

LTC12D138

Title: Partnerships Office Update March – May 2013
Author: Gavin Tash, Senior Partnerships Manager, Partnerships Office
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Issue

An update on Partnerships Office activity from March 2013 to May 2013.

Recommendation

The Learning and Teaching Committee is asked to note the Partnerships Office activity from March 2013 to May 2013.

Resource Implications

Not applicable.

Equality and Diversity

Not applicable.

Further Information

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Background

The Learning and Teaching Committee receives a report at every meeting providing an update on Partnerships Office activity.

Discussion

1. QUALITY ASSURANCE AND QUALITY ENHANCEMENT ACTIVITY

1.1 Training and Workshops

Professor Nigel Norris hosted a research seminar around the topic of 'What is an Higher Education Ethos?' on Wednesday 17 April 2013 with representatives attending from a wide range of partner institutions, and from UEA.

1.2 QAA Quality Code Mapping

We expect all partners to have finalised their mapping to each section of the QAA Quality Code by the review date in the last column in the table below:

| Chapter/Part | Consultation on Draft | Publication by QAA | First Mapping to JBOS | Approval of mapping by JBOS | First review of Action |
|---|------------------------------|--------------------|-----------------------|-----------------------------|------------------------|
| Chapter B7: External examining | July - August 2011 | Oct 11 | Autumn 2012 | Summer 13 | Summer 14 |
| Part C: Information about higher education provision | December 2011 - January 2012 | Mar 11 | Autumn 2012 | Summer 13 | Summer 14 |
| Chapter B11: Postgraduate research programmes | January - February 2012 | Jun 12 | Spring 2013 | Spring 14 | Spring 15 |
| Chapter B5: Student engagement | February -March 2012 | Jun 12 | Spring 13 | Spring 14 | Spring 15 |
| Chapter B3: Learning and teaching | May - June 2012 | Sep 12 | Spring 13 | Spring 14 | Spring 15 |
| Chapter B10: Managing HE Provision with Others | August - October 2012 | Dec 12 | Summer 13 | Spring 14 | Spring 15 |
| Chapter B4: Student support, learning resources and careers education, information, advice and guidance | October - November 2012 | Mar 13 | Summer 13 | Spring 14 | Spring 15 |
| Chapter B9: Complaints and appeals | November - December 2012 | April 13 | Autumn 13 | Summer 14 | Summer 15 |
| Part A: Setting and maintaining threshold academic standards | January - February 2013 | Jul 13 | Autumn 13 | Summer 14 | Summer 15 |
| Chapter B6: Assessment of students and accreditation of prior learning | March - April 2013 | Jul 13 | Autumn 13 | Summer 14 | Summer 15 |
| Chapter B1: Programme design and approval; and | May - June 2013 | Sep 13 | Spring 14 | Spring 15 | Spring 16 |
| Chapter B8: Programme monitoring and review | May - June 2013 | Sep 13 | Spring 14 | Spring 15 | Spring 16 |
| Chapter B2: Admissions | June - July 2013 | Oct 13 | Spring 14 | Spring 15 | Spring 16 |

2. UNIVERSITY CAMPUS SUFFOLK

2.1. Joint Academic Committee

The minutes of the meetings of the Committee held on Wednesday 6 March 2013 are available to view at:

[http://www.uea.ac.uk/partnerships/committeepapers/ucscommittees/Joint+Academic+Committee+\(JAC\)/JAC+Minutes+06-03-2013](http://www.uea.ac.uk/partnerships/committeepapers/ucscommittees/Joint+Academic+Committee+(JAC)/JAC+Minutes+06-03-2013)

The next meeting of the Committee will be held on 5 June 2013

2.2 Great Yarmouth College IQER

Following the QAA Integrated Quality and Enhancement Review (IQER) limited confidence judgement the awarding bodies are carrying out a follow up review as per the action plan presented to the Joint Academic Committee on 7 November 2012.

3. CITY COLLEGE NORWICH

3.1 Joint Board of Study

The minutes of meeting of the Board held on 8 March 2013 are available to view at:

<https://intranet.uea.ac.uk/partnerships/committeepapers/ccn/ccnjbos/CCNJBOS12M002+approved+Minutes+27+3+13>

The next meeting of the Board will be held on 28 June 2013

3.2 Ofsted Inspection

The College was rated good following the recent Ofsted inspection. Once the report is published a link will be made available.

4. EASTON COLLEGE

4.1 Joint Board of Study

The minutes of the meeting of the Board held on 28 February 2013 are available to review at:

<https://intranet.uea.ac.uk/partnerships/committeepapers/eastoncollege/ECJBOS12M002+Minutes+28+2+13+FINAL>

The next meeting of the Board is Thursday 13 June 2013.

4.2 BSc Sports Coaching (Top Up)

The BSc Sports Coaching (Top Up) was validated on 13 March 2013 and intends to recruit its first students in 2013/4.

5. MOUNTVIEW ACADEMY OF THEATRE ARTS

5.1 Joint Board of Study

The minutes of the meeting of the Board held on 5 April 2013 will be available at the next meeting.

The next meeting of the Board is 19 July 2013.

5.2 Institutional Review

The Mountview Academy of Theatre Arts Institutional Review is scheduled for October 2013

6. INTO UEA (NORWICH AND LONDON)

6.1 Joint Board of Study

The minutes of the meeting of the Board held on 16 April 2013 will be available at the next meeting.

The next meeting of the Board is 19 July 2013.

6.2 INTO UEA Academic Development Sub-Group

The Sub-Group continues to work on the recommendations which were approved by the Joint Board of Study 28 November 2012. A further update on the Sub-Group's work will be provided at the next meeting.

7. LONDON ACADEMY OF DIPLOMACY

7.1 Joint Board of Study

The minutes of the meeting of the Board held on 14 March 2013 are available to view at:

<http://www.uea.ac.uk/partnerships/committeepapers/London+Academy+of+Diplomacy/LADJBOS12M002+FINAL>

The next meeting of the Board held is 25 July 2013.

7.2 Review of Administrative Support Arrangements

On 5 December 2012 LTC approved Link Campus Rome as an additional delivery site for the existing programmes for a single cohort only. The approval of further cohorts was subject to satisfactory progress with a review of administrative support arrangements in London. The Partnerships Office has been working closely with the Acting Centre Director and LAD staff on a development plan and will provide updates to LTC at future meetings.

8. INSTITUTE OF HEALTH AND SOCIAL CARE STUDIES, GUERNSEY

8.1 Joint Committee

The minutes of the meeting of the Committee held on 21 March 2013 are available to view at:

<https://intranet.uea.ac.uk/partnerships/committeepapers/guernsey/IHSCSJC12M002+-+Minutes+FINAL>

8.2 BA (Honours) Professional Practice Revalidation

The revalidation event for the BA (Honours) Professional Practice will be held on 22 May 2013.

9. **INTERNATIONALISATION**

9.1 Internationalisation Executive

The report to the Internationalisation Executive on Partnerships Office activity related to international agreements is available in Appendix A.

Appendix A

Title: Partnerships Office Update
Author: Hannah Coman, Partnerships Manager, Partnerships Office
Date: April 2013
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Issue

An update on Partnerships Office activity in support of the Director of Internationalisation and ongoing work related to international partnership agreements.

Recommendation

To note the Partnerships Office international activity.

Resource Implications

Not applicable.

Equality and Diversity

Not applicable.

Further Information

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Discussion

1. SUPPORT FOR THE DIRECTOR OF INTERNATIONALISATION

- 1.1 The Head of Partnerships and Partnerships Manager have monthly update meetings with the Director of Internationalisation in support of his work in relation to international partnership agreements.

1.2 As part of this support an action plan has been produced to aid in developing the international agenda at UEA:

| | Task | Action | Comment | Target Date |
|---|---|--|--|--|
| 1 | Commission exploration of potential for European funding | RH to commission Joseph Mifsud to undertake work and produce report | | August 2013 Report to International Executive Autumn 2013 |
| 2 | Gather information on trips made via KLM BlueBiz, Travel Agent Log, Caroline Wells FIN (Travel Insurance information) | HC to draft emails for RH to send requesting information be sent to HC RH to email KB for further details | Following receipt of information HC to document on restricted access Blackboard site | End May 2013 |
| 3 | Produce Standard trip feedback form for Caroline Wells to send out with travel insurance | HC to produce draft form and draft e-mail for RH to send to Caroline Wells | | End Feb 2013 |
| 4 | Collate all travel information to establish whether use of a preferred travel supplier would result in economies | | Requires liaison with purchasing | End June 13 |
| 5 | Provide guidance on how to run a good visit | RH to write | | End May 2013 Report to International Executive Summer 2013 |
| 6 | Request research projects by country from REN | HC to draft emails for RH to send requesting information be sent to HC | Following receipt of information HC to document on restricted access Blackboard site | End June 2013 Report to International Executive Autumn 2013 |
| 7 | Start developing country profiles for public arena along the lines of Exeter e.g. http://www.exeter.ac.uk/international/india/ | International Executive to identify which key countries | | Internationalisation Committee Summer meeting to receive information and |

| | | | | |
|----|--|---|--|--|
| | | to focus on in first instance | | identify priorities |
| 8. | Consider developments of cotutelle agreements for research students in key areas | International Executive to identify which key countries to focus on in first instance | PGR Office to work with ARM and Partnerships | Report on progress to Summer International Executive |

- 1.3 All members of the Internationalisation Executive have access to the Internationalisation Information Blackboard site which is currently under development with the aim of providing useful information, guidance and advice on international activity at UEA.

Members can access the site by following the link below:

[Internationalisation Information](#)

2. PARTNERSHIPS OFFICE GUIDANCE ON INTERNATIONAL AGREEMENTS

2.1 Assessing Partnership Approaches

The Head of Partnerships has produced a document (attached as Appendix 1) which should be used for assessing approaches from international institutions proposing the development of a partnership agreement.

The document asks a number of questions which will result in a risk score and will give colleagues an indication of whether they should proceed with further discussion around the proposal.

This document will be available on the Partnerships Office website in due course.

2.2 Agreements Database

The Partnerships Office agreements database now holds 296 partnership agreements (domestic and international) and can be accessed by all UEA staff members:

<https://ltqo.uea.ac.uk/agreements/>

The Director of Internationalisation and Head of Partnerships/Partnerships Manager will be visiting Deans of Faculty and Head of Schools during the remainder of the academic year to discuss each Faculty/School's current partnership agreements and to hear of any planned developments for the next academic year.

2.3 Memorandum of Understanding Tracker

The Partnerships Office has developed an MoU tracker which details the stages of each new MoU in order to track progress, confirm those responsible for the development of agreements and highlight issues. It also includes up to date documents relating to the MoUs.

The latest version of the MoU tracker can be found on the Internationalisation Information Blackboard site at the following link [MoU Tracker](#)

3. COUNCIL OF VALIDATING UNIVERSITIES SEMINAR

- 3.1 The Partnerships Manager attended a seminar on 26 April 2013 hosted by the Council of Validating titled 'Transnational Partnerships: Learning from Experience and Looking to the Future' and the following notes highlight some of areas of interest to the Executive. If you would like further information on any of the information below please contact Hannah Coman, Partnerships Manager.

Kate Clarke, Open University, Building Capacity to Support Transnational Education (TNE) Partnerships

- when entering into new partnerships it is important to scrutinise not only the proposed partners capacity but also our own institutions' capacity for the partnership to work
- we must recognise that colleagues might not have knowledge of experience of working transnationally and although they might appear to be the right person for the job, they might not be able to be as successful at the same job in a TNE partnership
- shared values of both partners is critical to success
- having the right support structures and short, medium and long term goals is essential
- slowly does it – everything does and should take more time when setting up TNE partnerships
- there should be clear business plans for both individual partnerships and when joining up the whole of an institution's partnership portfolio
- institutional learning and expertise (when things go right and when they go wrong) should be captured and recorded in a systematic way

Glynne Stanfield, Eversheds, The Legal Issues and Challenges in Transnational Education Partnerships

- in 2010/11 there were 503,795 students studying for a UK qualification outside the UK
- setting up a branch or campus in another country should be driven by your institution and not by the other partner because the QAA will look at how the partnership fits with your corporate plan
- with respect to due diligence partnership agreements should be reviewed every 2-3 years
- note that universities turn from non-profit to profit making organisations once they leave the UK – need to think about the effects of that on regulatory issues
- one of the reasons for engaging in TNE partnerships is financial gain but the law does not allow for this because of the charitable status of universities – it can be a by product but should not be the main driver
- having successful TNE partnerships has helped some institutions move up league tables
- institutions should not depend on existing resource when setting up new ventures but should hire new people with expertise and knowledge where possible
- the most important thing is ensuring that there is a clear exit strategy within agreements – it costs 20x more to get out of an agreement than to get into one. One UK institution's VC was due to sign a partnership with an Asian country and after a good dinner (in the Asian country) he agreed to change the agreement from English law and it cost £1.5m to get out of the agreement (it had cost £15,000 to set it up)
- worth looking at the UUK: Guide to International Partnerships which sets out the order and process for setting up a new partnership
- all agreements must state that it is non-binding and under English Law
- need to make clear the tax implications within agreements to ensure that any profit can be taken from outside the UK
- UK employment law does not work outside the UK

- it is easier to set up branches and campuses in the UK than abroad – there are 75 American universities within a 10 mile radius of Regent's University London
- in some parts of the world you cannot contract in English law – it is a legal offence in Vietnam

Jane Holt, QAA, Lessons Learned for the TNE China Review and the Agency's Future Plans for TNE

- there was a 13% increase from 2012/13 to 2011/12 in students studying a UK award overseas
- some countries are suspicious of UK TNE partnerships because they think we are doing it to bridge the funding gap
- Chinese law does not recognise distance learning
- China wants to change from being an importer of TNE to an exporter
- with respect to quality assurance individual institutions are not well known overseas but reputation rubs off on other institutions
- Xi'an Jiaotong-Liverpool University will reach its capacity of 10,000 students in 2013/14 so has plans to expand to 15,000 students <http://www.xjtlu.edu.cn/en/>
- the QAA will be producing advice and guidance about risk categories for TNE and how articulation, progression and double-award arrangements should be dealt with

Kevin Van Cauter, British Council, Future TNE Markets and the Shape of Things to Come

- the British Council have undertaken a study of TNE activity in 50 countries, with a more detailed focus on 25 countries, and have completed 3 individual case studies. The full report will be published early in June
- 1% of international students are coming to the UK, the majority of students getting a UK award are using TNE
- the countries enrolling most students on TNE partnerships are Malaysia, Singapore, Pakistan, China, Trinidad & Tobago, Kenya, United Arab Emirates, Oman, Egypt, Mauritius, Zambia, Uganda and Russia
- the regulatory framework of countries is essential – it needs to be open enough to allow for TNE
- the impacts of TNE tend to match national priorities
- taking into account the regulatory environment, market environment e.g. demand and the mobility environment the countries with the most opportunity for TNEs in the next 2-3 years are Hong Kong, Singapore, Malaysia and the United Arab Emirates
- the case study in Malaysia revealed that TNE is perceived to be better quality than local provision and is the first choice for students, the government's priorities are attracting international students, widening access and building national capacity in science and technology. TNE is meeting the needs of Malaysia
- the British Council can give advice on guidance on setting up TNE partnerships

4. QUALITY ASSURANCE AGENCY QUALITY UPDATE INTERNATIONAL

The Quality Assurance Agency's Quality Update International is a newsletter covering a selection of information and news relating to higher education and quality assurance around the world.

The April issue of the update is available here:

<http://www.qaa.ac.uk/Publications/InformationAndGuidance/Documents/QUI-April-2013.pdf>

Assessing Partnership Approaches

| | | |
|---|--------------|--------------------------------------|
| Initial Approach | | For yes score 3 for no score 1 |
| Is the approach uninitiated? | | |
| Does the approach appear to have been made to multiple partners? | | |
| Is the approach via an unknown agent? | | |
| Is the standard of English in the approach poor? | | |
| Is the email from a personal rather than an institutional account? | | |
| Does the website look rather amateur? | | |
| Does the accommodation on the website look minimal or unacceptable? | | |
| If the courses are currently validated are the validating bodies from outside the UK or post-92 universities? | | |
| Is the approach for under 100 students? | | |
| Does the Foreign Office assessment suggest a cautious approach to travel to the location of the proposed partnership? | | |
| Is the country perceived as easy to do business with? Yes (0) No (2) | | |
| Check the corruptions perceptions index at this link http://cpi.transparency.org/cpi2012/results/ and score appropriately high corruption (3), medium (2), low (1) | | |
| Does the economy appear stable? Yes (0) No (2) | | |
| | Total | |
| | | |
| 12 or less=low risk – consider further discussion | | |
| 13-17=medium risk – approach with caution | | |
| 18+=high risk – suggest a polite rejection | | |
| | | |
| Further Consideration | | |
| Language of Delivery and Assessment | | |
| English, with English as students' first language | | |
| English, with English not students' first language | Score 2 | |
| Not delivered/assessed in English | Score 3 | |
| Cultural and educational context | | |
| English speaking country | Score 1 | |
| European (EU) country | Score 2 | |
| Other | Score 3 | |
| Partner's status | | |
| University/polytechnic (UG and PG) | Score 1 | |
| Polytechnic (UG only) | Score 2 | |
| Publicly-funded FE college / private college / organisation or any institution less than 10 years old | Score 3 | |
| Partner's strength | | |
| Large well-resourced (>10,000 students) | Score 1 | |

| | | |
|--|----------------------------|--|
| Medium or small well-resourced (<10,000 students) | Score 2 | |
| Any size with limited resources | Score 3 | |
| Type of collaborative arrangement requested | | |
| Arrangements not involving recognition of credit | Score 1 | |
| Arrangements involving some recognition of credit | Score 2 | |
| Validation arrangements | Score 3 | |
| Partner's expertise in this field | | |
| Programmes at this level | Score 1 | |
| Programmes at lower level | Score 2 | |
| No experience in this field | Score 3 | |
| Partner's previous collaboration with UK HEIs | | |
| At this level | Score 1 | |
| At lower level | Score 2 | |
| None | Score 3 | |
| Programme(s) | | |
| Established programme | Score 1 | |
| New programme in established curriculum area | Score 2 | |
| New programme in new curriculum area | Score 3 | |
| Credit level | | |
| FHEQ Level 3 (HE 0) | Score 1 | |
| FHEQ Level 4/5 (HE 1/2) | Score 2 | |
| FHEQ Level 6 or above (HE 3 +) | Score 3 | |
| Legal Jurisdiction | | |
| English Law | Score 0 | |
| Other legal systems | Score 3 | |
| Foreign Office Advice | | |
| Avoid all travel arrangement | Do not proceed with | |
| Avoid all but essential travel arrangement | Do not proceed with | |
| High Risk of terrorism | Score 3 | |
| | Total | |
| 10 or less=low risk – consider further discussion | | |
| 11-18=medium risk – approach with caution | | |
| 19+=high risk – seek advice from PVC | | |