

## **QUALITY ASSURANCE DOCUMENT QA 86 – FRANCHISE: APPROVAL, MONITORING AND MANAGEMENT PROCEDURE**

### **Introduction and Definitions**

The purpose of this document is to outline the approval, monitoring and review of arrangements where Arden University contracts with a partner institution to deliver a programme of study, designed by Arden University and leading to an Arden University award. These procedures are aligned to the University's Regulatory Framework and Office for Students (OfS) Quality and Standards Conditions, with reference to the QAA Quality Code for Higher Education. .

#### **Franchise Partner**

An arrangement through which a partner institution is authorised to deliver and assess the majority or all of an Arden University programme of study in English (except where otherwise agreed by the University).

The University remains ultimately responsible for the academic standards of awards granted in its name and quality of the student experience delivered by partner institutions.

In the event a franchise arrangement involves University programme(s) under revalidation or a new programme (in a new subject area), then the University will normally restrict delivery of such programme(s) for one-year to home provision before a franchise arrangement is permitted (except where otherwise agreed otherwise by the University).

#### **Approval Process**

There are nine key stages (please see appendix 1) involved in the approval process for a *franchise partner*, namely:

1. Initial Consideration of Proposal by Arden University Executive
2. Due Diligence Approval by Partnership Committee
3. Approval to Proceed by Arden University Executive
4. Institutional Approval Event
5. Collaborative Planning Process
6. Programme Delivery Approval Event
7. Approval by Academic Board
8. Franchise Agreement
9. Collaborative and Partnership Register

#### **Stage 1. Initial Consideration of Proposal by Arden University Executive**

Any partnership with an external institution must convey an advantage to the University.

These advantages may be financial or at times less tangible and include opportunities for further University development, capacity or presence. However, a partnership will also bring risks and, as far possible, these will be formally assessed, quantified and mitigated.

Potential *franchise* proposals will be primarily considered by the Deputy Vice Chancellor (International and Partnerships). On agreement, a brief partnership overview will be prepared by the Associate Pro Vice Chancellor Partnerships and submitted to Arden University Executive for consideration and an approval of interest.

## Stage 2. Due Diligence Approval by Partnership Committee

Upon approval of interest from Arden University Executive, the Partnership Committee will be responsible for formally checking the suitability of the *franchise partner* to provide the services they will be contracted for and identifying any possible risk prior to an agreement.

The due diligence (please see appendix 4) will aim to demonstrate the following points:

- appropriate professional standing of the *franchise partner* and legal capacity to enter into an agreement with the University (including in-country requirements)
- financial and legal stability of the *franchise partner* and assurance of registered status, ownership and internal management arrangements. The *franchise partner* must be a legal entity operating in accordance with the legal obligations pertaining to the country in which it operates
- identification of any business and/or ethical links that might pose a reputational risk to the University
- where applicable, the *franchise partner's* quality assurance track record with external regulators such as in-country bodies, Ofsted and/or QAA
- the *franchise partner's* ability to comply with the University's requirements for safeguarding and the Prevent duty

The development of due diligence and collation of supporting evidence for *franchise* arrangements will be co-ordinated by the Head of Quality (Partnerships). Following assessment of the financial, legal, professional and reputational standing of the *franchise partner*, the Due Diligence Report, Risk Assessment Summary and Partnership Committee outcome will be forwarded to the Centre of Collaborative Academic Partnerships.

## Stage 3. Approval to Proceed by Arden University Executive

The Centre for Collaborative Academic Partnerships will be responsible for collating comprehensive proposal documentation to Arden University Executive. As well as the Due Diligence Report and Risk Assessment Summary, this will include the Partnership Proposal and Business Plan (please see appendix 2 and 3) developed in conjunction with relevant teams, including cost benefit and risk analysis, profit and loss projections, academic assessment and market opportunity.

The Centre for Collaborative Academic Partnerships will ensure the Deputy Vice Chancellor (Academic) and/or relevant Dean of Faculty and Head of School(s) are consulted early on for an academic assessment of the proposal. Where required a preliminary site visit may be

organised to develop a better understanding of the collaboration and initial confidence.

The criteria for selection of a *franchise partner* by Arden University Executive will include consideration on the following:

- the fit in vision, mission and strategy between the partner institution and the University
- the reputational advantage (or risk) for the University
- the robustness of the business case, including cost benefit analysis, risk assessment, profit and loss projections, academic assessment, market analysis and evidence of demand
- evidence of good legal, financial, professional and reputational standing of the partner institution
- indication of a successful partnership track record by the partner institution
- initial evidence of capacity to deliver and provide appropriate learning opportunities
- initial evidence of premises or campus & physical resources required to provide a good student experience
- opportunities to diversify the portfolio of collaborative relationships

Once all assessments have been undertaken, documentation will be presented to Arden University Executive for an official approval to proceed of the business case.

#### Stage 4. Institutional Approval Event

Upon formal approval to proceed from Arden University Executive, preparation will be undertaken for an Institutional Approval Event. The Institutional Approval Event will formally assess the compatibility of a *franchise partner* and assurance of mutual commitment to the partnership. The objectives of the institutional approval event will be:

- to ensure the *franchise partner* has adequate understanding and experience of in-country and UK higher education
- to verify the *franchise partner* has the higher education capabilities to deliver and support students at the proposed levels of study and programmes (including academic, quality, technical and student support services)
- to understand any previous or current partner experience in collaborative arrangements (at proposed levels of study and programmes)

The Institutional Approval Event will include at least one external panel member who has experience of judging *franchise* provision, Deputy Vice Chancellor (Academic) and/or Dean of Learning and Teaching/Deputy Pro Vice Chancellor, Registrar and Chief Operating Officer and/or Academic Registrar, Head of Quality (Partnerships), Director of Academic Services, Director of Library Services, Director of Student Experience, Deans of Faculty and relevant Heads of Schools.

Institutional Approval Event will consider and make judgements with regard to:

- the suitability of the learning resources and named premises/campus to be used by students, including the provision of an appropriate and safe working environment for students

- the *franchise partner* arrangements for managing and developing its learning resources
- the overall academic and professional capacity of the *franchise partner* staff to deliver the programme(s)
- the *franchise partner* arrangements for managing and developing its staff resource
- the adequacy of any subject specialist learning resources, such as specific laboratories or specialist library provision, where appropriate
- the suitability of the broader campus environment and services provided to students, including welfare support, careers guidance, advice about student finance, study skills provision and support for disabled students
- the *franchise partner* ability to comply with the University's requirements for safeguarding and the Prevent duty
- the *franchise partner's* quality management and ability to comply with the OfS Regulatory Framework

If the proposed *franchise partner* is located outside the UK, the Institutional Approval Event will also consider and make judgements with regard to:

- the legal and regulatory frameworks and higher education structures of the country concerned in terms of their suitability and status for partnership with the University, including any requirements for local accreditation or recognition in order for the programme(s) to be delivered in that location
- the level of familiarity of the prospective partner organisation with the standards and ethos of UK higher education

The Institutional Approval Event where possible will be organised at the partner institution and incorporate a formal site tour (please see appendix 5), where this is not possible a separate site visit or virtual tour will take place and reported to the panel. The Institutional Approval Event will also allow the partner institution to assess the University and raise any queries or clarification.

A written report will be provided by the panel, which may stipulate conditions of approval or recommendations to be taken forward by the University and/or partner institution. Any conditions or recommendations would be added to the Partnership Risk Register and managed by the Partnership Committee.

## Stage 5. Collaborative Planning Process

The collaborative planning process will be managed by the Centre for Academic Partnerships and involve various stakeholders across Academic, Marketing, Admissions, Registry, Quality and Student Support.

The collaborative planning process will assess and develop the operational requirements for a *franchise* provision and undertake any further site visits. The collaborative planning process will include:

- preliminary academic meetings between Arden University Dean(s) of Faculty and/or Head of School(s), and senior academics at partner institution to discuss programme specification(s)
- the cultural context and any cultural assumptions about higher education learning methods that may affect delivery of the programme(s)
- adequate arrangements for marketing, recruitment, admissions, enrolment and registry of students
- the suitability and adjustment of student support of students
- the suitability and adjustment of any learning resources for students
- the suitability of premises, learning environment and services provided to students
- the academic and/or professional capacity of the *franchise partner* staff for programme delivery
- an understanding of the *franchise partner's* arrangements for managing, developing and monitoring staff
- adequate provision of academic regulations and policies to manage *franchise* arrangement
- the modification of student handbooks, induction processes and student feedback mechanisms
- the appropriate coverage of programme evaluation and annual monitoring at *franchise partner* and within University processes

The ongoing operational management of *franchise* arrangements will be undertaken by the Director for Centre of Academic Partnerships.

### Stage 6. Programme Delivery Approval Event

The Programme Delivery Approval Event will formally assess the operating arrangements developed via the collaborative planning process. The University will assure an appropriate and high quality student experience against the following threshold criteria:

- there are sufficient arrangements for accurate programme information, recruitment, admissions, enrolment and induction of students
- there is sufficient management for academic delivery of programmes (link tutor, module leader meetings, partner institution collaborative lead, academic staff induction and training on University policies and systems, etc)
- there is sufficient academic expertise for the delivery of programmes (staff CVs, staff development, observations of teaching, etc)
- there are sufficient arrangements for academic resources for programmes (including library)
- there are sufficient arrangements for marking and moderation to maintain academic standards
- there is sufficient student support (including careers advice, pastoral, academic skills, etc)
- there are sufficient facilities for students (including IT, wifi, disability access, classrooms, study spaces, canteen, etc) and identify whether these facilities are per campus/premises if proposing a multi-site delivery
- there is a sufficient complaints and appeals process

- there are sufficient student representation, engagement and feedback processes
- there are effective quality, monitoring and evaluation systems for the collaborative arrangement
- there is an appropriate graduation ceremony
- there is a suitable process for production of award certificates and degree transcripts

The Programme Delivery Approval Event will include at least one external panel member who has experience of judging *franchise* provision, Deputy Vice Chancellor (Academic) and/or Dean of Learning and Teaching/Deputy Pro Vice Chancellor, Registrar and Chief Operating Officer and/or Academic Registrar, Head of Quality (Partnerships), Director of Academic Services, Deans of Faculty and relevant Heads of Schools.

The Programme Institutional Approval Event will not revisit due diligence matters relating to assessment already undertaken at Partnership Committee or the Institutional Approval Event but seek to identify any operating concerns or clarification of responsibilities prior to agreement stage.

A written report and conclusions will be provided by the panel, which may stipulate conditions of approval or recommendations to be taken forward by the University and/or partner organisation. Any conditions or recommendations would be added to the Partnership Risk Register and managed by the Partnership Committee. The written report will include a full outline of the programme(s) approved, proposed start date and campus location(s) for franchise delivery.

### **Stage 7. Approval by Academic Board**

The Academic Board will consider the report of the Institutional Approval Event, Programme Delivery Approval Event, Site Visit Report and Due Diligence Summary Report and may grant final approval of the proposed *franchise* arrangement, which could stipulate conditions of approval or recommendations to be taken forward by the University and/or partner institution. Decisions on the approval of a new *franchise* arrangement will be reported to the Senior Management Team and Academic Standards and Ethics Committee. Following approval of the academic case by Academic Board, the partner institution will be informed in writing of approval to allow the start of programme marketing (unless restricted by in-country authorisation) and operational planning.

### **Stage 8. Franchise Agreement**

Following approval from Academic Board a formal agreement will be drawn up with the *franchise partner*. Roles and responsibilities via an operational manual will be set out and agreed in a legally binding contract before any *franchise* partnership commences. The agreement will include:

- agreement duration (typically 5-years for franchise agreements)
- definition of the roles, responsibilities and obligations of the University and the partner institution, including specific details of which aspects of the academic delivery of the programme(s) are devolved to the partner institution (by campus/premises if a multi-site delivery has been approved), for example the arrangements for the management of admissions, teaching, student support and assessment (Operation Manual)
- statement of the arrangements for the recording, maintenance and reporting of student data and any requirements for monitoring and reporting student attendance
- arrangements governing the use of the Arden University name and logo and the approval of marketing materials
- stipulation that the University's Academic Regulations and quality assurance procedures apply to the programme(s)
- statement that serial arrangements involving further sub-contracting are not permitted
- provisions for termination of the agreement, including specific obligations of both parties on termination of the arrangement and student protection plan
- statements regarding the requirements for monitoring and review, and notification of any significant changes, including the date and mechanism for review of the agreement

The University will use a standard agreement template but depending on any additional detail required, the agreement stage may vary. No partnership can commence until a legal agreement has been signed by authorised signatories of all parties. The *franchise* agreement will be maintained by the General Legal Counsel (or nominee).

### Stage 9. Collaborative and Partnership Register

All signed *franchise* agreements will be added to the University's Collaborative and Partnership Register by the Head of Quality (Partnerships) and published on the University website. The Collaborative and Partnership Register will detail the partner institution, programmes, start, end dates by campus/premises if multi-site delivery has been approved, and review date of the *franchise* agreement.

### Monitoring Process

All *franchise* arrangements will be monitored at two distinct levels: programme level and partner review. The programme level monitoring will be in accordance with the University's annual academic standard and quality assurance processes and overseen by the Academic Board (delegated to Quality and Standards Committee). All existing mechanisms will include a detailed evaluation of the *franchise* programme(s), student data, student feedback, Link Tutor report and External Examiner Report at the Course Committee(s).

In conjunction to programme level monitoring, an annual partner review will be undertaken in a separate process to check the currency and effectiveness of the partner and associated delivery of an Arden University provision. The partner review will incorporate a summary report from programme level monitoring (inc. AMR) but include wider partnership oversight

on staff development and lesson observations; financial performance and benefits; overall student experience; and consideration of any reputational changes.

The purpose of partner level review will be to:

- provide assurance that a *franchise arrangement* continues to be a suitable partnership
- ensure currency of the *franchise* agreement and address any needs identified via the review process
- assess strategic, financial and operational management of *franchise arrangement* and manage any identified risk or if required, recommend termination of the agreement to Arden University Executive and Academic Board

The annual partner review will be undertaken at the Partnership Committee to ensure the *franchise* arrangement sustains and delivers a high-level student experience. The Partnership Committee will maintain a Partnership Risk Register to ensure effective identification and management of all associated risks. The annual partner review will be completed for the *franchise* provision delivered in the previous year and co-ordinated by the Head of Quality (Partnerships) in consultation with the Director of Centre of Academic Partnership.

In addition, both programme and partner monitoring will be subject to periodic reviews (including a formal site visit) at least once every five years.

### **Adding a New Programme and/or a New Campus/Premises to the Arrangements of an Existing *Franchise Partner***

The development and approval of a new programme and/or a new campus/premises with an existing *franchise partner* will require a similar level of scrutiny and approval as outlined under Institutional or Programme Delivery Approval Event. The Centre for Collaborative Partnerships will complete a new programme and/or new campus/premises (with existing partner) approval form (please see appendix 6). For a new campus/premises, a partnership site visit form and a virtual site tour must also be submitted, along with information on which programmes will be delivered at the new site. The new programme and/or delivery at a new campus/premises must be costed and added to the original business plan for notification or approval by Arden University Executive.

The proposal for a new programme and/or new campus/premises with an existing *franchise partner* must receive initial academic support from the relevant Dean of Faculty and Head of School. The Centre for Collaborative Partnerships will organise preliminary academic meetings between the relevant Head of School and *franchise partner* to ensure appropriate programme planning and suitability of academic staff CVs.

The request for new programme and/or new campuses/premises with existing partners will be received at Partnership Committee for consideration and approval but if wider expansion plans are proposed then a separate panel meeting may be organised. Where required guest



membership of Partnership Committee will be expanded accordingly (including possible external expertise) to adequately assess new programmes and/or campuses with existing partners. The Partnership Committee or a separate panel may grant approval, which could stipulate conditions of approval or recommendations to be taken forward by the University and/or partner organisation.

Finally, the new programme and/or new campus/premises with existing *franchise partner* will be noted at Academic Board, a variation to the franchise agreement undertaken by Legal and the new programme(s) and/or campus/premises added to the Collaborative and Partnership Register.

### Termination by University

In the event the University decides to end a partnership with a *franchise partner*, then the termination will be carried out in line with terms of the franchise agreement. In such cases termination can be actioned due to a variety of reasons (e.g. cost viability, monitoring concerns, change in strategic direction). The termination process may be initiated from any point of the management and governance structure but in all cases will be subject to approval by Arden University Executive and Academic Board.

The termination process will ensure that the student experience is maintained and protected throughout the exit period, taking into account the obligations under the Student Protection Plan.

On approval of termination from Arden University Executive and Academic Board, a meeting to confirm the termination decision will be held with the *franchise partner*. A formal letter will set out details of termination and the *franchise* arrangement will be removed from the Collaborative and Partnership Register.

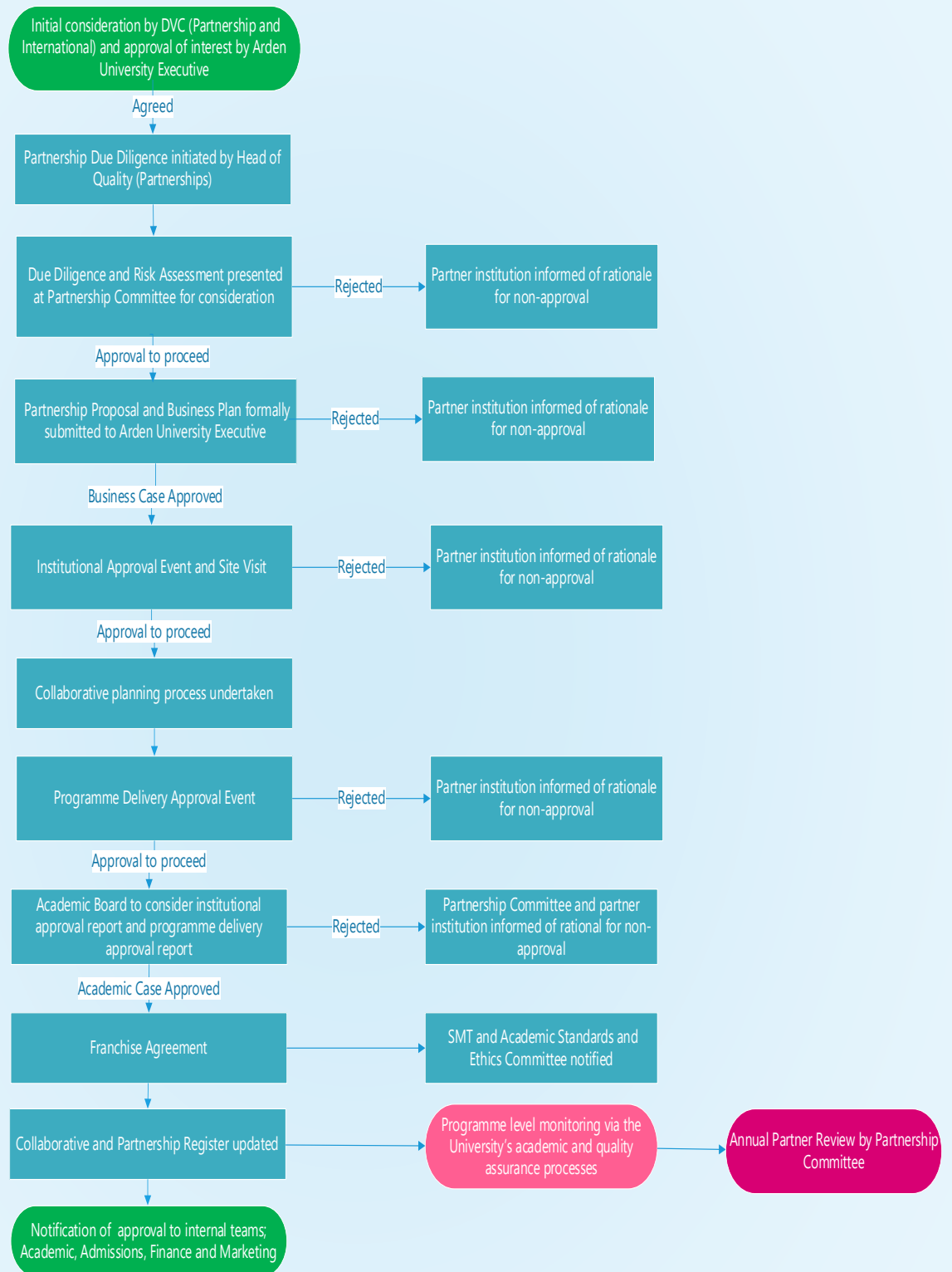
### Termination by Franchise Partner

A partnership can be terminated by the *franchise partner* but must comply with the terms of the franchise agreement and the University's Student Protection Plan. The *franchise partner* will be advised to send a formal letter of termination with rationale for closure fully communicated. The University will advise the *franchise partner* to continue working with the University to ensure students are protected throughout the exit period.

Policy Name:	Franchise Approval, Monitoring and Management Procedures
Policy Reference:	QA86
Approval Authority:	Quality and Standards Committee
Last Approved:	August 2022
Responsible SMT Lead:	Academic Registrar
Responsible Department:	Academic Affairs
Policy Contact:	Jazz Lall ( <a href="mailto:jlall@arden.ac.uk">jlall@arden.ac.uk</a> )
Review Frequency:	3 years



## Appendix 1. Franchise Approval Process



## Partnership Proposal Form

<b>Partner details</b>	
Registered Name of Organisation	
Trading name	
Registered Address	
Trading Address	
Telephone	
Website	
Social media htms Facebook Linked In Instagram	
Company registered Number:	
Charity Registered Number (if relevant):	
Year Established:	
Ownership Structure:	
Organisational Chart <small>(Please provide an organisational chart showing any associated companies or institutions and predecessors)</small>	
Delivery Sites Main	
Delivery sites Subsidiary	
Additional Awarding Organisation/s	
Number of Full Time Employees	
Number of Part Time Employees	
<b>Contact Details</b>	
Name of Primary contact	
Email	
Telephone	
<b>Legal</b>	
Who in the organisation has the legal capacity to enter the collaboration?	
Are there any local impediments to the collaboration?	
Overview of Partner Institution: Please include: <ul style="list-style-type: none"> <li>• Short history of institution</li> <li>• Nature of ownership</li> <li>• Nature of activities (e.g. how long has it provided educational services, etc)</li> <li>• Operational area (e.g. does it operate in overseas markets)</li> </ul>	

<b>Current Student Profile</b>	
Current HE students (L4+)	
Current FE students (A level/BTEC)	
Other students (specify):	
% Full Time Students	
% Part Time Students	
% Distance Learning Students	
<b>Business case</b>	
Requested start date of partnership	
Type of partnership requested	
Proposed course/s	
Pre -existing or new AU course/s	
Course(s) duration	
Mode of delivery (BL/DL)	
Number of intakes per calendar year:	
Month of intakes	
5 Year Recruitment Profile	Please complete Student Projection Numbers spreadsheet
Projected Retention Rate	
Projected Progression Rate	
Recruitment Strategy	
Primary Market	
Secondary Market	
Why are you seeking AU programmes?	
What is unique to your organisation that a student would experience then if they studied directly with AU?	

<b>Quality Indicators</b>	
How is your organisation's quality measured?	(Please provide copies of reports)
Quality Assurance Agency - last review date (if applicable)	
Ofsted last review – last inspection date (if applicable)	
Professional, Statutory and Regulatory Bodies (PSRB) reports/references	
Local Quality Assurance review - Name of body and date of most recent review	
Local accreditation requirements	
Local approval required to establish partnership (please include name of authority and contact details)	
Local approval required to deliver course	
Lead time for local approval	
<b>Other Partnerships</b>	
Name of Partner	
Date of commencement of partnership	
List of Courses offered	
Student data: numbers, progression/success rates	
Name of Partner	
Date of commencement of partnership	
List of Courses offered	
Student data: numbers, progression/success rates	
Proposed Partner Opportunity: Please include: <ul style="list-style-type: none"> <li>• Evidence of market research undertaken to support the proposal and programmes</li> <li>• Target market(s) and recruitment channels</li> <li>• Competitor analysis</li> </ul>	

<b>Proposal submitted by:</b>	<b>Executive Approver 1</b>	<b>Executive Approver 2</b>
Name:	Name:	Name:
Position:	Position: Choose an item.	Position: Choose an item.
Signature:	Signature:	Signature:
Date: Click here to enter a date.	Date: Click here to enter a date.	Date: Click here to enter a date.

## Partnership Business Plan

### Proposal Overview

Who is the partner institution?	
What type of partnership is this?	Choose an item.
What academic award(s) (if any) does this partnership involve?	Select an award. <b>If more than one award, then please list all awards:</b> Click here to enter text.
Is this an existing or new programme, variation on existing programme or replacement of existing programme?	Choose an item. If 'variation on existing course' or 'replacement of existing course', please describe requirements
Who is the University Lead for this partnership?	
Please state what month and year the first students are expected to be recruited under this partnership?	Click or tap to enter a date.

### Executive Summary

#### Proposal Benefits and Risks:

- Please describe the new partnership and explain what the potential benefits are and how you might measure this benefit?**

*Possible benefits might include cost savings, increased revenue, improved student/staff experience, staff capacity savings/increased staff productivity/reduction in time taken to complete a process, staff upskilling/development, improved compliance with external bodies, and enhanced brand reputation with students/firms/regulators*

Click here to enter text

- Please describe what the potential risks of launching this partnership are, and what the potential risks of not launching this partnership are?**

Click here to enter.

- Please list the people who have been consulted during the development of this Business Plan (it is essential that advice is sought from the relevant Dean of Faculty and Head of School at proposal stage).**



Name	Title	Document Section(s)

**Market/Product Analysis:**

4. Please summarise the proposition, including who the target students are and why students might choose to study this programme.

[Click here to enter text.](#)

5. Please describe the market for this programme, including the size of the target market, any recent trends in this market, the key competitors, and our likely market share. Please describe the assumptions made or evidence used to estimate our likely market share.

[Click here to enter text.](#)

6. Please describe the fee and revenue sharing arrangement and describe the rationale used to reach these. You may wish to describe comparison versus existing partnership arrangements, competitor fee levels or target profit levels in light of the costs in the financial model. Please consult with Marketing and Finance as necessary.

[Click here to enter text.](#)

**Financial Analysis:**

7. Please confirm that a detailed financial model has been completed in consultation with the Head of Corporate Finance.

Yes  No

From your completed financial model, please complete the table (using the base case figures):

	Y1	Y2	Y3	Y4	Y5
Number of students					
Revenue (£k)					
Gross Margin (£k)					
EBITDA (£k)					
Gross Margin (%)					
EBITDA (%)					
One off costs					

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**Arden University Executive Approval:**

Approved by the Arden University Executive on:	Click or tap to enter a date.
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Appendix 4.

## Partnership

### Application and Due Diligence Form – Franchise Arrangement

Please supply the following information (where possible) and ensure all supporting evidence provided is prefixed with reference numbers as indicated in the column below.

All documents should be supplied and/or translated into English.

#### Partner organisation information

Reference Number	Information required	Please provide details and any supporting evidence or website links
1.	Registered name and address of partner organisation	
2.	Trading name of partner organisation	
	Full name(s) and date(s) of birth of all directors and shareholders of partner institution	
3.	Partner organisation website and social media addresses (Facebook, Twitter, Instagram, YouTube, LinkedIn, etc)	
4.	Introduction and history of partner organisation (including key activities, mission statement, size, portfolio, geographical reach, number of students, number of staff, etc	
5.	Strategic Plan	
6.	Financial report (e.g. last 3 years' published accounts)	
7.	Details of the tax status of partner organisation	
8.	Details of any double tax treaty between UK and country the partner organisation is based in	
9.	Details of financing arrangements (e.g. reports or agreements with any state, public or private funding agency or organisation)	
10.	Details of insurance arrangements undertaken (liability and indemnity)	
11.	Confirmation that the partner organisation owns or has proof	

	all its own real property arrangements	
	Details of Modern Slavery statement and/or policy	
	Details of Anti-Bribery/Corruption Policy	
12.	Details of premises and facilities offered by partner organisation (including classrooms, lecture theatres, computer rooms, IT availability, internet and wifi accessibility, library, and recreational provision)	
13.	Documentation confirming the legal status of the partner organisation, the ownership of the organisation, date of establishment, any relevant authorising or government documentation (e.g. Charter, confirmation of TDAP, Licenses, Approvals, Registrations or Permits)	
14.	Confirmation that partner organisation does not have any current or pending litigations, prosecutions or investigations by government or official bodies (official confirmation from a director may be requested)	
15.	Reports, reviews or audits from any in-country external quality and/or funding agencies	
16.	Details of the management structures	
17.	Details of the governance structures – to include composition and terms of reference for internal committee structures	
18.	Details of management information systems (application, enrolment, progression, retention, and achievement figures)	
19.	Prospectus and marketing/promotional materials including approval procedure for these	

20.	Marketing strategy/plan -please outline how the proposed partnership will be promoted?	
21.	Full information on other business links and collaborative arrangements in the UK and overseas - please note, references will be sought from other collaborative organisations	
22.	Details of Collaborative Provision Policy and associated regulations and procedures	
23.	Information about any professional, statutory, and regulatory bodies that accredit the partner organisation or any of its programmes	
24.	Details of student record keeping procedures and Data Protection Policy	
25.	Details of Health and Safety Policy	
26.	Details of Equality and Diversity Policy	
27.	Details of Human Resources Policy covering where applicable the following: a) Partner organisation to ensure that any staff (including contracted non-employed labour) are paid in accordance with minimum wage requirements applying to the country of employment or engagement (as applicable) b) Please include any relevant policies for staff recruitment, induction and training and development	
28.	Details of Safeguarding Policy for students who are Under 18 and Adults at risk	
29.	In relation to the UK Counter-Terrorism & Security Act 2015 and the Prevent Duty in Higher Education 2016 for staff and students enrolled on an Arden University award studying at a partner organisation outside of the UK the following questions require responses:	

	<p>a) Describe the welfare services which would be provided for Arden University students</p> <p>b) Does the partner organisation have a process for raising concerns regarding the welfare of a student? If so, describe the process</p> <p>c) How does the partner organisation ensure that their staff are aware of the process for students to raise concerns about their welfare?</p> <p>d) How does the partner organisation ensure that their staff are aware of the indicators for the welfare concerns of students?</p> <p>e) How will the partner organisation report a student welfare concern to us?</p>	
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### Quality assurance information

Reference Number	Information required	Please provide details and reference any supporting evidence or website links
30.	Programme approval and amendment policies and procedures (including any specifics to collaborative arrangements)	
31.	Programme monitoring and quality review policies (including any specifics to collaborative arrangements)	
32.	External Examining Policy and procedures	
33.	Student Engagement/Voice Policy, structures, and processes about how student feedback is collected and evaluated (including any specifics to collaborative arrangements)	
34.	Student Feedback Policy and procedures or information about how students receive feedback on assessed work (including any specifics to collaborative arrangements)	

35.	Teaching and Learning Policy or strategy and procedures or information about how T&L is approached, evaluated, and enhanced (including any specifics to collaborative arrangements)	
36.	Assessment Policy and procedures including information about management, administration, and assessment regulations	
37.	Arrangements for Examination/Progression Boards undertaken by partner organisation for its own awards	
38.	Concessions (mitigating or extenuating circumstances) Policy and procedures at partner organisation	
39.	Admissions Policy and procedures (including any specifics to collaborative arrangements).	
40.	Academic support and guidance for students registered (including specifics for collaborative programmes).	
41.	Student Complaints and Appeals Policy and procedures at partner organisation	
42.	Pastoral support for students at partner organisation, including wellbeing and counselling.	
43.	Equal Opportunities and Diversity Policy	
44.	Policy relating to students with disabilities	
45.	Careers/employability support (including specifics for students registered on collaborative programmes)	
46.	Student Charter and example Student Handbook	

<b>Completed by:</b>	
<b>Title:</b>	
<b>Email address:</b>	
<b>Date:</b>	

Appendix 5.

## Partnership Site Visit Form – Franchise Arrangement

1. PREMISES		
	Detail/Information	Action required/Identified
When was the premises built?		
How many floors does the Premises have?		
Does the premises have any on-site parking? Please provide details.	Choose an item. Additional comments:	
Can the premises be accessed via good public transport links? Please provide details.	Choose an item. Additional comments:	
Does the premises have a welcoming and accommodating reception area for students and visitors?	Choose an item. Additional comments:	
Does the premises have an access control system?	Choose an item. Additional comments:	
Does the premises provide an opportunity to support any University signage and branding – internally and/or externally?	Choose an item. Additional comments:	
Will the premises be shared with other parties? If so, please provide details of all other parties, nature of business and number of staff and/or students involved.	Choose an item. Additional comments:	



Please provide details of furniture and equipment available in designated classrooms.		
What is the student number capacity of classrooms?		
What is the student number capacity of the centre and is this in line with the Business Plan expectations?		

2. FACILITIES		
	Detail/Information	Action Required/Identified
Do students have access to a quiet area for study?	Choose an item. Additional comments:	
Do students have access to recreation space and facilities?	Choose an item. Additional comments:	
Do students have access to dining facilities either on the premises or nearby in a local restaurants or cafes?	Choose an item. Additional comments:	

3. STUDENT WELFARE		
	Detail/Information	Action Required/Identified
Will the Franchise Partner offer any pastoral support to students? Please provide details.	Choose an item. Additional comments:	

<p>Will the Franchise Partner offer access to accommodation, financial, legal, employment or other advice to students? Please provide details.</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
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#### 4. LEARNING RESOURCES (inc. IT)

	Detail/Information	Action Required/Identified
<p>Does the premises have a library to offer students and will it be adequate to support proposed University programmes?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>What IT resources does the premises have? Please outline number of printers and computer terminals, and the print facility which will be offered to staff and students.</p>		
<p>What internet services come into the building?</p>		
<p>Who is the internet provider? What is the capacity, and can this be shared?</p>		
<p>What is the internet connection speed?</p>		
<p>Is there wi-fi already available throughout the building which could provide guest connection for students?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>Do classrooms have any audio-visual equipment?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	

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<b>5. HEALTH &amp; SAFETY (all relevant certificates and policy documents should be appended to the completed form)</b>		
	<b>Detail/Information</b>	<b>Action Required/Identified</b>
Does the premises have a health and safety policy and is there evidence that it meets its legal obligation in this respect?	Choose an item.  Additional comments:	
Does the premises have an appropriate number of fire extinguishers, fire marshals, emergency signage, emergency lighting, evacuation procedure and annual testing of evacuation procedures? Does it have appropriate certification to confirm the above as appropriate? Please provide details.	Choose an item.  Additional comments:	
Are their periodic fire tests at the premises? Please provide details	Choose an item.  Additional comments.	
Does the premises have adequate first aid arrangements including appropriate notices, first aid boxes and trained staff?	Choose an item.  Additional comments:	
What training has the first aider(s) received? Do they receive regular training and updates? Please provide details.		

<p>Is there evidence that the premises meet legal obligations in respect of disabled access, walkways, toilet facilities and evacuation procedures?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>Does the premises have adequate flooring, lighting and heating? Is air conditioning available? Do windows require restrictors and are blinds available to address sunlight glare?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>Does the premises have availability of drinking water? Is there regular testing of the water supply?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>Does the premises have availability of security patrols and CCTV?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>Has the premises been tested for asbestos?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>Is there regular PAT testing of electrical equipment?</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>What is the general condition of the premises, fittings, and fixtures?</p>	<p>Choose an item.</p>	
<p>Is there a named person with responsibility for ensuring health and safety at the</p>	<p>Choose an item.</p> <p>Additional comments:</p>	

Premises? If so, please state name and title.		
What qualifications does the person responsible for Health and Safety possess? Do they receive regular training and updates? Please provide details.		

## 6. DEVELOPMENT OF RESOURCES AND SERVICES

Please outline any plans for improving premises, service or facilities over the next 12-months.	
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Appendix 6

## New Programme and/or New Campus/Premises (with Existing Partner) Approval Form

This form should be used where a new programme and/or new campus/premises is being considered with an **existing approved collaborative partner** or separate programme approval is required outside of the original Programme Delivery Approval event (due to phased launch).

This form allows new programme(s) and/or new campus/premises information to be presented to the Panel for consideration and approval (via circulation where required).

*The following information must be completed by the Director of Centre for Academic Partnerships (in association with the Head of Quality (Partnerships) where required):*

Item No.	Required Information	Response
1.	Name of existing partner institution	
2.	Registered address of existing partner institution	
3.	Campus address(s) for current programme delivery (if different from registered address)	
4.	<p>Please confirm date of institutional approval of existing partner institution and campus</p> <p>Please confirm there have been no changes since institutional approval was granted e.g. legal, financial and academic standing</p>	<p>Date: Click or tap to enter a date.</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please outline:</p>
5.	Please state what new request is being proposed by the existing partner	<p>New programme(s) <input type="checkbox"/></p> <p>(Please complete Section A)</p> <p>New campus/premises <input type="checkbox"/></p>

		(Please complete Section A and B)
Section A		
6.	Please state award and title of programme(s) proposed for new delivery with existing partner institution	Validated Programme Title(s):  Type of award: Choose an item.
7.	Was this programme(s) already included in the original proposal with existing partner?	Choose an item.  If no, then please explain why the programme was not included and approved at the original Programme Delivery Approval event?
8.	If this is a new programme(s) proposal then please state rationale for the new programme(s) with existing partner	
9.	What intake date would the programme(s) launch?	
10.	Has the updated business plan been noted/approved at Exec.?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
<i>The following information must be completed by the relevant Head of School:</i>		
	Required Information	Response
11.	Do you anticipate any internal resource concerns due to delivery of this programme(s) with the existing partner?	Yes <input type="checkbox"/> No <input type="checkbox"/>  If yes, please outline:
12.	Do you have a Link Tutor to provide academic management for this programme(s)?	Yes <input type="checkbox"/> No <input type="checkbox"/>  Name of Link Tutor:

13.	Does this programme(s) require additional PSRB approval?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please outline:
14.	Does the programme(s) require additional learning resources (inc. library)?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please outline:  Please outline if these will be provided by the University or partner:  Choose an item.
15.	Has the programme(s) handbook been shared with the partner?	Yes <input type="checkbox"/> No <input type="checkbox"/>
16.	Have the modules, learning outcomes, teaching methodology and assessments for programme(s) been explained to academic team(s) at partner institution?  Do you feel the partner has a good understanding of the programme(s)?	Yes <input type="checkbox"/> No <input type="checkbox"/>  Yes <input type="checkbox"/> No <input type="checkbox"/>  Please provide an overview of discussion and outcomes with partner following preliminary academic meetings:
17.	Have you approved academic staff CVs from the partner for all modules?	Yes <input type="checkbox"/> No <input type="checkbox"/>  Please provide an overview of academic staff CVs from partner for this programme:
18.	Please confirm there is academic support for the new programme(s) with the existing partner institution	Yes <input type="checkbox"/> No <input type="checkbox"/>  Date: Click or tap to enter a date.  Name of Faculty Dean:



		<p>Name of Head of School:</p> <p>Please provide any further information or comments you would like to highlight to the Panel:</p>
Section B		
19.	What is the full address of new campus/premises?	
20.	Has a site visit form been completed and attached for the new campus/premises?	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Who was the site visit conducted by?</p> <p>Name:</p> <p>Title:</p> <p>Institution:</p>
20.	Has a virtual site visit tour for new campus/premises been completed and attached?	
21.	What intake date would delivery start at the new campus/premises?	
22.	Please state rationale for the new campus/delivery with the existing partner	
23.	Has the updated business plan been noted/approved at Exec.?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
24.	What programme(s) will be delivered at the new campus/premises (please ensure Section A is completed)	

25.	What is the predicted student numbers across all programmes being delivered at the new campus/premises?	
26.	Does the partner institution have legal authority and in-country approval to undertake delivery at new campus/premises	<p>Title Deeds:      Yes <input type="checkbox"/>      N/A <input type="checkbox"/></p> <p>or</p> <p>Rental Agreement:    Yes <input type="checkbox"/>    N/A <input type="checkbox"/></p> <p>In-country Approval    Yes <input type="checkbox"/>      N/A <input type="checkbox"/></p> <p>If N/A, then please outline:</p>