

Procedure for partner programme review

[For the purposes of the processes described in this document, in Henley Business School the Head of Programmes will be fulfilling the functions of the School Director of Teaching and Learning.]

*[For Guidance on the review, and renewal, of programmes involving delivery with a partner relating to:
Placements – contact the Placement and Development Manager
Study Aboard and Erasmus – contact the Erasmus and Study Abroad Manager]*

Introduction

1. The University delivers a number of programmes with partners which are approved to operate for a number of years as specified in the contract, or Memorandum of Agreement (MoA). In the year preceding the expiry of the MoA, a review of the partnership programme must take place in order to consider its viability and whether it should be revalidated for a further fixed term.
2. This policy outlines the procedure that must be undertaken in order to review and, if appropriate, renew programmes involving delivery with a partner. The objectives of this process are to ensure that the partnership programme is operating in accordance with the current MoA, to consider areas for development and enhancement and to consider revalidation for a further set period of time.
3. The procedure for partner programme review is intended to align with the process for the approval of new programmes involving delivery with a partner, thereby capturing all the elements which require review. The *Approval of a new programme* policy is available at:

<http://www.reading.ac.uk/web/FILES/qualitysupport/approvalnewprog.pdf>

4. The Centre for Quality Support and Development (CQSD) will contact the relevant Programme Director, School Director of Teaching and Learning and the Associate Dean (Teaching and Learning) (ADTL) one year prior to the expiry of the MoA to initiate the review process. Roles and responsibilities for the process are given in Annex 1.
5. An initial meeting should take place to consider two key elements:
 - a. If the partnership programme should continue or be withdrawn. Discussions should include all relevant UoR colleagues including the Head of School, CQSD, the relevant ADTL, the Pro-Vice Chancellor (Teaching and Learning) and the Pro-Vice Chancellor (International and External Engagement). If it is decided that the partnership programme should be withdrawn, the *Procedure for the withdrawal of an existing programme* should be followed as detailed here (Section 5e);

<http://www.reading.ac.uk/cqsd/QualityAssurance/PoliciesandProcedures/cqsd-PoliciesandProcedures.aspx>

- b. If the partnership programmes are to undergo review, consideration of whether a site visit is required should take place. This decision will be based on the level of risk and the specific details of the partnership programme.
6. It is recognised that each partnership programme is different. The level of risk relating to the partnership programme and partnership must be considered and a review proportional to this risk should be conducted. Discussions on the scale of the review will be conducted in the initial stages with the CQSD and the relevant ADTL. Discussions on risk should consider a range of factors as outlined in Section C and D of *Annex 3: Standard Template for Business Proposal*.

Review

7. A review of partnership programmes is made up of the following elements:
 - Self-Evaluation and Business Planning document- to include a financial review and comments on future plans and development of the programme. The School will produce this document based on the template available on request from CQSD.
 - Partnership Programme Review- review of the operation of the partnership and programme, a site visit where required and its continuing strategic fit with the School, University and Partner Institution preceding the renewal of a the Memorandum of Agreement with the partner. CQSD and the relevant ADTL will compile this report.

The flowchart in annex 2 represents an ideal sequence of events.

Periodic Review

8. The documentation resulting from the most recent Periodic Review will inform the partnership programme review and will provide guidance for initial discussions. The ADTL will identify any areas within the Periodic Review that are relevant to the partnership programme and merit further consideration.
9. If a Periodic Review and the expiration of the existing MoA occur within in a similar time frame it may be possible to conduct the Periodic Review at the same time as the Partner Review. If this does occur, the Chair of the Periodic Review may also act as Chair for the site visit in consultation the ADTL.

Self-Evaluation and Business Planning Document

10. Following the initial meeting with the ADTL and CQSD, the School is required to complete the Self-Evaluation and Business Planning Document , a template of which can be found in Section 11b here;

<http://www.reading.ac.uk/cqsd/QualityAssurance/PoliciesandProcedures/cqsd-PoliciesandProcedures.aspx>

This document requires descriptive and reflective commentary relating to the academic and administrative operation of the programme as well as consideration of future developments. The document is designed to encompass all types of partnership programmes and, as such , Schools should only answer questions relevant to that type of model. CQSD are available to provide support in completion of the document.

11. The Self-Evaluation and Business Planning document must be completed prior to the Partnership Review being conducted and any potential site visit taking place. However

as stated in paragraph 5, decisions regarding site visit should be made as early as possible and subsequent arrangements be in hand on completion of the Business Proposal.

Partnership Programme review

12. The Partnership Programme Review will be conducted by CQSD and the ADTL and is intended to formally review the:
 - academic and administrative operation of the partnership programme from recruitment to graduation
 - operation of the partnership as a whole
 - strategic fit within the School, University and Partner Institution
13. This review will be based on:
 - *Discussions with University staff:* Head of School, School Director of Teaching and Learning, Programme Director, Academic staff involved, Administrative staff, Reading International Office, the Pro-Vice Chancellor (Teaching & Learning) and the Pro-Vice Chancellor (International and External Engagement).
 - *Documentary evidence:* Self –evaluation and Business Planning Document, Periodic Review report, Memorandum of Agreement, Annual Monitoring Forms, Annual Programme Reports, Partner Programme Sub-Report, Operational Handbook , any other reports/correspondence relating to the partnership programme (accreditation, QAA, partner accreditation/review etc.)
 - *Site visit(where conducted)*
14. If a site visit is required, it will normally be conducted by the relevant ADTL and a member of CQSD. The visit would follow up and discuss issues raised during the Periodic Review, the Self-Evaluation and Business Planning document, and discuss the operation of the partnership including:
 - Meeting(s) with staff involved in the delivery, management and support of the partnership programme
 - Areas of best practice and areas for development
 - Communication between the two institutions
 - Day to day management and processes – do they work? Are they effective? How might they be improved?
 - The impact of changes at the partners or in the national/international context on the partnership
 - Long term sustainability and future plans
 - Strategic plans of the partner institution
 - Confirmation that the partnership programme is conducted within the remit of the MoA (covering admissions, assessment, student experience and support)
 - Meeting with students on the programme
 - Tour of the learning and support facilities
 - Opening discussions on the financial settlement (dealt with formally as part of the re-negotiation of the MoA)
15. As part of the visit, CQSD and the ADTL will require documentation from the partner (relating to legal and financial standing, programme specific and teaching and learning documents etc.) and would ideally receive this prior to undertaking the visit.

16. Where a site visit is not required, a desk-based review will be conducted by CQSD in collaboration with the ADTL. In this situation, the same investigations should be conducted, utilising video conferencing to conduct discussions with key stakeholders at the partner which should include students and alumni.

On occasion, where a physical site visit has been recommended but the partner is due to visit UoR within a reasonable time frame of the review, a UoR based review may be conducted. Additionally, the ADTL and CQSD will meet with partnership staff during this visit to the University. In these situations the degree of risk related to the partnership programme will act as the determining factor.

17. The ADTL and CQSD will compile the Partnership Programme Review report. .
18. The report will initially be submitted to the School to prepare an Action Plan in response to areas which require further development and enhancement. This Action Plan will be submitted to the ADTL and CQSD who will confirm that the response adequately covers recommendations arising from the review. The Action Plan will act as appendix to the Partnership Programme Review.

Approval

19. Once all documentation is finalised, the ADTL will submit the following paperwork to the relevant Faculty Board for Teaching and Learning (FBTL) and recommend, as appropriate, renewal of the partnership programme ;
 - Partnership Report including School's response and Action Plan
 - Annex 1; Self-evaluation and Business Planning document
20. Upon the recommendation of the FBTL and submission of the documents to the Committee on Student Recruitment, Academic Provision and Marketing (STRAM), STRAM will consider the proposal in respect of the renewal of the partnership programme from a business perspective; it may send the partnership programme back to the Proposer for further development or grant its approval of the partnership programme.
21. For partnership programme renewals which it has approved, STRAM will submit the completed documentation to the University Board for Teaching and Learning (UBTL). UBTL will consider renewal of the partnership programme.
22. Where the partnership programme renewal has been approved by STRAM and UBTL, UBTL will report its approval to the Senate.
23. On approval at UBTL, CQSD and the School will draw up a revised Memorandum of Agreement in negotiation with the partner. This will include amendments to reflect recommendations and changes arising from the review process. CQSD will also establish whether the Memorandum of Understanding (MoU) between UoR and the partner also requires renewal.
24. CQSD will also advise the International Project Board of the renewal of the partnership programme.
25. The School will be responsible for completing the Action Plan and providing an update to FBTL, and subsequently UBTL, one year after the partnership programme has been renewed.
26. The School will further be responsible for updating any documentation relating to the partnership programme with particular attention given to the Operational Handbook.

27. In the event that UBTL recommends that a partnership programme be discontinued, the partner will be notified in writing by the Pro Vice-Chancellor (Teaching and Learning), in their capacity as Chair of UBTL.
28. This notification will be drafted in accordance with the terms for notice of termination contained with the Memorandum of Agreement, and also outline the rationale for discontinuation of the partnership programme.
29. In the event of discontinuation of the programme, the Head of School will be responsible for ensuring that a withdrawal plan, charting the activities and financial commitment required until all students have successfully completed the partnership programme, is drawn up. The withdrawal plan will be sent for to CQSD and the ADTL who will recommend approval of the withdrawal to FBTL.

Annex 2

Flowchart of review process

Overall responsibility

The overall responsibility for the review of programmes involving delivery with a partner and partnership review lies with the relevant ADTL. Support for the ADTL in this respect will be provided by CQSD.

Specific roles and responsibilities

Self-evaluation and Business Planning document

The School will take the lead on the production of the Self-Evaluation and Business Planning Document, with support from the Faculty Management Accountant, CQSD and the ADTL.

Partnership Programme Review

The ADTL will oversee the Partnership Programme Review supported by CQSD and the School. The ADTL will identify the key individuals to be involved in contributing to the review.

This will normally include:

- Pro Vice Chancellor (Teaching and Learning)
- Pro-Vice Chancellor (International and External Engagement)
- Head of School
- School Director of Teaching and Learning
- Programme Director
- Academic staff involved in the delivery of the programme
- Administrative or Professional staff involved in the operation of the programme
- Director of the Reading International Office (where applicable)
- Equivalent staff to the above at the Partner

Annex 2

Roles and responsibilities in the review of partnership programmes

