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**Swansea
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Academic Services Code of Practice:

Collaborative Partnerships



A Guide for Staff and Students

2019-20



**Prifysgol Abertawe
Swansea University**



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DISCLAIMER

Swansea University has made all reasonable efforts to ensure that the information contained within this publication is accurate upon publication, and reserves the right to make updates and enhancements during the lifespan of the publication. Every effort will be made to notify interested parties of changes as they occur.

Introduction



The Swansea University Codes of Practice are designed to provide a framework for the effective delivery of Quality Assurance and Enhancement, supporting and enabling staff and students to fully engage in delivering a high-quality student experience across all programmes, at all levels of study and in all locations of study across the world. The Codes of Practice are designed to provide a summary overview of key processes, along with more detailed frequently asked questions, providing a step-by-step approach to effective quality assurance.

The Code of Practice for Collaborative Partnerships provides the framework, principles and processes for the effective identification, development, approval, management and review of all collaborative partnerships and associated programmes of study (including undergraduate, postgraduate taught, postgraduate research), and should be read in conjunction with relevant sections of the Code of Practice for Programme Design, Approval and Management.

Please Note: the contents of this document are designed to be accessed via an interactive website and are reproduced in this booklet format for accessibility. Some features and functions may not be available in this format (e.g. search facility). Please use this document in conjunction with the [website](#).

Elements of this Code of Practice should be read in conjunction with the Code of Practice for Programme Design, Approval and Management.

The key aspects contained within the Code of Practice are:

1. Developing and Approving New Collaborative Partners, Student Mobility Exchanges and Programmes of Study;
2. Reviewing, Amending and Enhancing Existing Collaborative Partnerships, Student Mobility Exchanges and Programmes of Study;
3. Managing Existing Programmes of Collaborative Partnerships, Student Mobility Exchanges and Programmes of Study.

This Code of Practice strives to be evidence based, and is based upon the UK Quality Code, Advice and Guidance: Partnerships (QAA).

Core Principles of Collaborative Partnerships

Academic Quality Services welcome feedback on the effectiveness of this Code of Practice and will seek to implement improvements throughout the year to improve the user experience. Please send any feedback to Quality@Swansea.ac.uk with the Subject Header 'CoP Feedback'.

We hope this Code of Practice proves useful and easy to use.

Phil Maull
Head of Academic Quality Services
February 2019

Core Principles of Collaborative Partnerships

The University seeks to develop and maintain exciting strategic and global partnerships which will enable its students to broaden their horizons and enhance the student experience both through mobility, pursuing study overseas and through interaction with high profile international institutions and staff.

Swansea University's proportionate and risk-based approach to the development, approval and review of collaborative partnerships (and their associated programmes) is based upon the following core principles:

1. All collaborative partnerships will be market driven, strategically aligned and financially and educationally viable;
2. There will be alignment between the proposed partner and the strategic priorities and values of the University/College/School;
3. All programmes delivered through collaborative partnerships will be designed to meet the quality and standards set by the University's approval processes, the Framework for Higher Education Qualifications and the relevant QAA Subject Benchmarks;

Quality Assurance

4. All programmes delivered through collaborative partnerships will be designed to be student focused, inclusive and to equip graduates with a range of employability and entrepreneurial skills and networking opportunities, positioning them effectively as global citizens;
5. All collaborative partners will be of a suitable calibre, taking account of reputation and World Ranking status;
6. All collaborative arrangements will assure parity of the student experience;
7. Wherever possible and/or appropriate, employers and students will be actively involved in the development, approval and review processes;
8. All collaborative partnerships will be effectively monitored through the Quality.

The core principles have been designed to address the expectations and practices identified in the UK Quality Code, Advice and Guidance: Partnerships
The principles and processes for the approval of new collaborative partnerships will be reviewed annually.

Quality Assurance

The University's expectation is that all provision offered in collaboration with a partner organisation is subject to the appropriate quality assurance procedures, and meets the relevant expectations and practices of the QAA's UK Quality Code for Higher Education, Advice and Guidance: Partnerships. The academic standards and student experience of all awards delivered, assessed or supported through an arrangement with one or more organisations other than Swansea University should be comparable to those of awards for programmes delivered solely by the University. They should also be compatible with any relevant UK benchmarking information at undergraduate, taught postgraduate or research level.

The Strategic Policy

The University also expects that all provision offered in collaboration with a partner organisation takes due regard of the University's policy documents relating to Learning and Teaching and Assessment and any other relevant policies, strategies or Codes of Practice.

The Strategic Policy

The Vision of Swansea University's Strategic Plan 2020 is that:

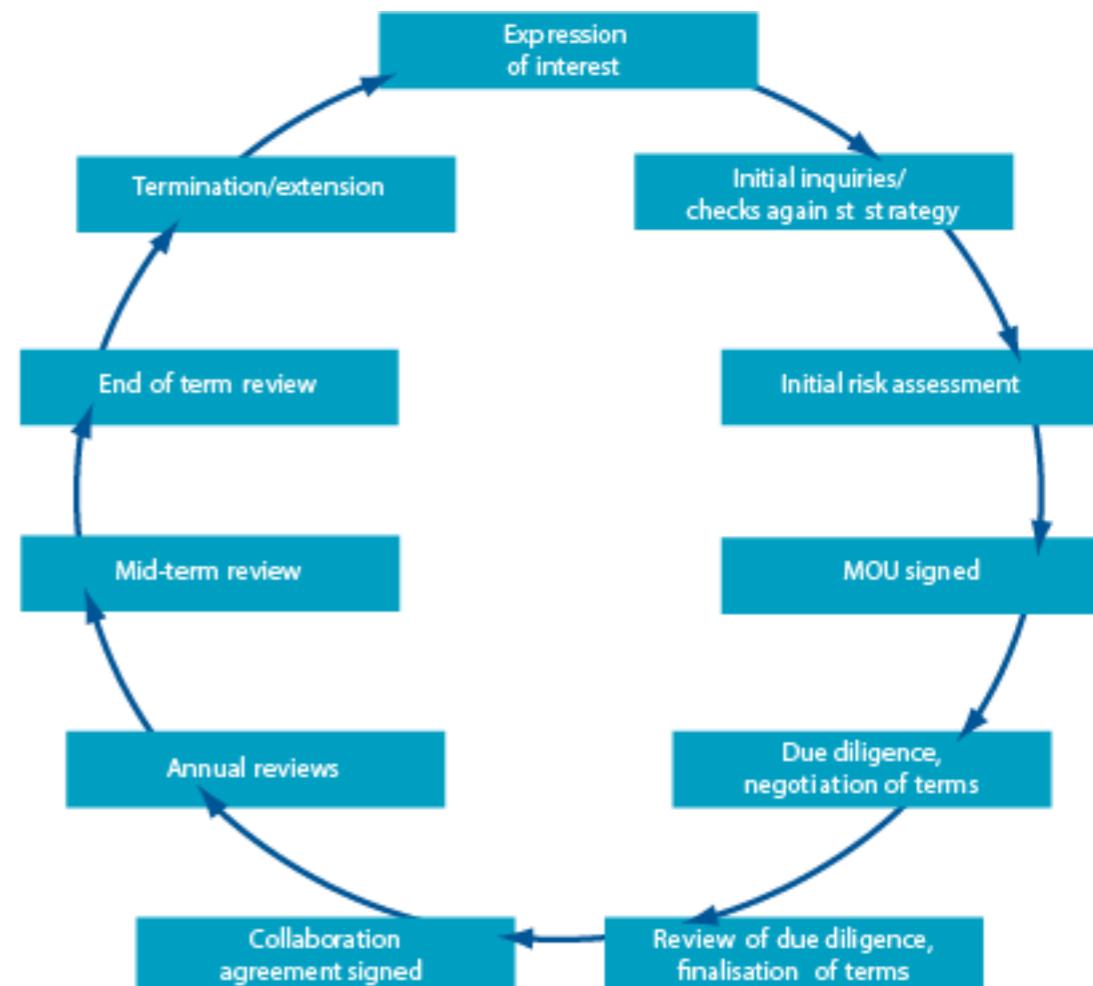
Together, we will transform lives and futures by providing an outstanding academic environment with a balance of excellence between world-class teaching and research, driving impact that is enabled by effective regional and global collaborations.

The Mission of Swansea University's Strategic Plan 2020 is to:

- Deliver an outstanding student experience, with research-led and practice-driven teaching of the highest quality that produces global graduates educated and equipped for distinguished personal and professional achievement;
- Provide an environment of research excellence, with research that is world-leading, globally collaborative, and internationally recognised;
- Use our teaching and research strengths, collaboration with industry, and global reach to drive economic growth, foster prosperity, enrich the community and cultural life of Wales, as well as contribute to the health, leisure, and wellbeing of its citizens.

Lifecycle of a Collaboration

Lifecycle of a collaboration taken from [International Partnerships – a Legal Guide for Universities](#):



An Overview of Collaborative Partnership Development, Management and Review

Creating, Developing and Approving a new Collaborative Partnership

Establishing a new collaborative partnership can involve several internal stakeholders, depending on the nature of the collaboration. All proposed collaborations must have the support of the College's Learning and Teaching Committee or Research Committee, as appropriate, before the proposal can progress to institutional consideration.

COLLABORATIVE PROGRAMMES

The Academic Partnerships Directorate manages relationships with external institutions and organisations to support Colleges'/Schools' collaborative programmes

These programmes include:

- [Franchise Arrangements](#);
- [Validation arrangements](#);
- [Flying Faculty Arrangements](#);
- [Joint Research Degrees](#);
- [Dual Degrees](#);
- [Double Degrees](#).
- Collaborative Research Degrees;

Collaborative Programmes

What is the Process for Developing a Collaborative Partnership/Programme?

Stage 1a: Initial Identification of Opportunity

Proof of Concept form: Developed by College Lead Academic with support from Head of College and supported by APD.

Information to be included on the Proof of Concept form:

- Academic Lead;
- Academic Department in which the partnership will be based;
- Level, Title, Subject Area, Mode of Delivery and Duration of proposed partnership;
- A brief summary of the partnership proposal (who is the partner, how has the opportunity arisen, initial overview of proposed partnership, strategic fit (how does the partnership meeting University/College strategic objectives);
- Costs anticipated with the set-up and delivery of the partnership, and a basic business plan (to include suggested income and costs once the partnership is established).

The Proof of Concept must be supported by the relevant School/College Committee (i.e. L&T or Research Committee). It must also be supported by the Head of College.

Collaborative Programmes

Stage 1b: Initial Swansea University Endorsement

The completed Proof of Concept form will then be considered by PMB.

Stage 2

Should the Proof of Concept be supported by PMB, the following will be undertaken:

- Full due diligence processes (legal, financial and ethical), undertaken by APD;
- Site visit to partner (if recommended by PMB/CPB and completion of the Site Visit Report);
- Division of Responsibilities form completed;
- Full business case to be developed (by proposing College/School, with support from the College's/School's Finance Business Partner and APD);
- Academic Quality Services "New/Amending Programme Proposal" form be completed (by the College and APD).

The next stages in the approval process:

New Programme & New Partner

An Approval Panel will be formed by Academic Quality Services to consider the proposal. The Panel will consist of:

- PAC – Chair and two members;
- CPB – Chair and two members;
- Student representative;
- External Subject Specialist;

Collaborative Programmes

- Employer;
- Panel Secretary, Academic Quality Services.

The Approval event may be held at the proposed partner location, depending on the nature of the collaboration.

New Programme & Existing Partner

The proposal will go to PAC for consideration with representation from CPB at the meeting. The meeting may be held at the partner's site, depending on the nature of the collaboration.

Existing Programme & New Partner

An Approval Panel will be formed by Academic Quality Services to consider the proposal. The Panel will consist of:

- PAC – Chair and two members;
- CPB – Chair and two members;
- Student representative;
- External Subject Specialist;
- Employer;
- Panel Secretary, Academic Quality Services.

The Approval event may be held at the proposed partner location, depending on the nature of the collaboration.

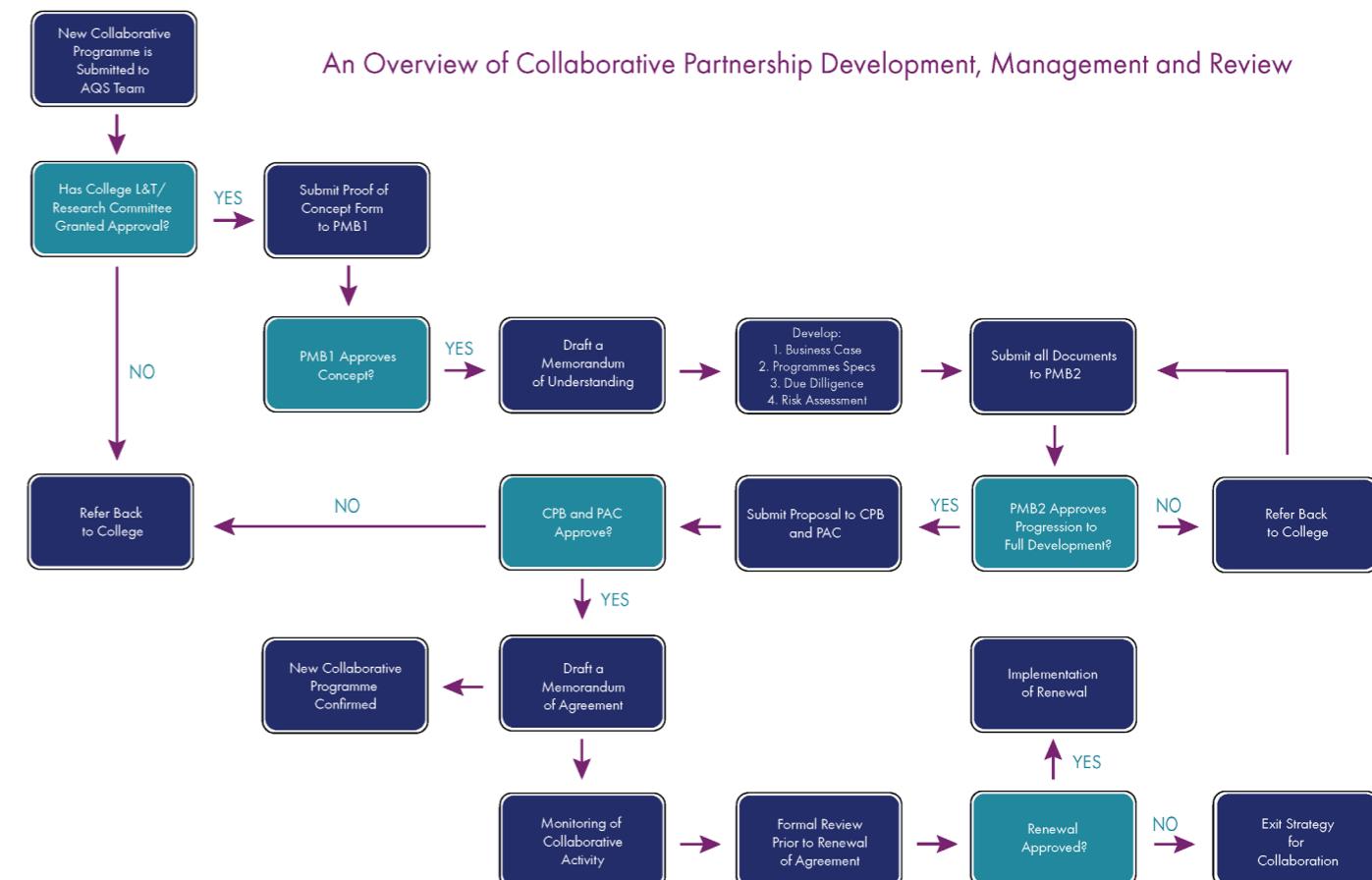
Collaborative Programmes



Existing Programme & Existing Partner

The proposal will go to PAC for consideration with representation from CPB at the meeting. The meeting may be held at the partner's site, depending on the nature of the collaboration.

Approval Process for New Collaborative Programmes



Division of Responsibilities

Each of the internal stakeholders has a specific responsibility in the process of the development, approval and review of collaborative partnerships.

Academic Quality Services (AQS)

Committee/s: Programme Management Board, Collaborative Partnerships Board, Programme Approval Committee, Academic Standards and Quality Committee, Academic Regulations and Cases Board and Academic Advisory Committee.

Responsible for:

- Approvals (partners and programmes via appropriate committees);
- Due Diligence enquiries on exchange proposals;
- CPB scrutiny of articulation arrangements;
- Risk Assessment;
- University quality framework and review;
- Academic Quality Assurance;
- Quality reviews;
- Project Management (in conjunction with PSPU, as necessary);
- Supporting Colleges/Schools with programme development, regulations etc.;
- Suspension and withdrawal of programmes;
- Producing clearly articulated processes.

College/School

Committee/s: College L&T and College Research Committee

Responsible for:

- Completing preliminary risk assessment form for student exchange proposals;
- Completing new student exchange proposals form for College-led proposals;

Division of Responsibilities

- Ensuring that College/School L&T/Research Committee (as appropriate) supports the proposed partnership;
- Producing and maintaining Student Handbook;
- Carrying out site visit to proposed partner;
- Completing site visit report and submit to Academic Quality Services;
- Obtaining CVs for relevant teaching staff at proposed partner and gain approval by College L&T Committee (franchise and validation arrangements);
- Liaising with the proposed partner regarding the creation of an annual report (template available);
- Appointing a Link Tutor (depending on type of collaboration);
- Establishing a joint Board of Studies, depending on the nature of the collaboration;
- Nominating a student to sit on the approval panel.

All the necessary forms may be obtained from Academic Quality Services: collaborative@swan.ac.uk.

Collaborative Partner

Responsible for:

- Identifying who at the prospective partner has the authority to enter into negotiations and make official decisions;
- Responding to due diligence enquiries and providing supporting documents when requested;
- Liaising with the IDO for student exchange; arrangements;
- Liaising with APD for other collaborative arrangements.
- Liaising with the College/School regarding the creation of an annual report (template available);

Division of Responsibilities

- Liaising with the IDO for student exchange; arrangements;
- Liaising with APD for other collaborative arrangements.

Academic Partnerships Directorate (APD)

Committee/s: Programme Management Board, Collaborative Partnerships Board and Programme Approval Committee

Responsible for:

- Liaising with Marketing and IDO to identify concepts and opportunities;
- Site visits and reports;
- Supporting Colleges with proposals;
- Working with Colleges to produce a business case;
- Conducting Due Diligence enquiries;
- Liaising with Legal re contracts;
- Liaising with Finance re fees;
- Creating a Division of Responsibilities;
- Management of Co-tutees;
- Maintaining partner data on CP database;
- Partner relationship management;
- Identifying funding opportunities;
- Collating/supporting APR process.

Division of Responsibilities

Research, Engagement and Innovation Services (REIS)

Committee/s: N/A

Responsible for:

Research Development

- Finding funding;
- Proposal Development;
- Proposal Submission;
- Award/Grant.

Project Services

- Project Support;
- Project Closure;
- Commercialisation.

Legal Services Team, including Governance, Compliance & Legal

Committee: Senate

Responsible for:

- Issuing UKVI legislation and guidelines;
- Issuing CMA legislation and guidelines;
- Issuing GDPR legislation and guidelines.

Division of Responsibilities

International Development Office (IDO)

Committee/s: International Strategic Management Group & Collaborative Partnerships Board

Responsible for:

Student Mobility

- Marketing & recruitment of student mobility opportunities;
- Meeting targets;
- Articulation arrangements;
- Maintaining accurate student mobility and exchange; agreement data on CP database;
- Exchange agreements;
- Incoming & Outgoing exchange and study abroad students;
- Liaising with Academic Coordinators;
- Monitoring exchanges;
- Watch List of exchange arrangements.

Due Diligence

The University, as part of its obligations under the [UK Quality Code, Advice and Guidance: Partnerships](#), is required to ensure that appropriate and proportionate risk assessment and due diligence enquiries are carried out on all new proposed collaborative arrangements.

Due diligence is the gathering of information on a proposed partner and the review of that information with a view to ascertaining the level of risk of entering into a collaboration with that partner.

Due diligence should aim to carry out as complete a review of the potential partner as possible. The regulatory and statutory environment of the country/countries in which the partnership will operate will need to be investigated as will the academic, legal, financial and ethical circumstances of proposed partners.

The scope and scale of the due diligence exercise will vary depending on the type of collaboration, the status, and the location of the institution concerned. A site visit would usually be made to any potential partner before the University would send students on outward mobility programmes in order to maintain the University's Duty of Care to its students.

A risk-based approach is taken by Swansea University in all cases, with due diligence enquiries being a collaborative effort between all interested parties with oversight by Academic Quality Services. There will always be some measure of due diligence enquiries, regardless of the reputation of the partner. This is in line with QAA guidance.

Risk Assessment and Management

The internationalisation of HE has resulted in an ever-expanding number of partnership opportunities. However, greater opportunities can mean greater risks. It is essential that staff carry out due diligence of partners to maximise the educational and business benefits of international collaboration and, also, to avoid the common pitfalls associated with such activities.

Due diligence may seem unnecessarily time consuming and expensive at the start of a promising partnership, but it will help the University to avoid entering into binding legal commitments which can generate substantial ongoing costs if they are not properly conceived, structured and documented. Potential partners would expect to due diligence enquiries to be carried out as this is best and effective practice in the HE sector. Due diligence is therefore in the best interest of both/all parties to the agreement, and especially the students who are recruited to the programmes we offer through our partnerships.

Due diligence is usually a mutual exercise: be prepared for a prospective partner to ask for similar information from us as part of their own due diligence process. If overseas partners are unfamiliar with due diligence and query the need for providing such information, we can reassure them that:

- It is a requirement of the UK HE sector's quality assurance body, the QAA;
- It will allow the partners to fully understand each other, avoid misunderstandings and to manage the collaboration in the best possible way, for the benefit of students;
- It will ensure the University's compliance with current legislation and guidelines;
- In return, the University will fully participate in the potential partner's own due diligence enquiries.

Risk Assessment and Management

Site Visits

There is an expectation that a site visit would be made to any potential partner before the University would send students on outward mobility programmes to maintain the University's Duty of Care to its students and a risk-based approach will be taken. However, it is paramount that parity of student experience is assured. A site visit report (template is available from Academic Quality Services) would form part of the due diligence supporting documentation. The site visit might be made by an academic member of staff or representative from the Academic Partnerships Directorate or International Development Office, as appropriate.

Will a Risk Assessment be required?

A risk assessment is carried out by Colleges/Schools/Academic Quality Services (depending on the nature of the collaboration) on all proposals to assess the level of risk associated with the proposed partner organisation and partnership arrangements. Higher risk ventures and larger projects would involve further liaison with the University's Resilience and Business Continuity Department and the Planning and Strategic Projects Unit.

What is Academic Due Diligence?

Academic due diligence considers the academic quality and reputation of the proposed partner and is used to determine whether they have the necessary degree awarding powers, teaching and research resources and the ability to deliver parity of student experience to be involved in the collaboration. Academic due diligence should be carried out by the relevant College/School (or site visit team, which may include APD/AQS) and be tailored to the nature of the proposed collaboration. The following areas for scrutiny are identified in International Partner

Risk Assessment and Management

ships: [A Legal Guide for UK Universities](#):

- Accreditation requirements in the territory relevant to the potential partnership;
- Number, qualifications, expertise and capacity of key academic, administrative and support staff for operating the partnership and arrangements for recruiting additional staff where required;
- Number, qualifications, expertise and capacity of academic staff for carrying out marketing/ student recruitment/teaching/research according to the envisaged partnership arrangements;
- Availability and quality of facilities and materials (research, laboratories, teaching venues, library access, accommodation, IT facilities for students and employees, student welfare);
- Recruitment process and selection criteria of participating students (if any);
- Academic standards and assessment and examination criteria and procedures;
- Language qualifications of key members of faculty, employees and students;
- Quality assurance arrangements;
- Previous experience of the proposed partner of partnerships with other UK universities and availability of independent academic references.

What is Legal Due Diligence?

Legal due diligence is essential for all collaborations. However, the nature and extent will depend on the risk of the project. Legal due diligence involves establishing other organisation's power and authority to undertake the collaboration and identifying any legal matters which might impinge on the project, or Swansea University's readiness to work with the other organisation. The extent of legal due diligence necessary would depend on the nature of the proposed collaboration. Higher risk ventures and larger projects would involve further liaison with the University's [Legal Services Team](#).

Risk Assessment and Management

UKVI Compliance

As part of the legal due diligence enquiries, Tier 4 (and Tier 2, if appropriate) status of the partner/proposal will be established. Any issues concerning UKVI Tier 4 (and Tier 2) visa compliance will also be investigated.

What is UKVI Tier 4 compliance?

Tier 4 of the Points Based System is the primary immigration route for non-EEA students who wish to study full-time in the UK. These students must be sponsored by an education provider that holds a Tier 4 licence. The education provider is known as a sponsor. The Tier 4 sponsorship regime is based on two basic principles. They are that:

- a. sponsorship is a privilege and not a right so those who benefit most directly from student migration (education providers) must help to prevent the system from being abused; and
- b. those applying to come to the UK to study must be eligible to do so, and must have a reputable education provider who genuinely wishes to teach them.

How do we Demonstrate that New Collaborative Programmes are UKVI Compliant?

Legal due diligence enquiries would establish compliance.

For example:

- What is the Tier 4 status of the partner/proposal?
- Are there any issues regarding UKVI Tier 4 visa compliance to be aware of?
- Are the monitoring processes valid and equal?

Risk Assessment and Management

Where can further information about UKVI and relevant visas eg Tier 4 be found?

Further information can be found at [Gov.UK](#).

What is Financial Due Diligence?

The purpose of financial due diligence is to decide:

- Is there anything that should stop Swansea University entering into this arrangement?
- Are there issues that Swansea University needs to protect itself against in the contract?
- Is there a risk of financial failure or concerns around solvency?
- Are the concerns surrounding financial sustainability?

Some form of financial due diligence is always necessary. However, what is needed will depend on the arrangement itself. The purpose of financial due diligence is to check on the financial strength of an organisation. At the limited end it could be a check of publicly available financial information. At the extensive end it should involve the financial and tax history of your partner, and the organisational, management and statutory position. Information concerning the type and associated risk of the partner would be required e.g, is the proposed partner a public/state-owned organisation, or, is it privately owned? Non-public organisations would need financial approval by the Head of Finance (or their representative). The time and costs of undertaking this will therefore need to be factored into the College's business plan for the collaboration. Higher risk ventures and larger projects would involve further liaison with the University's Finance Department.

Types Of Collaborative Arrangements: Definitions & FAQs

What is Ethical Due Diligence?

Ethical due diligence is carried out to establish whether the proposed partner aligns with Swansea University policy and values. This is important as non-alignment could adversely affect the parity of student experience and carry a significant reputational risk to the University.

These are the areas which would usually be considered:

- Equality, Diversity and Inclusivity;
- Sustainability;
- Human Rights;
- Ethics;
- Intellectual Property;
- Does the proposed partner have any affiliations or relationships that may be of concern? For example, arms, tobacco, oil companies, operations in countries not aligned to the University's values.
- Are there any current concerns regarding travel to/health and safety in the partner location? For example, is there any current Foreign & Commonwealth Office advice?

Higher risk ventures and larger projects would involve further liaison with several of the University's departments for advice, e.g. Governance, International Development Office, Resilience and Business Continuity Department.

What are Franchise Arrangements?

A franchise arrangement is based upon a process by which Swansea University as an awarding institution authorises another organisation to deliver (and sometimes

Types Of Collaborative Arrangements: Definitions & FAQs

assess) part or all of one (or more) of its own approved programmes or a programme recognised by another educational body, for example, Edexcel. The responsibility for the academic content of the programme, the teaching and assessment strategy, the assessment regime, and quality assurance will remain with Swansea University and the partner as the franchisee.

Franchised programmes, as with all other collaborative programmes, are dependent upon a close working relationship between Swansea and the collaborative partner/s.

A designated Link Tutor at each institution is a key quality assurance role in this type of collaboration.

Foundation Degrees are programmes that may be established as part of an HE/FE partnership, or may be delivered by Swansea University in off-campus locations in the community. Foundation Degrees may involve other parties where industrial partners, external funding or government initiatives are providing the driving force for the development of such programmes.

What are Validation Arrangements?

Validated programmes are programmes designed and taught by another institution. However, Swansea University oversees the quality of such programmes and is responsible for issuing the award.

A designated Link Tutor at each institution is a key quality assurance role in this type of collaboration.

Types Of Collaborative Arrangements: Definitions & FAQs

What are Recruitment Based Collaborations?

Recruitment based activity's focus is the recruitment and admission of students from other institutions (usually overseas) to Swansea for a period of study which may or may not lead to the awarding of credit and/or an official Swansea award. Such collaborative activity is driven by the International Development Office (IDO) and will generally lead to a Memorandum of Understanding and/or a Facilitation Agreement/Addendum with the institution concerned. Phraseology associated with this type of collaborative activity is Articulation and Facilitation arrangements/agreements.

What are Articulation Arrangements?

Articulation Arrangements involve students who satisfy academic criteria on one programme and are automatically entitled on academic grounds to be admitted with advanced standing to a subsequent stage of a degree-awarding body.

What are Study Abroad, Mobility and Exchange Arrangements?

This is an agreement which commits the University to exchange students (and, where relevant, staff) for a specified length of time including, but not limited to, Erasmus+. These arrangements might be for an intercalary year as the third year of a four year degree scheme, or a semester study abroad arrangement in lieu of study at Swansea University. Students on exchange programmes are registered both at Swansea University and their host institution during their exchange period. Information on fees for mobility programmes can be found on the [Finances](#) page.

Types Of Collaborative Arrangements: Definitions & FAQs

What is a Summer Programme?

The Go Global Team in the International Development Office coordinates and provides funding towards a range of other Short and Summer Programmes. Funding is available to Year 1 and Year 2 undergraduate Swansea University students, as well as postgraduate students with academic approval. There is a range of opportunities in a variety of countries, including:

- volunteering programmes;
- study programmes;
- internships;
- cultural programmes.

Destinations currently include China, India, North America, Japan, Africa, and Europe.

What are Collaborative Modules?

These are individual modules which form part of a Swansea University award but that are either entirely delivered, taught and assessed by another institution/organisation (on or off a Swansea University campus) or are partially or collaboratively delivered, taught and/or assessed by another institution/organisation (on or off a Swansea University campus).

What are Work Placements?

Work placements are a form of learning specifically designed to enhance students' employability. Credit bearing work placements are integral to, and embedded in, a higher education programme.

Types Of Collaborative Arrangements: Definitions & FAQs

Credits are awarded in recognition of the learning achieved in a work environment during an agreed and negotiated period of learning, which takes place outside the higher education institution. Students' achievement in a workplace environment is normally assessed through reflective practice on the work place ment experience and the designation and achievement of appropriate learning outcomes.

Credit bearing work placements offer students an opportunity to undertake work experience relevant to their programme of study and for which appropriate learning outcomes are set and assessed. On successful completion of the placement students are awarded credits which contribute to the degree.

Non-credit bearing work placements offer degree students an opportunity to undertake work experience relevant to their career interests and could include experience such as shadowing a senior member of staff to understand their role or working within a specialist area of a business, thus building knowledge and experience e.g. Swansea Employability Academy's [Week of Work scheme](#). Alternatively, these could be paid placements over a longer period, usually 6–8 weeks where students undertake a project or range of projects which are determined by the employer and of value to the business e.g. [Swansea Paid Internship Network \(SPIN\)](#). However, they are not embedded within a programme of study and credits are not awarded. Research based work placements involve research work primarily based in the workplace e.g. EngD or an MRes degree where the research candidate gains from experience of working in a research environment.

Types Of Collaborative Arrangements: Definitions & FAQs

What is Transnational Education (TNE)?

Transnational Education is the provision of education for students based in a country other than the one in which the awarding institution is located. TNE is delivered through a wide variety of programmes and platforms, including, but not exclusive to: distance learning programmes, teaching partnerships, flying faculty, off-shore campuses and MOOCs. In some instances, TNE can involve the movement of students, with some short-term study in the awarding country and/or students accessing TNE from education hubs.

Types of Transnational Education

What is Flying Faculty?

Flying faculty typically involves members of Swansea University staff providing block teaching in an off-campus location. This may be in collaboration with a local 'host' institution which is providing access to resources (IT, classroom) or local academic support. This arrangement is often supported by a Service Level Agreement.

What are Embedded Colleges?

An embedded college is a private organisation operating near to, or within, the University. Typically, a provider conducts its central functions from a separate headquarters but may operate from one or more of its embedded colleges. An embedded college is usually engaged in the preparation of students for entry to higher education programmes.

Types Of Collaborative Arrangements: Definitions & FAQs

What is a Dual Award?

A dual award is an arrangement where Swansea University, together with one or more awarding bodies, provides a programme leading to separate awards and certificates being granted by all the awarding bodies. Each partner is responsible for its own assessment and quality assurance.

What is a Joint Award?

A joint award is an arrangement where Swansea University, together with one or more awarding bodies, provides a jointly developed and delivered programme, leading to a single award made jointly by all the awarding bodies. A single certificate is produced, not separate certificates from each awarding body. Responsibility for assessment and quality assurance is agreed between the partners.

What is a Double Degree?

A double degree is the granting of separate awards (and certificates) for the same programme by two degree-awarding bodies who have jointly delivered the programme of study leading to those awards.

What is a Degree Awarded in Collaboration?

A degree awarded in collaboration is the granting of a Swansea University award in collaboration with another institution or organisation, for example, an HE institution without degree awarding powers at the necessary level, or, an industrial organisation.

Contractual Arrangements

What is a Declaration of Intent?

A Declaration of Intent is an official document which states what the interested parties intend to do, but which does not have the legal force of a formal contract.

What is a Memorandum of Understanding?

A Memorandum of Understanding (MoU) is a nonbinding agreement between two or more parties outlining the terms and details of an understanding, including each parties' requirements and responsibilities. An MoU is often the first stage in the formation of a formal contract.

What is a Memorandum of Agreement?

A Memorandum of Agreement (MoA) formalises a collaboration with a partner. An MoA serves as a legal document and describes the terms and details of the partnership agreement. The Agreement sets out the terms of the arrangement for the management and monitoring of the collaboration.

What is a Service Level Agreement?

A Service Level Agreement (or SLA) is the part of a contract which defines exactly what services a service provider will provide and the required level or standard for those services.

Review of Collaborative Partnerships

Joint Board of Studies

Following approval for the introduction of each collaborative programme a Joint Board of Studies should be established between the collaborating partners to oversee the programme. The Joint Board of Studies should meet at least once, but preferably twice, a year.

The Joint Board of Studies will normally consist of members of teaching, supervisory and possibly administrative staff from Swansea University and the collaborating partners. The main function of a Joint Board of Studies is to monitor the academic and administrative progress of the programme. Its terms of reference and duties will be:

- (i) to ensure that the quality assurance standards of the awarding institution are maintained and that appropriate quality assurance mechanisms are implemented;
- (ii) to consider the outcomes of the module review, programme monitoring and student feedback processes on an annual basis;
- (iii) to approve amendments to the structure/syllabus/assessment of the programme and to refer such modifications to the home College Learning and Teaching Committee;
- (iv) to receive information regarding changes in programme staffing, teaching resources, physical and technical resources etc. and make any recommendations to the bodies detailed below as a result of such changes;
- (v) to receive and consider reports from Programme Co-ordinators concerning the development of the programme in question, which shall include statistical information on assessment, progression and completion as appropriate;
- (vi) to make nominations for the appointment of External Examiners and to receive the reports of External Examiners and (where appropriate) Moderators;

Review of Collaborative Partnerships

(vii) to consider such matters as may from time to time be referred to the Joint Board of Studies by either the Director of Academic Services, the Academic Regulations and Cases Board or the associated equivalent bodies of the partner institutions or any associated professional or accreditation bodies.

A collaborative partnership is typically reviewed in the penultimate year of the contractual period. The nature and extent of the review will depend on the nature of the collaboration and Academic Quality Services will take a risk-based approach to decide the extent of the review. At the limited end, it would involve a small panel consisting of a Chair and cross-representation from the Collaborative Partnerships Board and the Programme Approval Committee reviewing the following documentation, as a minimum requirement:

- Current MoA;
- Any advanced notification of changes to the MoA (if it is to be renewed);
- Boards of Studies minutes (three years of minutes);
- Module specifications;
- Student feedback;
- Annual Reports;
- Consortium reports/minutes (if appropriate);
- Programme Handbook;
- Financial reports.

At the extensive end, in addition to the above documentation, a site visit by the Panel to the collaborative partner might be necessary.

The review is organised by Academic Quality Services with input from the relevant College/School and the Academic Partnerships Directorate and/or the International Development Office, as appropriate.

Recruitment Based Collaborations

Recruitment based collaborations are managed by the International Development Office (IDO). The IDO provides guidance and forms related to recruitment based collaborations and can advise on appropriate levels of due diligence and risk assessment to be carried out before engaging in or seeking approval for the development of recruitment based collaborations. The due diligence and review enquiries that IDO carry out vary depending on the nature of the proposed link. For example, more in depth due diligence and periodic monitoring will be required for Articulation Arrangements than for Swansea University's normal recruitment based agreements. These agreements are low risk and are designed to promote good working relations between Swansea University and the partner institution and in the case of specific partners will result in a fee discount for students entering Swansea from that institution. The students will apply to Swansea in the usual way and be subject to the same admission criteria and academic regulations as any other student.

Those students who study Swansea University degrees have to satisfy Swansea's usual criteria and follow Swansea's normal degree programmes. They are assessed and awarded the normal Swansea degree based on their time at Swansea only.

Those students who study a number of credits as part of their home institution programme take a transcript of their credit home and are awarded a degree by their home institution in the same way as students studying at Swansea under exchange agreements.

Recruitment Based Collaborations

Any recruitment based proposals that fall outside these criteria are deemed to be Articulation Arrangements. Under these arrangements, students who satisfy academic criteria on one programme are automatically entitled on academic grounds to be admitted with advanced standing to a subsequent stage of a programme of a degree-awarding body. These arrangements are considered to be high risk and would be scrutinized accordingly.

What are the Procedures to Set up Recruitment Based Collaborations?

Anyone interested in setting up a recruitment based arrangement should contact IDO in the first instance. IDO will review the proposal in light of the Strategic Plan and carry out research on the institution. IDO staff will determine on behalf of ISMG whether they wish to enter into negotiations with the proposed partner institution and, depending on the level of interest, will draft a Declaration of Intent or a Memorandum of Understanding with the partner institution. This will be signed by the Pro-Vice Chancellor Internationalisation. If a facilitation arrangement with the particular institution is deemed to be within the strategic plan and desirable, interested colleges will be asked to fill in a facilitation form and review the syllabus of any programmes that will be used as a basis for the facilitation arrangement.

Who Approves the Facilitation Forms?

- Head of School/College;
- Head of Admissions Office;
- Director of Finance (if bursary involved);
- PG Research Committee (if link is at research level);
- IDO who will notify partner institution in the form of an addendum to the MoU;

Recruitment Based Collaborations

- IDO will update University's central record and report on link to the Collaborative Partnerships Board.

What Documentation Underpins this Type of Collaborative Activity?

- Declaration of Intent (where applicable);
- Memorandum of Understanding;
- Facilitation form;
- Agreement/Addendum/letter giving terms of facilitation arrangement;
- Any subsequent correspondence varying terms of arrangement e.g. changes to discounts.

Ongoing Monitoring and Review

The IDO is responsible for entering and updating information concerning the agreement onto the University's central record of agreements. The IDO/Admissions Committee the promotional development of the link by annually reviewing the number of students received and their progress. These figures are reported to CPB as part of the monitoring process of all agreements. The IDO monitors the success of links and decides whether to renew/terminate agreements. The IDO also notifies partners and CPB whether a collaboration is to be continued and on what basis. Where concern around a specific facilitation arrangement has been identified, in particular surrounding the progress of students entering Swansea University through this arrangement, CPB will ask the IDO to review the arrangement in question and advise CPB on the risks involved in renewing/terminating the link. In these specific cases, where a problem has been identified, CPB will determine whether the collaboration can be continued and on what basis.

Study Abroad and Exchange Arrangements

The International Development Office (IDO) is responsible for driving the collaborative activity in this area. Exchange Agreements fall within this area (i.e. an agreement which commits the University to exchange students and, where relevant, staff for a specified length of time), including exchanges under the Erasmus+ Programme. It also includes study abroad links for outgoing students, i.e. those arrangements whereby students from Swansea study in other institutions for a semester under a study abroad in lieu of study at Swansea University arrangement. The IDO is also responsible for short exchanges/student visits between institutions such as participation in summer programmes; these are not covered by this Code of Practice. Please contact the IDO directly for advice on how to set up this type of activity.

What are the procedures to set up student exchange based collaborations?

The proposer should complete a New Exchange Proposal form, Preliminary Risk Assessment form and Site Visit Report (if this has already taken place). These forms may be obtained from Academic Quality Services:
collaborative@swan.ac.uk

Consult IDO for advice on the following before completing the form:

- Does the University already have a link with the proposed partner?
- Does the proposal fit with the University's strategic plan?
- Information on best practice regarding redemption of failure, awarding of credit, student support and feedback.

Study Abroad and Exchange Arrangements

Next Stage of Proposal

- The proposer to present the proposal to the College/School Learning and Teaching Committee for approval that the College/School supports and wishes to pursue the proposal;
 - Proposals at doctoral/research level must gain approval from the College/School Research Committee;
 - University-wide proposals originated by IDO do not require College/School approval, but Colleges/Schools should be consulted about any proposals that might affect them and support for the proposal by Colleges/Schools should be evidenced.

Who Approves the New Exchange Partner Proposal Forms?

If the College/School and IDO support the proposed exchange arrangement, the New Proposal form, Preliminary Risk Assessment form and Site Visit report should be submitted to Academic Quality Services for initial scrutiny and due diligence enquiries. The proposal will then be sent to CPB where the Board will consider whether there are conditions to be met or additional due diligence/information required.

Contractual Arrangements

Following CPB approval in principle and ratification by the Academic Standards and Quality Committee, the IDO will liaise with the partner institution to draft the exchange agreement, in accordance with a specific Swansea University template and guidance. As part of the negotiation process, any major deviations from the University template will be referred to the University's Legal Services team for advice.

Study Abroad and Exchange Arrangements

Ongoing Monitoring and Annual Review

It is important that exchange agreements are monitored regularly to ensure that they are active and fit for purpose. As part of the monitoring process:

- Colleges/Schools are required to provide regular feedback on issues arising with exchange partners/agreements to the IDO;
- Colleges/Schools are required to provide feedback from students to the IDO on any issues arising;
- Colleges/Schools are required to undertake verification and monitoring of public information published by partner institutions about Swansea University;
- For subject specific agreements, the IDO asks the college/school if they want to renew the agreement. If colleges/schools wish to renew, IDO proceeds to do so. However, the IDO would highlight agreements that haven't been used and suggest closing them.
- For University wide agreements, the Go Global team decide whether to renew or not, without consulting colleges, based on demand for the exchange. Feedback from students would inform this decision.
- From September 2019, for both type of arrangements, this will be done via the Collaborative Partnerships Board, based on a list provided by the IDO of agreements due to expire. CPB will formally ask colleges/schools for a response on whether to renew or not and this will be recorded in the CPB minutes. Formal reviews, annual report forms and breaches of contract should inform this decision. IDO will then renew based on this information from the Board.
- Where decision made to renew/terminate an agreement, IDO to manage said renewal/termination.

Summer Programmes

What are the Procedures to Set up a Summer Programme?

The Go Global Team in the International Development Office will collate the following documentation to support a proposed third party summer programme provider:

- Programme Overview and Summary, including testimonials from past participants;
- A completed copy of Swansea University's Health and Safety Questionnaire (developed by H&S section of the Estates Directorate);
- Completed Risk Assessment;
- Copy of Public and Employers Liability Insurance;
- Copy of Draft Summer Opportunity Agreement Document (prepared by the Legal Services team).

Who Approves the Third Party Summer Programme Provider?

The collated documentation is submitted to the University's Collaborative Partnerships Board for approval in principle. The University's Learning, Teaching and Quality Committee for final approval.