

QUALITY ASSURANCE DOCUMENT QA 46 – STUDY CENTRE VIA INFRASTRUCTURE SERVICE PROVIDER: APPROVAL, MONITORING AND MANAGEMENT PROCEDURE

Introduction and Definitions

The purpose of this document is to outline the approval, monitoring and review of UK and overseas Study Centres where Arden University contracts premises and support facilities for their campus-based provision through an *Infrastructure Service Provider*. These procedures are aligned to the University's Regulatory Framework and the QAA UK Quality Code for Higher Education Advice and Guidance; Partnerships, and ensures responsibilities are clearly documented and standards are maintained and enhanced.

Infrastructure Service Provider

A partner institution that is authorised to provide one or more infrastructure element to support delivery by the University, such as provision of premises, particular learning resources or facilities, with full responsibility for academic delivery and assessment of the programme being retained by the University.

Arden University may also operate Study Centres on premises which are directly owned or leased and managed by the University or its parent company. Such centres do not constitute a partnership and will be approved by Arden University Executive and Academic Board, following a site inspection by the Pro Vice Chancellor (Academic), Director of Student Experience and Registrar (or their nominees).

Approval Process

There are six key stages involved in the approval process for a Study Centre via *Infrastructure Service Provider* (please see appendix 1), namely:

1. Study Centre via *Infrastructure Service Provider* Business Plan
2. Approval to proceed by Arden University Executive
3. Due Diligence and Site Visit by Partnership Committee
4. Approval by Academic Board
5. *Infrastructure Service Provider* Agreement
6. Collaborative and Partnership Register

Stage 1. Study Centre via Infrastructure Service Provider Business Plan

The Study Centre via *Infrastructure Service Provider* Business Plan (please see appendix 2) will outline the case for the Study Centre, including strategic, financial and market analysis. The Study Centre via *Infrastructure Service Provider* Business Plan will be developed by the Pro Vice-Chancellor Partnerships and presented to Arden University Executive for initial consideration.

Stage 2. Approval to proceed by Arden University Executive

Arden University Executive will be required to assess the rationale for a Study Centre via *Infrastructure Service Provider* against the University's strategic aims and mission. The appropriateness of the proposal will also need to be verified against associated costs and perceived market opportunities of the Study Centre. On approval to proceed from Arden University Executive, the proposal will transfer to the Partnership Committee for due diligence of the *Infrastructure Service Provider*.

Stage 3. Due Diligence and Site Visit by Partnership Committee

The Partnership Committee will be responsible for checking the suitability of the *Infrastructure Service Provider* to provide the services they will be contracted for and identifying any possible risk prior to an agreement.

In conjunction with the Study Centre via *Infrastructure Service Provider* Business Plan, the due diligence (please see appendix 3) will aim to demonstrate the following points:

- appropriate professional standing of the *Infrastructure Service Provider* and legal capacity to enter into an agreement with the University
- financial stability of the *Infrastructure Service Provider* and assurance of registered status, ownership, internal management arrangements. The *Infrastructure Service Provider* must be a legal entity operating in accordance with the legal obligations pertaining to the country in which it operates. The organisation must also have permission from any relevant authorities to deliver the services that it contracts to undertake with the University.
- identification of any business and/or ethical links that might pose a reputational risk to the University
- a review of the *Infrastructure Service Provider's* current and past partnership arrangements that may conflict with the University

The Partnerships Committee will authorise a formal site visit (please appendix 4) and also determine whether there are any subject specific specialist resources which will require an external subject expert to be appointed.

The site visit will be undertaken by the Registrar (or nominee) or the Director of Student Experience and if required, a relevant Head of School. The site visit will consider:

- the suitability and capacity of the facilities, resources and premises to be used by Arden University students, including the provision of an appropriate and safe working environment for students

- the partner's arrangements for managing and developing its facilities, resources and premises
- the adequacy of any subject specialist learning resources, such as laboratories or specialist provision, where appropriate

The development of the *Infrastructure Service Provider* due diligence, collation of supporting evidence and site visit will be co-ordinated by the Senior Quality Manager.

Stage 4. Approval by Academic Board

Academic Board will consider the rationale for the Study Centre via *Infrastructure Service Provider*, as well as the written report from the site visit and may approve the provision or highlight any further investigation required. Academic Board will verify that arrangements for delivery are appropriate and that students will be provided with learning opportunities of suitable quality and academic standards.

Stage 5. Infrastructure Service Provider Agreement

Following approval from Academic Board a formal agreement will be drawn up by the General Legal Counsel with the *Infrastructure Service Provider*. Roles and responsibilities will be clearly set out and agreed via a signed agreement before any *Infrastructure Service Provider* partnership commences. The agreement will be approved by Arden University Executive and signed by the Vice-Chancellor and the *Infrastructure Service Provider*. A copy of the agreement will be maintained by the Senior Quality Manager. The agreement will include:

- financial details
- minimum student numbers
- a schedule of roles and responsibilities of both parties
- quality assurance requirements
- legal aspects
- termination arrangements to protect interest of students should the agreement need to end by either party

Stage 6. Collaborative and Partnership Register

All signed *Infrastructure Service Provider* agreements will be added to the University's Collaborative and Partnership Register. The Register will detail the start, end and review date of the *Infrastructure Service Provider* agreement.

Monitoring Process

All Study Centres via *Infrastructure Service Providers* 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).

The partner review will be additional monitoring to ensure the conduct of University programmes can continue with an *Infrastructure Service Provider*. The Partnership Committee will undertake a review of the continuous suitability of *Infrastructure Service Providers* (please see appendix 5) to ensure the student experience at Study Centres remains comparable with standards and quality throughout the University.

The purpose of partner review will be to:

- provide assurance that an *Infrastructure Service Providers* continues to be a suitable partnership for Study Centre provision
- ensure currency of *Infrastructure Service Provider* agreements and address any needs identified via the review process
- ensure student handbooks are updated with any changes to premises, learning resources, pastoral support or facilities with the *Infrastructure Service Provider* approved by the Partnership Committee
- assess strategic, financial and operational management of *Infrastructure Service Providers* and manage identified risks or if required, recommend termination of agreements to Arden University Executive

The partner review will be undertaken on an annual basis and co-ordinated by the Senior Quality Manager.

Termination by University

In the event the University decides to end a partnership with an *Infrastructure Service Provider*, then the termination will be carried out in line with terms of the contract. In such cases termination can be actioned due to a variety of reasons (e.g. ongoing poor quality, lack of sufficient recruitment, change in strategic direction). The termination process will be initiated by the Partnership Committee and 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.

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

Termination by *Infrastructure Service Provider*

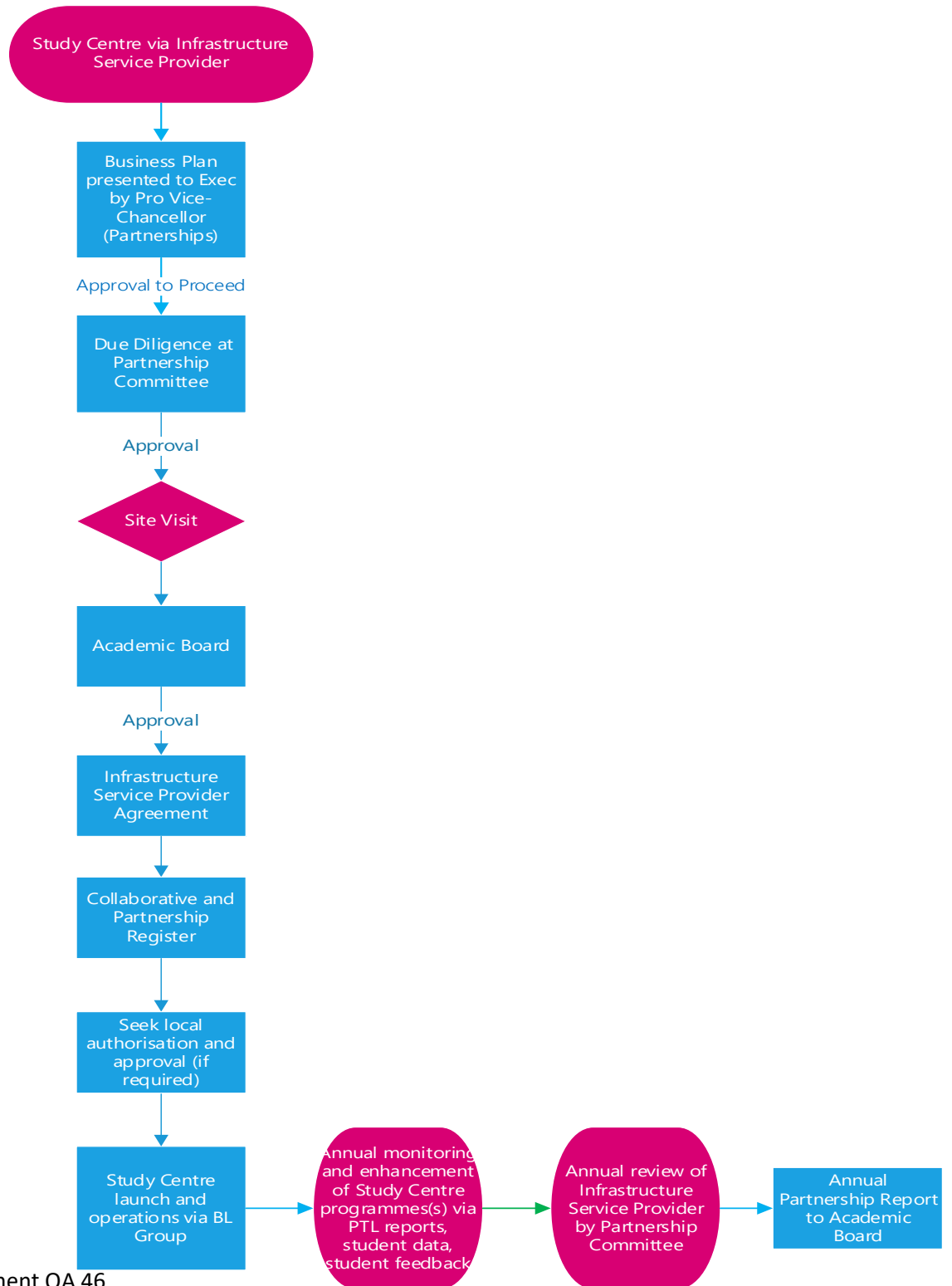
A partnership can be terminated by the *Infrastructure Service Provider* but must comply with the terms of the contract and ensure current students are able to complete their studies up to the maximum registration period. The *Infrastructure Service Provider* will be



advised to send a formal letter of termination with rationale for closure fully communicated. The University will advise the *Infrastructure Service Provider* to continue working with the University to ensure students are protected and successfully complete their studies throughout the exit period.

Policy Name:	Study Centre Approval, Monitoring and Review Procedures
Policy Reference:	QA46
Approval Authority:	Quality and Standards Committee
Last Approved:	March 2021
Responsible SMT Lead:	Academic Registrar
Responsible Department:	Academic Affairs
Policy Contact:	Jazz Lall, Head of Quality (Partnerships) (jlall@arden.ac.uk)
Review Frequency:	3 years

Appendix 1. Study Centre via Infrastructure Service Provider Procedure:



Appendix 2.

STUDY CENTRE via Infrastructure Service Provider BUSINESS PLAN

Proposal Overview:

Required Information	Guidance notes	Details
Proposed by	<i>Internal proposing individual(s) or group</i>	
Infrastructure Service Provider (if relevant)	<i>Name</i>	
Proposed Study Centre Location	<i>Full address</i>	
Infrastructure Service Provider Details (if relevant)	<i>Full address (if different from above)</i>	<p>Is the Infrastructure Service Provider a GUS entity?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
Lead contact name and email address		
Rationale	<i>Please outline proposal</i>	

Planned launch dates	<i>Please state launch date for marketing/ recruitment and programme start date.</i>	Launch date: Click or tap to enter a date. Programme start date: Click or tap to enter a date.
Proposed programmes	<i>Please state all possible programmes</i>	
Proposed mode (FT/PT/DL+)		

Market Assessment:

Required Information	Guidance notes	Details
Sector data	<i>Consult relevant in-country sector data which informs market demand (HESA, Office for Students, Universities UK, British Council, British Embassies)</i>	

Internal data sources	<i>Outline any internal data which informs market demand</i>			
Key competitor products and prices	<i>Identify key competitors within study centre region (30-mile radius) – programmes, fees, offering and services</i>			
Suggested fees				
Target market and student needs	<i>Identify target market</i>			
In-country analysis (if relevant)	<i>Provide any political, economic and legal observations, concerns or requirements</i>			
No. of planned intakes per year		Year 1 (Please state months)	Year 2 (Please state months)	Year 3 (Please state months)
Predicted capacity/ enrolments per intake		Year 1	Year 2	Year 3

Financial Analysis:

Required Information	Guidance notes	Details			
Projected income		Year 1	Year 2	Year 3	
Anticipated costs		<u>Initial Planning</u>	<u>Launch</u>	<u>On-going Monitoring</u>	<u>On-going Delivery and Operations</u>
		Approval and Site Visit (travel and accommodation):	Signage and branding:	Travel and accommodation:	Rent and maintenance:
		Legal cost:	Furniture and fittings:		Taxation and exchange control arrangements:
		Administration:	IT systems and equipment for learners:		Additional staffing – academic and non-academic:
		Marketing and recruitment:	IT systems and equipment for business support:		Student induction packs/event:
		Academic:			Annual health and safety checks not included within tenancy agreement:
		Academic Resources:			
		Student Support:			

		Health and Safety requirements by University (fire, water, asbestos, electrical, etc.)			
		Contingency fund [termination, partner insolvency]:			
Anticipated profit		Year 1	Year 2	Year 3	

Risk Management:

Please provide details of any identified risks or concerns and mitigating action required.

Approval Stage:

Sign Off/Approval	Additional Notes	Date
Arden University Executive		Click or tap to enter a date.
Partnership Committee (if applicable)		Click or tap to enter a date.

Academic Board		Click or tap to enter a date.

Appendix 3.

Infrastructure Service Provider Due Diligence Form

Details:

1. Organisation name of Infrastructure Service Provider	
2. Infrastructure Service Provider address	
3. Location of study centre premise (if different to address above).	

4. Lead contact person; name, title and email address.	
5. Company registration number	

Assessment and Standing:

6. Does the Infrastructure Service Provider have a parent company, if so, please provide name, contract details and company registration number?	
7. Legal Standing - does the Infrastructure Service Provider have the legal capacity to enter into this partnership arrangement?	
8. Does any external approval or consent in the UK or overseas pertain this arrangement?	
9. Public Liability Insurance (please provide copy).	
10. Financial Standing - please provide a copy of the last set of accounts to ensure financial stability of the Infrastructure Service Provider.	

Operations:

11. How long will the partnership last? Will there be an opportunity to extend?	
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<p>12. Current Partnerships - please detail who with; type of business; duration of agreement; number of staff (and students).</p>	
<p>13. Previous Partnerships over the last 5-years - please detail who with; type of business; reason for termination.</p>	
<p>14. Please state any conflict of business or ethical conflict.</p>	
<p>15. Please provide a project plan outlining operational stages and timings.</p>	
<p>16. Please provide outline of Infrastructure Service Provider obligations and outline key responsibilities.</p>	
<p>17. Please provide outline of University obligations and outline key responsibilities.</p>	
<p>18. What resources will be needed for this partnership. Please list key equipment, IT requirements, academic resources, academic staff and administrative support needed.</p>	
<p>19. How will provision be marketed and recruited?</p>	

20. How can the arrangement be terminated to ensure the student experience is protected?	
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21. Please outline any identified risks or concerns.	
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Partnership Committee Sign-off	
Recommendations	
Date	

Appendix 4.

STUDY CENTRE – SITE VISIT (University owned/leased or Infrastructure Service Provider)

1. PREMISE		
	Detail/Information	Action required
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? Please provide details.	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:	

How many classrooms will be available for University delivery?		
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
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 premise or nearby in a local restaurants or cafes?	Choose an item. Additional comments:	

3. SUPPORT STAFFING & ADMINISTRATION

	Detail/Information	Action Required
Does the premises have adequate space, furniture and IT equipment to support University staff working at the study centre?	Choose an item. Additional comments:	
Are there staff facilities for the preparation of refreshments and heating food?	Choose an item. Additional comments:	
Are there staff facilities for secure and safe storage of personal belongings?	Choose an item. Additional comments:	

5. LEARNING RESOURCES (inc. IT)		
	Detail/Information	Action Required
Does the premise have a library to offer students and will it be adequate to support proposed University programmes?	Choose an item. Additional comments:	
What IT resources does the premise have? Please outline number of printers and computer terminals, and the		

print facility which will be offered to staff and students.		
What internet services come into the building?		
Who is the internet provider? What is the capacity, and can this be shared?		
What is the internet connection speed?		
Does the building have dedicated comms rooms with appropriate security, power and cooling to house active network equipment?	Choose an item. Additional comments:	
Would the comms room be shared with other parties within the building? What are the sizes of these rooms?	Choose an item. Additional comments:	
Is the building cabled to office/teaching space? If so, how many end points (RJ45 sockets) and what cabling has been used (CAT-5e, CAT-6, etc.)?	Choose an item. Additional comments:	
Is there wi-fi already available throughout the building which could provide guest connection for students?	Choose an item. Additional comments:	

Do teaching spaces have any audio-visual equipment?	Choose an item. Additional comments:	
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6. HEALTH & SAFETY (all relevant certificates and policy documents should be appended to the completed form)

	Detail/Information	Action Required
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 premise 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:	

<p>What training has the first aider(s) received? Do they receive regular training and updates? Please provide details.</p>		
<p>Is there evidence that the premises meets its legal obligations in respect of disabled access, walkways, toilet facilities and evacuation procedures?</p>	<p>Choose an item. 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. 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. Additional comments:</p>	
<p>Does the premises have availability of security patrols and CCTV?</p>	<p>Choose an item. Additional comments:</p>	
<p>Has the premises been tested for asbestos?</p>	<p>Choose an item. Additional comments:</p>	
<p>Is there regular PAT testing of electrical equipment?</p>	<p>Choose an item. Additional comments:</p>	

<p>What is the general condition of the premise, fittings and fixtures?</p>	<p>Choose an item.</p>	
<p>Is there a named person with responsibility for ensuring health and safety at the premise? If so, please state name and title.</p>	<p>Choose an item.</p> <p>Additional comments:</p>	
<p>What qualifications does the person responsible for Health and Safety possess? Do they receive regular training and updates? Please provide details.</p>		

7. DEVELOPMENT OF RESOURCES AND SERVICES

<p>Please outline any Infrastructure Service Provider plans for improving premise, service or facilities over the next 12-months.</p>	
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Appendix 5.

Infrastructure Service Provider – Partner Review

To be completed by Arden University Campus Manager

1. Please provide name of Support Service Provider (if applicable for study centre)	
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2. Please provide Support Service Provider address (if applicable for study centre)			
3. Name of Arden University study centre			
4. Review of Due Diligence	Legal Standing: Financial Standing:		
5. Number of students per level and programme	Programme:	Level:	Number of students:
6. Total percentage change in student numbers from previous year			
7. Please highlight perceived space issues for staff or students			
8. What is the overall condition of premises?	Choose an item. If poor, please explain:		

9. What is the current IT provision?	Choose an item. If poor, please explain:	
10. What is the current condition of furniture and equipment	Choose an item. If poor, please explain:	
11. What is the current condition of facilities offered? Please insert any additional facilities offered at the study centre.	Facilities:	Condition:
	Student study space	Choose an item.
	Student recreation space	Choose an item.
	Student dining space	Choose an item.
	Additional comments:	
12. Please state any improvements made to premises, furniture or facilities over the last 12-months		
	Fire Assessment – fire doors, emergency lighting and extinguishers	

<p>13. Please provide details of all annual health and safety checks completed at the study centre</p>	<p>Assessment undertaken by: Choose an item.</p> <p>Date of assessment:</p> <p>Outcome of assessment:</p>
	<p>Water System Assessment</p> <p>Assessment undertaken by: Choose an item.</p> <p>Date of assessment:</p> <p>Outcome of assessment:</p>
	<p>Gas and Electrical Assessment</p> <p>Assessment undertaken by: Choose an item.</p> <p>Date of assessment:</p> <p>Outcome of assessment:</p>
	<p>Asbestos Assessment</p> <p>Assessment undertaken by: Choose an item.</p> <p>Date of assessment:</p> <p>Outcome of assessment:</p>
	<p>First Aid Assessment</p> <p>Assessment undertaken by: Choose an item.</p> <p>Date of assessment:</p>

	Outcome of assessment:
14. Is the student handbook on study centre accurate and up-to-date with any required changes over the last 12-months?	If no, please highlight changes required:

Review completed by:	
Name of Campus Manager	
Please outline any identified concerns or recommendations	
Date	

Partnership Committee Review	
Comments and recommended action	



Date	