advisable to bring forward aspects of the due diligence process, before completion of the preliminary enquiries.

2.6 Information is collated to complete the **Collaborative Provision: Preliminary Enquiries Form** for consideration by the University Executive Group.

## **Stage 3: Executive approval to process and confirmation of terms and conditions for partnership approval**

3.1 The University Executive considers the proposed partnership in terms of institutional strategy for collaboration, and the likely **benefits, costs and risks** associated with the initiative, to determine whether the proposed collaboration should be pursued and the formal partnership approval process commenced.

3.2 If the University Executive agrees the proposal should be taken forward, the Senior Quality Officer (Collaborative) writes to the prospective partner indicating that the formal partnership approval process can commence. In certain circumstances a non-binding memorandum of intent, signed by both parties, may be issued. At the same time, the

proposed partner is informed of the University's **formal processes for institutional and programme approval** and its **terms and conditions**. This will normally include a **proposed outline schedule for approval**.

3.3 The proposed partner is required to indicate **acceptance of the terms and conditions in writing** before the partnership approval process may commence.

### 3.4 **Standard terms and conditions of partnership approval**

The standard conditions under which partnership approval is granted and to which all partners must adhere are:

- a) the University is satisfied as to the financial soundness of the partner organisation
- b) the partner organisation will agree to inform the University of any changes to ownership or governance, and the University reserves the right to re-negotiate the partnership agreement if there is a change in ownership or governance of the partner organisation
- c) the partner organisation confirms that it complies with all applicable laws and statutory regulations in force and has in place all necessary insurance arrangements, including professional indemnity, in respect of the partner organisation's responsibilities and liabilities towards students
- d) the partner organisation agrees not to sub-contract any programme, or component part of a programme, for delivery in part or in whole, by any other organisation, or at any other location, through an arrangement of its own
- e) the partner organisation agrees to bear any and all costs which may be incurred applying for a licence to operate any University of Worcester approved programme in the country in which the partner organisation is situated, including the costs of legal or professional advice (where relevant)
- f) the partner organisation acknowledges that all intellectual property associated with the partnership and associated programmes is and shall remain the exclusive property of the University of Worcester unless otherwise specified
- g) the University shall approve all promotional/publicity material regarding the institutional partnership and associated collaborative provision produced by the partner organisation, prior to its dissemination in any form
- h) the partner organisation shall agree to comply with the University's policy on Equal Opportunities, and any other policy of the University which relates to the student learning experience and/or the delivery of academic programmes, unless the course agreement specifies exceptions or alternatives
- i) the University shall have the right of independent access to student evaluation/feedback in respect of provision leading to University credit or award
- j) the partner organisation shall agree to co-operate fully with any audit or inspection visits that may be undertaken by the Quality Assurance Agency for Higher Education (QAA), Ofsted, professional or other similar bodies
- k) students enrolled on programmes leading to credit or awards of the University shall be subject to University regulations on all matters associated with the academic programme, unless otherwise specified in course agreements
- l) the partner organisation shall agree to ensure familiarity by senior staff and HE programme managers, with the QAA UK Quality Code for Higher Education
- m) the partner organisation will bear the costs relating to partner and programme approval visits of University staff to the partner organisation (this includes travel, subsistence and accommodation costs).

3.5 Following the agreement of the University Executive to proceed to partnership approval, and acceptance by the proposed partner of the terms and conditions, the Senior Quality Officer (Collaborative) will:

- consult with the Director of Quality and Educational Development on the requirements for partner approval and due diligence

- provisionally agree with the Institute and the prospective partner a mutually acceptable timetable for partner and programme approval
- request the partner to complete the due diligence form and provide associated information
- initiate arrangements for the scrutiny of this documentation
- carry out due diligence checks as indicated below
- where relevant, advise Information and Learning Services (ILS) of the proposed partnership and provide notification that an ILS resource statement has been requested.

3.6 At the same time as requesting due diligence information, the Senior Quality Officer (Collaborative) will provide the potential partner with an information pack about the University composed of (as relevant):

- Undergraduate and postgraduate prospectus
- University of Worcester (UW) Strategic Plan
- Quality Assurance Procedures relating to Collaborative Academic Arrangements and Provision
- Flowcharts for partner and course approval processes
- Partnerships and Collaborative Academic Arrangements Policy
- Template for Partnership Agreements
- Relevant UW information, eg about the Institute, ILS and Student Services etc
- Link to most recent and relevant externally published Quality Reviews/Inspections
- Principles of UW collaborative financial arrangements and weblink to UW student fees page.

#### Stage 4: Due Diligence

4.1 The University has **established criteria for the approval of new prospective partners**. In setting the criteria the University takes as its guide the QAA UK Quality Code for Higher Education, and its own considerable experience in managing collaborative partnerships.

4.2 In order to acquire the evidence on which to make a decision, the University requires the proposed partner to complete a due diligence form and provide documentary evidence in relation to each of the criteria. The criteria and evidence requirements are set out below:

1. compatibility of the **educational mission/objectives/ethos** of the prospective partner organisation with that of the University of Worcester

*Evidence includes the mission or vision statement, strategic or corporate plan, prospectus or equivalent documents of the proposed partner and/or any parent company*

2. clarity of **anticipated benefits** of the proposed partnership to all parties

*Evidence includes the HE development strategy (where appropriate) and/or educational/academic/organisational development strategy and a short statement outlining the rationale and anticipated benefits of the proposed partnership*

3. clarity and appropriateness of the **ownership, leadership, governance and management** arrangements of the prospective partner organisation

*Evidence includes information about the above provided in organisational structure diagrams, terms of reference and membership of corporate and/or academic committees/Boards, role descriptions, etc. together with, where appropriate, formal assurances*

4. the **public and legal standing** of the prospective partner organisation in their own country (and the implications of this for collaborative programmes and/or recognition of the qualification to be awarded)

*Evidence includes certification of legal identity, information about the legal/regulatory requirements for academic programmes and, in particular, collaborative activity in the country concerned, public documents on quality of provision/academic standing*

5. the **public standing of the prospective partner organisation in the UK** (as determined by the experience of other UK institutions and public documents)

*Evidence includes details of any current or past collaborative activity with UK HEIs or educational establishments, and publicly available reports from organisations such as QAA and Ofsted. In the absence of such evidence, consideration will be given to seeking testimonials from other sources*

6. the **financial stability** of the prospective partner organisation

*Evidence includes audited annual accounts for last three years; evidence of investment secured, bankers' references, business plan, information about student funding*

7. the ability of the prospective partner organisation to provide the **human, physical and learning resources** to operate the programme successfully

*Evidence includes details of organisational resources in relation to (as appropriate to the proposed collaboration) teaching, administrative and support staff, academic infrastructure, including student support, learning resources, computing and IT facilities, record keeping processes etc*

8. the ability of the prospective partner organisation to provide an **appropriate and safe working environment for students** on an intended programme

*Evidence includes institutional Health and Safety, and Equal Opportunities Policies, together with assurances as appropriate*

9. the ability of the prospective partner to provide **high quality learning opportunities** for students

*Evidence includes organisational quality assurance and enhancement policies in relation to staff and taught programmes, and student experience*

10. in the case of overseas collaborative arrangements, the ability of the partner organisation to operate within the legislative and cultural requirements of that overseas country and, at the same time, address the points of reference of the **UK Quality Code**

*Evidence includes information regarding national requirements and assurances as appropriate.*

4.3 Full due diligence, requiring completion of the standard **due diligence form** and submission by the proposed partner organisation of **relevant evidence** (as specified above) is required for most new partner organisations. Specific requirements are reviewed for each proposed partner in advance of requesting completion, to take account of the nature of the proposed partnership and the status of the partner, in order to ensure relevance and clarity of information required. Possible exceptions in relation to full due diligence may include:

- some internationally recognised and long established HE institutions
- some UK further education colleges
- NHS Trusts, and some other governmental agencies.

4.4 Due diligence documentation is checked for completeness by the Senior Quality Officer (Collaborative). Preparations for the partnership approval visit may be postponed or terminated if the quality of the documentation provided is deemed to be unsatisfactory.

4.5 For institutions that have or have had **links with other degree awarding institutions**, the AQU will contact these to enquire about their satisfaction with the partner. Cases where other HEIs have withdrawn from a partnership will always be investigated.

4.6 In the case of overseas institutions the University will also seek the views of the **British Council** and other independent sources, including government offices of the country in which the organisation is based and/or from the **UK NARIC** (if this has not already been completed as part of the preliminary enquiries).

4.7 Documentation relating to the approval is reviewed by the Director of Strategic Partnerships, the Head of Institute (or nominee), the Senior Quality Officer (Collaborative), the Director of Finance (or nominee) (regarding financial information) and, where appropriate, other members of the University with relevant expertise. Comments on the documentation provided are forwarded to the Senior Quality Officer (Collaborative) in advance of the approval visit.

4.8 AQU will forward the partner's **ILS resource statement** to the Research and Development Manager of the University's ILS for consideration. On the basis of this information and any further correspondence required, the Research and Development Manager will review the partner's general learning resources and infrastructures and assess their adequacy and compatibility with UW resources. ILS is responsible for forwarding a brief report of its conclusions to AQU for the institutional approval visit, together with the completed checklist. The report will also include information for staff at the partner institution on support available from the University's ILS for students and staff. Note: ILS review of resources is not required in the case of articulation arrangements.

4.9 On the basis of the information provided by the partner and the information from the due diligence checks, the Senior Quality Officer (Collaborative) begins to draft the **Partner Approval Report** and collate any key documentation to inform the approval visit. Additionally, drafting of the Partnership Agreement is begun in order that this can be shared with the proposed partner in advance of the partner approval visit.

#### **Stage 5: Partner approval visit**

5.1 A partnership approval visit is normally required before partner approval can be granted. The AQU make and confirm all arrangements for the approval visit which normally lasts between a half day and one full day. In certain circumstances, usually where the proposed collaboration is small scale and low risk, the partner approval visit and meetings to approve the collaborative provision can take place on the same day. If this is the case the Director of Quality and Educational Development (in consultation with colleagues) will agree the arrangements and the external and internal panel members to be involved in each part of the process. Alternatively, where the proposed partnership is particularly complex and/or of higher risk, the Director of Quality and Educational Development may advise a pre-meeting of the visit team in advance of the visit, in order to discuss issues, determine the agenda and identify any requests for further information.

5.2 Approval visits are undertaken by the **Director of Strategic Partnerships**, the **Head of Institute** (or nominee) from the sponsoring University of Worcester Institute and the **Senior Quality Officer (Collaborative)** or other AQU Quality Officer who acts as officer for the event. In the case of proposed overseas partnerships necessitating a visit, or other 'high risk' partnerships, an appropriately qualified and experienced **external adviser** will also be part of the visit team. The Director of Quality and Educational Development will approve the visit team, and may require additional membership of the panel, where such expertise is

required. It will be the responsibility of the AQU to identify and nominate an appropriate external adviser.

5.3 The **external adviser** should be employed in (or recently retired from) a senior position at a UK HEI, and have experience of managing or operating collaborative arrangements, including overseas collaborations if the proposed UW partner is an overseas organisation. The external adviser should be familiar with the QAA UK Quality Code for HE and have experience of current practice and developments in learning, teaching and assessment, and quality management in HE. Experience as a QAA auditor or reviewer is preferred, or otherwise experience of external examining or external validation and review activity. The nominee should not have any affiliation (currently or for the last five years) with the University or the proposed partner.

5.4 Documentation to be provided for the partner approval visit will normally comprise:

- completed **preliminary enquiries form** (together with any appropriate amendments/updates)
- **draft partner approval report** compiled by Senior Quality Officer (Collaborative) based on due diligence documentation submitted
- **due diligence form** completed by proposed partner
- **draft Partnership Agreement** (or relevant template)
- copies of any **key documentation** provided by the proposed partner (to be determined by Senior Quality Officer (Collaborative))
- **partner approval process document** for reference.

5.5 The **approval visit** will normally consist of a meeting with senior staff of the institution, and a tour of facilities. The schedule for the approval visit may, where appropriate, include meetings with teaching and administrative staff of the proposed partner, and also students, where this is deemed to be helpful by the University. The approval visit will normally begin with a private meeting of the University visitors to determine the agenda and also conclude with a private meeting to reach conclusions.

5.6 The **agenda** will be informed by the draft partner approval report, and may include consideration of the following as appropriate to the nature of the proposed partner and proposed partnership and scrutiny of the documentation provided:

- a) history and legal status of the organisation
- b) size, mission, and key objectives of organisation
- c) rationale for development of partnership in context of HE strategy
- d) links with other HEIs
- e) recognition of partner by other organisations (eg British Council /UK NARIC for overseas institutions; Ofsted/QAA etc)
- f) financial status of organisation (based on assessment by UW Director of Finance)
- g) governance and management structure
- h) funding of students (actual or planned)
- i) nature of financial arrangements (for first proposed course)
- j) equal opportunity, health and safety policies, including insurance arrangements
- k) current academic provision (subject range and level)
- l) quality assurance framework and processes
- m) curriculum development and delivery (experience and track record)
- n) teaching, learning and assessment (strategy and track record)
- o) progression and achievement (track record)
- p) policy on student feedback/evaluation
- q) student recruitment (market and track record)
- r) student academic support and guidance (policy and services)
- s) student pastoral support and advice (policy and services)

- t) student complaints policy and procedures
- u) student records (system and operation)
- v) recruitment and appraisal of staff (policy)
- w) staff development, including teaching qualifications, research and scholarly activity (policy and track record)
- x) learning resources (as assessed by ILS)
- y) terms for partnership agreement.

5.7 The possible outcomes of a partner approval visit are:

- **Recommendation to Academic Board of Approval** of the proposed partner organisation as one with which the University would wish to collaborate, with or without conditions and/or recommendations; or
- **Referred** with a request for **further information** from the partner organisation and/or the Institute; or
- Partnership proposal **not approved**.

5.8 Where approval is granted subject to **conditions** and/or **recommendations**, the date by which a response to these is required (normally no later than four weeks from the date of the event) is agreed. Responses to conditions and recommendations must be sent to the Senior Quality Officer (Collaborative) in writing detailing the ways in which each condition and recommendation has been met, together with, where relevant, **revised documentation** (highlighted as appropriate).

5.9 Partnership approval is normally granted for a **maximum period of five years** at which point a full Partnership Review will be conducted. All new partnerships will be subject to an operations review 12/14 months after the partnership has commenced operation.

5.10 At the conclusion of the approval visit the Director of Strategic Partnerships may provide **feedback** in relation to any outstanding matters that need to be evidenced, conditions and/or recommendations that are likely to be in the final report, together with some indication of the next steps in the approval process.

5.11 The AQU Quality Officer attending the approval visit completes the **partner approval report**, normally within two weeks of the approval visit. The unconfirmed report is sent to the Director of Strategic Partnerships and others involved in the approval visit and to the head of the prospective partner organisation for comment and correction of factual errors. The confirmed report is forwarded to ASQEC for formal approval.

#### 5.12 **Institutional approval without the need for an approval visit**

In certain circumstances the need for an approval visit may be waived by agreement of the Director of Quality and Educational Development. The necessity for an approval visit will depend on both the nature and standing of the proposed partner and the nature of the proposed collaboration. Normally visits will not be a requirement when the proposed partner is an internationally recognised degree awarding institution in its own right with successful experience of collaborative provision with UK HEIs, and the proposed collaboration is deemed to be relatively low risk. Waiving of a partnership approval visit does not mean that an approval visit relating to approval of the specific arrangements for the collaboration is not required. In certain circumstances an approval meeting can take place at the University of Worcester following the processes and procedures outlined above where, for example, the proposed partner organisation does not have a (single) delivery site or campus. All such variations are subject to the approval of the Director of Quality and Educational Development, and reported to the Academic Standards and Quality Enhancement Committee.

### **Stage 6: ASQEC and Academic Board approval of the proposed partnership**

6.1 Finalised partnership approval reports are considered by Academic Standards and Quality Enhancement Committee (ASQEC) which makes a formal recommendation for



approval to Academic Board. ASQEC is responsible for confirming that the due diligence and partnership approval process has been carried out robustly and in line with University policy and procedures. If ASQEC is satisfied with the report, it will recommend approval of the proposed partnership to Academic Board. The Board will receive for information the partnership approval report.

### **Stage 7: Partnership Agreement**

7.1 Following formal approval of the partnership, the Senior Quality Officer (Collaborative) finalises the Partnership Agreement setting out the terms on which the partnership will become effective. Partnership agreements are issued for a period of five years. In the fifth year a Partnership Review must take place, before the agreement can be renewed for a further period. The Partnership Agreement must be signed by University Secretary and the appropriate representative of the partner organisation.

7.2 Students may not be registered onto a UW approved programme unless and until a Partnership Agreement has been completed, signed and lodged with the University Secretary's Office.

#### **Further information and references**

- The International Unit (2012), *International Partnerships: A Legal Guide for UK Universities 2012*, [www.international.ac.uk/research-and-publications/research-and-publications.aspx](http://www.international.ac.uk/research-and-publications/research-and-publications.aspx)
- ENQA (2009), *Standards and Guidelines for Quality Assurance in the European Higher Education Area*, [www.enqa.eu/files/ESG\\_3edition%20\(2\).pdf](http://www.enqa.eu/files/ESG_3edition%20(2).pdf)
- Council of Validating Universities (2012), *CVU Handbook for Practitioner. The Quality Management of Collaborative Provision*.

**Contact the AQU for access to the above.**

Version reference: 2.0

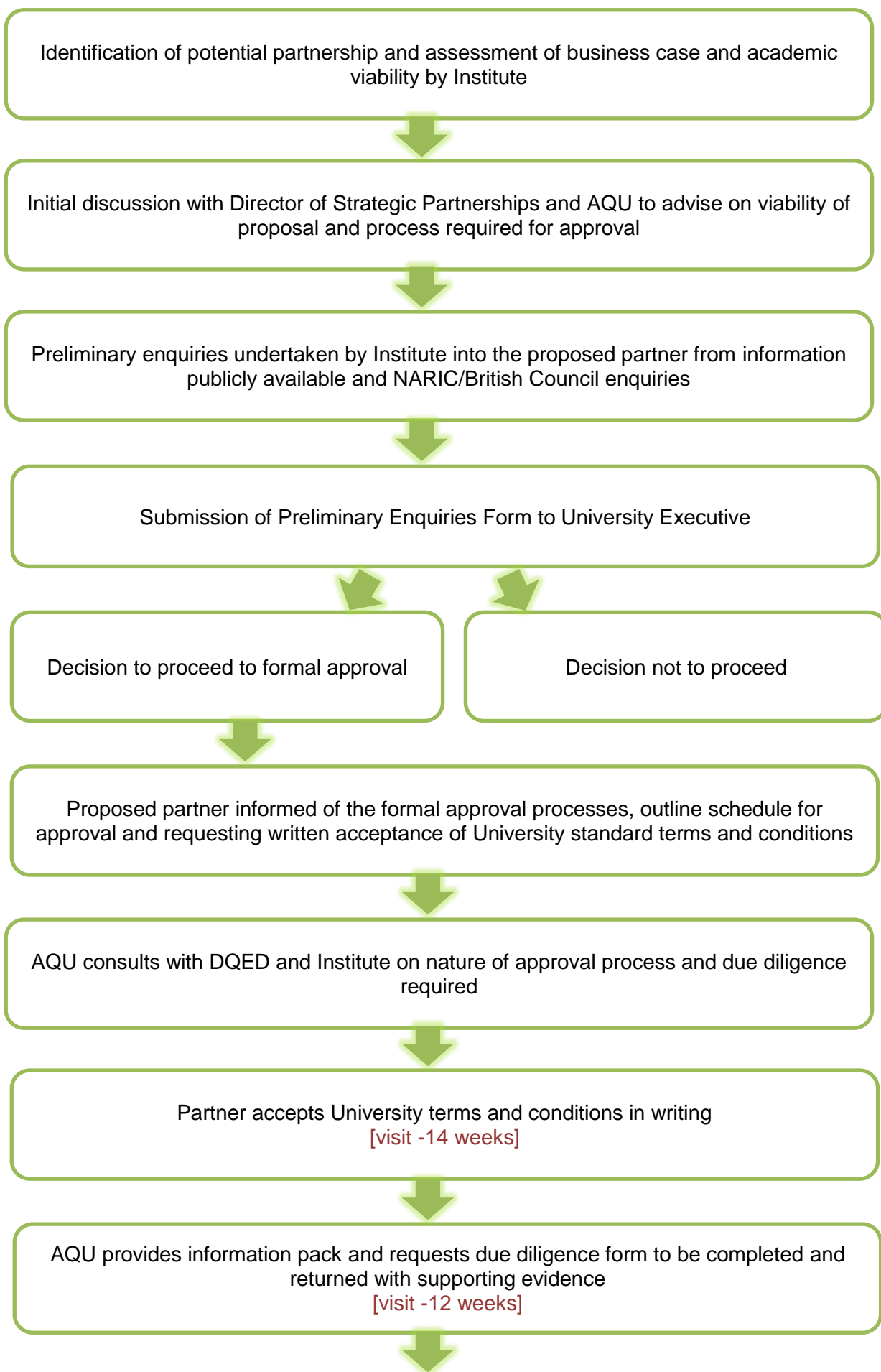
Document approved by: ASQEC 9<sup>th</sup> January 2013

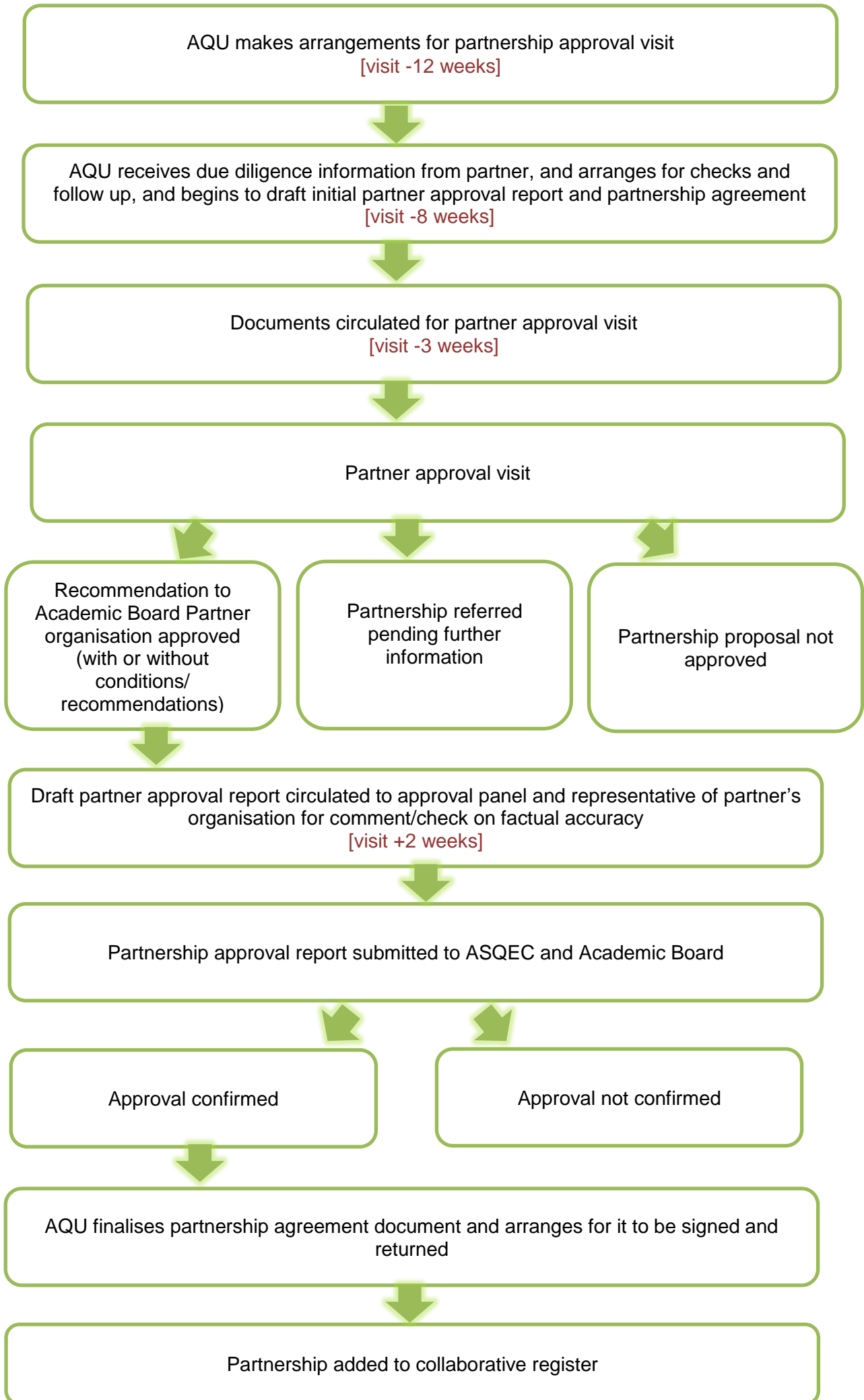
Date document comes into effect: immediate

Author of the document: Director of Quality and Educational Development and Senior Quality Officer (Collaborative)

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## Annexe - Partnership Approval Process Flowchart





AQU - Academic Quality Unit

ASQEC - Academic Standards and Quality Enhancement Committee

DQED - Director of Quality and Educational Development

This form is intended to be completed by the proposed partner organisation in order to inform the process of partnership approval.

**Name of  
Organisation**

**Organisation's  
Address**

**Website**

**Name and  
address of  
parent or  
holding  
company  
(if applicable)**

**Website**

**Brief  
description of  
nature of  
business of  
organisation  
and parent  
company (if  
applicable)**

**BACKGROUND INFORMATION** (please provide electronic links where relevant)

1	Date organisation established		
2	Chief Executive at Parent or Holding Company ( <i>if applicable</i> )	Name: Job Title: Email: Phone:	
3	Organisation's Chief Executive/Senior Manager	Name: Job Title: Email: Phone:	
4	Organisation's contact for proposed collaboration with University of Worcester	Name: Job Title: Email: Phone: Fax:	
5	Organisation's administrative contact ( <i>if different from above</i> )	Name: Job Title: Email: Phone: Fax:	
6	UK based organisations: VAT Registration Number ( <i>if applicable</i> )		
7	Overseas organisations: Tax registration code or number ( <i>if applicable</i> )		
8	Type of organisation	(note: tick all categories that may apply):	
	UK based	<input type="checkbox"/>	EU <input type="checkbox"/>
	Overseas (non-EU)	<input type="checkbox"/>	Government Agency Funded <input type="checkbox"/>
	Charity	<input type="checkbox"/>	Commercial (mainly non educational) <input type="checkbox"/>
	Educational (mainly FE/post 16 years)	<input type="checkbox"/>	Educational (mainly HE) <input type="checkbox"/>
	Educational (Privately Owned)	<input type="checkbox"/>	Other (please state) <input type="checkbox"/>

## Evidence to meet University of Worcester criteria for approval of partners

Please provide **brief responses** (or alternatively **cross-refer to page references in supporting documents**) to the following together with appropriate **evidence as indicated**, in the form of either hard or electronic copies as pertinent/available. In the event of queries concerning completion of this part of the form, please contact the Senior Quality Officer (Collaborative) at the University.

Boxes can be enlarged where necessary. Alternatively use additional sheets, ensuring clear cross referencing to question numbers. Please annotate the documents you submit with the relevant reference letter (A, B, C etc) and cross reference against the checklist at the end of the form.

Note: the form is reviewed for each proposed partner in advance of requesting completion, to take account of the nature of the proposed partnership and the status of the partner, in order to ensure relevance and clarity of information required.

**Criterion 1:** compatibility of the educational mission/objectives/ethos of the prospective partner organisation with that of the University of Worcester

- 9 Give brief details (or indicate relevant page references) of the organisation's mission and key strategic aims.

Please provide copies, as appropriate, of:

- A Mission Statement (or equivalent), and/or
- B Strategic Plan (or equivalent), and/or
- C Higher Education Strategy (if applicable).

- 10 Give brief details of any non-educational/academic business and ethical interests and links within the UK and overseas.

**Criterion 2:** clarity of anticipated benefits of the proposed partnership to all parties

- 11 Give brief details of the rationale for, and anticipated benefits of, the proposed partnership with the University of Worcester and how it fits with your organisation's development strategy.

Please provide copies of:  
D HE and/or educational development strategy (or equivalent)

E Business plan for proposed development (or equivalent).

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**Criterion 3:** clarity and appropriateness of the ownership, leadership, governance and management arrangements of the prospective partner organisation

12 Give brief details (or indicate relevant page references) of internal organisational, governance and management structure, including any major Boards/committees.

Please provide copies as appropriate of:  
F Organisation chart  
G Management structure  
H Committee structure (including membership and terms of reference of governing body/Board and key academic committees).

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**Criterion 4:** the public and legal standing of the prospective partner organisation in their own country (and the implications of this for collaborative programmes and/or recognition of the qualification to be awarded)

13 Give brief details (or indicate relevant page references) of the legal status of the organisation (including limited liability, registered and trading names, insurance details for learners, compliance with any national regulatory or licence requirements etc).

Please provide copies of:  
I Certification of legal identity (if applicable)  
J Insurance details  
K Compliance with national regulatory/licence/accreditation requirements (if applicable)  
L Information regarding any national requirements for proposed collaboration with University of Worcester (if applicable).

14 UK based organisations: please list published information/reports on




academic standing from eg LSC/Ofsted/QAA or other external bodies and provide electronic links where possible.

- 15 Overseas organisations: please list published information on academic standing from inspections undertaken by local/national government approved bodies, and provide electronic links where possible.


**Criterion 5:** the standing of the prospective partner organisation in the UK (as determined by the experience of other UK institutions)

- 16 Give details (name, address and nature of link) of any current or pre-existing links with other Higher Education Institutions in the UK.

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**Criterion 6:** the financial stability of the prospective partner organisation

- 17 Give brief details (or indicate relevant page references) of the financial status and standing of the organisation (including how educational provision is funded, and how proposed collaboration with University of Worcester will be funded).

Please provide copies of:  
M Audited annual accounts for last 3 years  
N Details of business plan for proposed collaboration (if applicable)  
O Contact details for bank (if University decides it must require a banker's reference).

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**Criterion 7:** the ability of the prospective partner organisation to provide the human, physical and learning resources to operate the programme successfully

- 18 Give a brief outline (or indicate relevant page references) of the current educational provision of the organisation (programmes offered, academic level, student numbers etc).

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<p>Please provide copies of: P Prospectus (or equivalent).</p>	
<p>19 Give brief details of the learning resources (classroom accommodation, library and computing facilities) available to students.</p> <p>Please provide copies of: Q relevant documentation.</p>	
<p>20 Give brief details of the numbers of teaching and administrative staff supporting higher education directly employed by the organisation, and details of staff development and teaching quality evaluation.</p> <p>Please provide copies of: R relevant policies (or equivalent information).</p>	

**Criterion 8:** the ability of the prospective partner organisation to provide an appropriate and safe working environment for students on an intended programme

<p>21 Give brief details (or indicate relevant page references) of the welfare and support services available to students.</p> <p>Please provide a copy of: S the Student Charter (or equivalent).</p>	
<p>22 Give brief details (or indicate relevant page references) of approach to Health and Safety and Equal Opportunities.</p> <p>Please provide copies of: T relevant policy statements.</p>	

**Criterion 9:** the ability of the prospective partner to provide high quality learning opportunities for students

23 Give brief details (or indicate relevant page references) of external and internal quality assurance arrangements that cover delivery of higher education at your organisation.

Please provide copies of:  
U relevant quality assurance documentation.

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### Declaration

It is a condition of approval by the University of Worcester that you confirm the following statements are currently true of your organisation and that you will immediately notify the University of Worcester if any changes to this occur.

1. This organisation, its owners, or directors have not been convicted of a criminal offence.
2. This organisation complies with all applicable laws and statutory regulations in force.
3. This organisation has all relevant insurance policies in place to adequately protect its practice, its staff and also its students/customers.
4. Accounts for this organisation have complied with all local auditing requirements and have not been qualified or otherwise commented on by the auditors for the two years preceding the date on page one of this document.
5. This organisation has the legal capacity to enter into the proposed collaboration with the University of Worcester.
6. This organisation can comply with UK expectations with regard to equality of opportunity, including with respect to disabled students (as set out in the UK Quality Code).
7. This organisation has the physical and financial resources in place to undertake the proposed collaboration with the University of Worcester.

I am an authorised representative of **[Add Partner Organisation]** and I confirm that to the best of my knowledge the statements in this document are correct with respect to **[Add Partner Organisation]** and **[Add Partner Organisation]** agrees to inform the University of Worcester if any changes to these statements occur.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

## DOCUMENT CHECKLIST

Please use the list below to ensure you have provided the necessary documents to support this form. All documents must be submitted in English; certified translations may be provided where necessary.

Relating to question number	Please mark document with corresponding letter	Description	Included
9	A	Mission Statement (or equivalent)	<input type="checkbox"/>
9	B	Strategic Plan (or equivalent)	<input type="checkbox"/>
9	C	Higher Education Strategy (if applicable)	<input type="checkbox"/>
11	D	HE and/or educational development strategy (or equivalent)	<input type="checkbox"/>
11	E	Business plan for proposed development (or equivalent)	<input type="checkbox"/>
12	F	Organisation chart	<input type="checkbox"/>
12	G	Management structure	<input type="checkbox"/>
12	H	Committee structure (including membership and terms of reference of governing body/Board and key academic committees)	<input type="checkbox"/>
13	I	Certification of legal identity (if applicable)	<input type="checkbox"/>
13	J	Insurance details	<input type="checkbox"/>
13	K	Compliance with national regulatory/licence requirements (if applicable)	<input type="checkbox"/>
13	L	Information regarding any national requirements for proposed collaboration with University of Worcester (if applicable)	<input type="checkbox"/>
17	M	Audited annual accounts for last 3 years	<input type="checkbox"/>
17	N	Details of business plan for proposed collaboration (if applicable)	<input type="checkbox"/>
17	O	Contact details for bank (if University decides it must require a banker's reference)	<input type="checkbox"/>
18	P	Prospectus (or equivalent)	<input type="checkbox"/>
19	Q	Learning resources – relevant documentation	<input type="checkbox"/>
20	R	Staff development and teaching quality evaluation – copies of relevant policies (or equivalent information)	<input type="checkbox"/>
21	S	Student Charter (or equivalent)	<input type="checkbox"/>
22	T	Health and Safety, and Equal Opportunities – copies of relevant policy statements	<input type="checkbox"/>
23	U	Relevant quality assurance documentation	<input type="checkbox"/>