

Global Engagement Strategy Board

Request for a Memorandum of Understanding (MOU)

and/or Recruitment Agreement (MoA for Double Masters or 4+1 arrangement)

Guidance notes on completing this form are at the [end of this document.](#_Guidance_for_completing)

This is a request for a (tick the relevant box):

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| **MoU** |  |
| **Double Masters** |  |
| **PGT 4+1** |  |

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| **1. MoU/MoA details** | | | | | | |
| **1.1 Name of person submitting** |  | | | | | |
| **1.2 Email of person submitting** |  | | | | | |
| **1.3 Name of School** |  | | | | | |
| **1.4 Name of proposed partner** |  | | | | | |
| **1.5 Address of proposed partner (include Country in which Partner operates)** |  | | | | | |
| **1.6 Website of proposed partner** |  | | | | | |
| **1.7** **Name and contact details of key person(s) within the Proposed Partner Institution responsible for the MoU/MoA** |  | | | | | |
| **1.8 Is this a new MoU/MoA or a renewal?** |  | | | | | |
| **1.9 What type of agreement are you seeking? (please circle/indicate as appropriate using the guidance above)** | Profile raising | | Enhanced  Recruitment | General Recruitment | Research collaboration led | Student mobility led |
| **1.10 When do you wish the MoU to be approved and signed? (Note: it is unwise to invest significant time in developing activities with the proposed partner until the MoU has been approved and signed)** |  | | | | | |
| **1.10 If different to 1.1, name of person responsible for building and reviewing the relationship with the Proposed Partner Institution once the MoU has been signed** |  | | | | | |
| **2. Activity** | | | | | | |
| **2.1 Provide a summary of the activity to be undertaken by this arrangement.** | |  | | | | |
| **3. Partner Details** | | | | | | |
| **3.1 Provide a summary of the proposed partner institution and their existing academic provision specifying measures of its academic standing (such as position in league tables, awards)** | |  | | | | |
| **3.2 Provide a summary of their existing relationships with other overseas academic institutions.** | |  | | | | |
| **3.3 Provide a summary of existing UoR links with the Proposed Partner Institution (e.g. our alumni, visiting staff, joint research projects).** | |  | | | | |
| **3.4 Why do you wish to have a MoU with this proposed partner? Please explain what advantages this will bring to the University of Reading, including what MoAs are expected to follow.** | |  | | | | |
| **3.5 What does success look like for this partnership and how will it be measured?** | |  | | | | |
| **3.6. Briefly describe how the proposal will be delivered and indicate the expected resource requirements.** | |  | | | | |
| **3.7 What risks are there to the University of Reading by aligning with this institution? (Guidance on page 6 & 7, GPO to advise)** | | Student/staff language Are the students taught in English or have English language levels that mean they would benefit from a partnership with an English language institution like Reading? The same issue applies to staff but needs to be considered in terms of both their English language abilities and potentially our staff’s foreign language abilities. If the relationship is based around a single Reading staff member who speaks the relevant language how does this impact on the sustainability of the relationship. Cultural and educational context Is the cultural and educational context one with which we are familiar or has commonalities with the UK (i.e. European, Australian etc.). How do qualifications and academic standards relate to our own? Partner’s status Are they a full University (taught and research degrees), a Polytechnic (taught degrees), a publicly funded college or research institute, or a private college or organisation? How does this status impact on any future areas of collaboration in terms of sustainability, quality assurance and local regulation? Partner’s financial stabilityWhat is the ownership structure for the partner? Are they backed by national/regional local government? What is the financial viability of the Institution? What is the financial governance/management in place?Compatibility Is the proposed partner a good match? Do we have overlap in several subject areas or just one? Are they of similar standing to us? Is the proposed partnerships consistent with University strategy? Political and social context What is the local political and social context? How is the country regarded in relation to human rights and equality of opportunity? Is it politically stable? Does the University have experience in this country? Health and safety Is it safe to travel to the partner? What risks and hazards are there in the country or locality? What safety standards are employed in facilities that staff/students might be using? ContextIs there an existing MoU with a similar institution | | | | |
| **For renewals and extensions only** | | | | | | |
| **4.0 What have been the key achievements of the existing MoU with the partner?** | |  | | | | |
| **4.1 What are the plans for the coming years with this partner?** | |  | | | | |
| **4.2 Are there any existing partnership agreements alongside the MoU, ie: 4+1 or Double Masters agreements, that you also wish to renew?  Please give details** | |  | | | | |

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| 4. Due diligence documentation to be requested | | |
| Information Required | Received? (Y/N/NA)\* | Any identified risk: |
| Details of the legal standing of the institution/organisation (ie: Constituting documents that show the organisation is able to Contract with UoR) |  |  |
| Any required Educational Licenses to operate in the jurisdiction.  (For both the Partner and UoR) |  |  |

\*Where a partner is unable to supply the requested information, this should be noted and any associated risk highlighted. This does not mean that the collaboration will be rejected, this form is designed to highlight the areas of risk so an informed decision can be made.

I confirm that the above information is correct and that my School approves the formation of a partnership with the named institution. I have consulted the Head of School who supports this proposal.

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| **Head of School**  **(Print Name)** |  |
| **Head of School Signature**  **(Electronic signatures are acceptable)** |  |
| **Date** |  |

**PLEASE SUBMIT THIS FORM BY EMAIL TO**

**The Global Partnerships team -** [**partnerships@reading.ac.uk**](mailto:g.h.green@reading.ac.uk)

**Global Engagement Strategy Board are asked to consider whether this proposal fits with the University Strategy, the Global Engagement Strategy and whether it impacts upon any other University initiatives. It can be signed off by Chair’s action and reported to the next meeting.**

# Guidance for completing this form.

Please note the following:

1. MoUs are a formal declaration of a partnership between two institutions. MoUs are generic and will state the intention to explore activities, which could include:

* Fostering opportunities for collaborative research, publications and colloquia;
* Promoting staff and postgraduate research student exchanges for the purpose of personal and professional development;
* Facilitating the admission of qualified students from one Institution to the other for the purpose of enrolling in undergraduate and graduate programmes;
* Developing taught student exchange links;
* Developing taught programmes;
* Exchange of academic materials and publications; and/or
* Providing cultural and intellectual enrichment opportunities for staff and students of both parties.

1. The following process and guidance should be followed by all staff wishing to enter into such Agreements, irrespective of which campus the request originates.
2. Requests for MoUs must be submitted on the attached form for consideration by the Global Engagement Strategy Board (GESB). GESB will review requests for international partnerships, and, for consistency and ease of administration, UK partnerships. This can be completed by Chair’s action and reported to the next meeting.
3. The University of Reading does not enter into MoUs lightly. The quality of our partner institutions is a sign of our own academic standing. Consequently, approval of an MoU will only be made when this form is completed in full with rigorous arguments for how the new partnership will enhance the University of Reading. It is expected that the partnership will enhance our reputation as an institution or lead to significant financial advantage while not damaging our reputation. It is not necessary to develop an MoU with an institution with whom the University already holds a current MoU unless one is required for reputational reasons.
4. The process for the development of MoUs is as follows:
5. Proposer has the initial idea and consults within their HoS, SDTL, TLD and the International Partnerships Team (GPO) for international and UK arrangements;
6. Proposer works with International Partnership Team to complete the attached form and submits it for consideration by GESB. The proposer should ensure the Head of School support the proposal prior to submission;
7. GESB will either approve, identify further work to be undertaken or reject requests. The Secretary will maintain a log of approved initiatives and will communicate decisions of GESB to the proposer and GPO;
8. Any changes to the MoU which are requested following approval must be submitted to GPO for approval from the Chair of GESB;
9. GPO will draft the MoU based on a template approved by GESB and circulate the draft to Legal Services, the proposer and the partner to produce a final agreed document;
10. GPO will organise for signature of the MoU;
11. The signed copy of the MoU will be held by GPO and a list of MoUs will be maintained by GPO.
12. The University will be reviewing MoUs on a regular basis through the Partnership annual review which is submitted to GESB annually.
13. The University of Reading signatory on the MoU will be the Vice-Chancellor, or relevant member of the University Executive Board as detailed in the approved schedule of delegations. The signatory of the partner institution will be of equivalent standing.
14. MoUs are expected to lead to agreements about specific activities which are signed as separate documents known as Memoranda of Agreement (MoA) between two institutions; in order for an MoA to be developed, an MoU will normally already be in place with the proposed partner. Typical activities covered by MoAs include teaching partnerships, progression agreements, staff and student exchanges, joint research projects and so forth. MoAs will be developed through a separate process; please contact GPO for further details.
15. Recruitment agreements established with partner institutions are expressed as separate contracts and may be developed without an MoU (although consideration may be given to entering into a non-disclosure or confidentiality agreement during the course of negotiations), for example:

* 4+1 arrangements, whereby students from partner institutions can enter designated UoR masters programmes subject to normal entry requirements
* ‘Double’ Masters agreements, whereby students from partner institutions enter designated UoR Masters programmes, subject to normal entry requirements, and also complete a Masters programmes at their home institution, resulting in gaining two separate Masters awards
* Other recruitment arrangements, for example level 3, where no credits are transferred to a University award

1. GPO draft contracts for these arrangements based on standard University contracts developed by Legal Services. The contents of such contracts must be approved by the Head of School and signed off on a cover sheet, also provided by GPO. The cover sheet must accompany final versions that are sent to the PVC Global Engagement for signature.
2. Copies of signed MoUs and MoAs must be deposited with the CQSD.
3. The usual duration of an MoU is five (5) years. In the year preceding the expiration of an MoU, the proposing School and GPO will consider if they wish to renew the partnership and the MoU.
4. The standard duration for an MoA is six (6) years
5. To request the renewal of an MoU, proposers should complete the form below completing all questions with particular reference to 3.8 to 3.10.

## Regarding types of MoUs and MoAs

You are asked to indicate which type of MoU you are requesting. GESB acknowledges that MoUs are not static relationships, but this information helps to guide the Board in making initial decisions concerning MoU requests. Please therefore consult the following table in relation to question 1.6:

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| Type | Description |
| **Profile raising** | The institution or a subject area is highly regarded and ranked for the country, region and there are overlaps in several subject areas that offers cross-schools, cross-faculty collaboration opportunities or/and that offer collaboration opportunities for several activities such as research and teaching collaboration |
| **Enhanced Recruitment** | The institution is an accredited institution (not always highly ranked as often they are in need of building their capacity) and interested in sending staff or students for a full degree, advanced entry, study abroad or tailor made programmes on a fee paying basis. It will likely include some involvement in, or mapping of the curriculum at the partner. The institution would in most cases expect some *fee discount*. |
| **General Recruitment** | The institution is an accredited institution (not always highly ranked as often they are in need of building their capacity) and is interested in Double Masters, 4+1 or other recruitment arrangements. Partner programmes will be recognised as entry qualifications into UoR programmes and there will be no involvement in the partner curriculum, programmes or delivery. This will lead to an MoA rather than an MoU and is appropriate only when no other arrangement or partnership is being sought and there are other areas to explore, in which case an MoU is more appropriate. |
| **Research collaboration led** | The institution is a well-regarded institution and the main driver of the relationship starts as a research led collaboration which could then lead to other activities |
| **Student mobility led** | The institution has a strong reputation and good facilities and services and there is an intention for mutual exchanges of students for specified periods of time on a fee-waiver basis. |

## Areas of risk to consider in relation to an MoU

The MoU request form requires that an assessment is made of the risk to the University of entering into the relationship proposed. This will vary to a certain extent what is on the horizon in terms of future activities but some concerns will impact on the most basic interactions. GPO will assist the proposer in the initial due diligence and assessing the risk. A site visit may be required.

### Student/staff language

Are the students taught in English or have English language levels that mean they would benefit from a partnership with an English language institution like Reading? The same issue applies to staff but needs to be considered in terms of both their English language abilities and potentially our staff’s foreign language abilities. If the relationship is based around a single Reading staff member who speaks the relevant language how does this impact on the sustainability of the relationship.

### Cultural and educational context

Is the cultural and educational context one with which we are familiar or has commonalities with the UK (i.e. European, Australian etc.). How do qualifications and academic standards relate to our own?

### Partner’s status

Are they a full University (taught and research degrees), a Polytechnic (taught degrees), a publicly funded college or research institute, or a private college or organisation? How does this status impact on any future areas of collaboration in terms of sustainability, quality assurance and local regulation?

### Partner’s financial stability

### What is the ownership structure for the partner? Are they backed by national/regional local government? What is the financial viability of the Institution? What is the financial governance/management in place?

### Compatibility

Is the proposed partner a good match? Do we have overlap in several subject areas or just one? Are they of similar standing to us? Is the proposed partnerships consistent with University strategy?

### Political and social context

What is the local political and social context? How is the country regarded in relation to human rights and equality of opportunity? Is it politically stable? Does the University have experience in this country?

### Health and safety

Is it safe to travel to the partner? What risks and hazards are there in the country or locality? What safety standards are employed in facilities that staff/students might be using?

### Context

Is there an existing MoU with a similar institution, or an institution in the local area? Is there likely therefore to be competition between any new and previously existing partner institution? How might such a conflict be managed? Are there any conflicts of interest with other activities of the University?

**Regarding requested due diligence documentation:**

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| --- | --- |
| MoU Stage (this data should be requested before signing an MoU with a prospective partner)\* | |
| Information Required | Guidance notes |
| Details of the legal standing of the institution/organisation (ie: Constituting documents that show the organisation is able to Contract with UoR) | We are looking to assure ourselves that the Partner is able to Contract with the University. Therefore we need to ask for confirmation of the Partner’s legal standing or constituting documents. This may include:  An Institution’s Charter or equivalent  A Company’s Certificate of Incorporation |
| Any required Educational Licenses to operate in the jurisdiction.  (For both the Partner and UoR) | Does the Partner require any educational licenses to operate in their jurisdiction? Do they have these?  Does the University need any licenses to operate with the Partner in its jurisdiction? How will we obtain these? |