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## Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
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<tr>
<td>AB</td>
<td>Academic Board</td>
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<tr>
<td>AF</td>
<td>Academic Framework</td>
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<tr>
<td>APA</td>
<td>Annual Partner Audit</td>
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<tr>
<td>APP</td>
<td>Academic Planning Panel</td>
</tr>
<tr>
<td>APR</td>
<td>Articulated Progression Route</td>
</tr>
<tr>
<td>APS</td>
<td>Faculty of Arts, Professional and Social Studies</td>
</tr>
<tr>
<td>AR</td>
<td>Academic Registry</td>
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<tr>
<td>BoS</td>
<td>Board of Study</td>
</tr>
<tr>
<td>CME</td>
<td>Continuous Monitoring and Enhancement</td>
</tr>
<tr>
<td>CPD</td>
<td>Certificate of Professional Development or Continuing Professional Development</td>
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<tr>
<td>CPP</td>
<td>Collaborative Provision Panel</td>
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<td>DDC</td>
<td>Due Diligence Checklist</td>
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<tr>
<td>EC</td>
<td>Education Committee</td>
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<tr>
<td>EHC</td>
<td>Faculty of Education, Health and Community</td>
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<tr>
<td>FQAEC</td>
<td>Faculty Quality Assurance and Enhancement Committee</td>
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<tr>
<td>FD</td>
<td>Foundation Degree</td>
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<tr>
<td>FDD</td>
<td>Financial Due Diligence</td>
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<td>FE</td>
<td>Further Education</td>
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<tr>
<td>FET</td>
<td>Faculty of Engineering and Technology</td>
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<td>FMT</td>
<td>Faculty Management Team</td>
</tr>
<tr>
<td>HE</td>
<td>Higher Education</td>
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<td>HEFCE</td>
<td>Higher Education Funding Council for England</td>
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<tr>
<td>HESES</td>
<td>Higher Education Students Early Statistics Survey</td>
</tr>
<tr>
<td>IPC</td>
<td>International Policy Committee</td>
</tr>
<tr>
<td>IR</td>
<td>International Relations</td>
</tr>
<tr>
<td>LBS</td>
<td>Liverpool Business School</td>
</tr>
<tr>
<td>LGS</td>
<td>Legal and Governance Services</td>
</tr>
<tr>
<td>LJMU</td>
<td>Liverpool John Moores University</td>
</tr>
<tr>
<td>LS</td>
<td>Library Services</td>
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<tr>
<td>LT</td>
<td>Link Tutor</td>
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<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>PPP</td>
<td>Programme Proposal Proforma</td>
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<td>QA</td>
<td>Quality Assurance</td>
</tr>
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<td>QAA</td>
<td>Quality Assurance Agency</td>
</tr>
<tr>
<td>QEO</td>
<td>Quality Enhancement Officer</td>
</tr>
<tr>
<td>RPL</td>
<td>Recognition of Prior Learning</td>
</tr>
<tr>
<td>RP(E)L</td>
<td>Recognition of Prior (Experiential) Learning</td>
</tr>
<tr>
<td>SCS</td>
<td>Faculty of Science</td>
</tr>
<tr>
<td>SD</td>
<td>Staff Development</td>
</tr>
<tr>
<td>SIS</td>
<td>Student Information System</td>
</tr>
<tr>
<td>SAW</td>
<td>Student Advice and Wellbeing</td>
</tr>
<tr>
<td>SMT</td>
<td>Strategic Management Team</td>
</tr>
<tr>
<td>VLE</td>
<td>Virtual Learning Environment</td>
</tr>
</tbody>
</table>
Chapter 1: Introduction

1. This Guidance intends to provide detailed information about the development, approval, management and closure of academic partnerships for both partner and LJMU staff. The Guidance sets out the processes by which the University will initiate, develop, approve and contract with a proposed new partner.

2. Development of this Guidance and the processes for the approval of academic partnerships has taken account of the QAA’s UK Quality Code and specifically the guidance in Chapter B10: Managing Higher Education Provision with Others (www.qaa.ac.uk/publications/information-and-guidance/uk-quality-code-for-higher-education-chapter-b10-managing-higher-education-provision-with-others).

3. As defined in Chapter B10 of the UK Quality Code, for the purposes of this Guidance academic partnerships are defined as “learning opportunities leading or contributing to the award of academic credit or a qualification that are delivered, assessed or supported through an arrangement with one or more organisations other than the degree-awarding body.”

4. The University currently has a two-stage approval process for academic partnerships; i) partner approval; and ii) programme approval. Academic Partnerships are managed for the University via International Relations (IR) and the Academic Registry (AR), details about how the responsibilities are shared are detailed within the Chapters of this guidance.

5. The University has a Partnership Agreement for each of its academic partners. This process is overseen by Academic Registry and a signed original is kept on file.

6. This Guidance makes reference to other University processes which ensure that academic standards and the quality of the student learning experience are maintained for all awards delivered in the University’s name at other institutions, both in the UK and overseas.
# Chapter 2: Types of Academic Collaborative Partnerships

7. The University has agreed the definitions below to identify the type of academic collaborative programme arrangement that it may have with an external partner. It is possible that a partner with more than one programme could have more than one arrangement.

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Franchise</td>
<td>Where a partner institution is approved to deliver a programme, or part of a programme, designed by LJMU which leads to an award of LJMU. The programme does not also have to be a programme delivered at LJMU. Students on a franchise programme would be LJMU students and the University retains control and responsibility for academic standards and the quality of learning opportunities.</td>
</tr>
<tr>
<td>Validated</td>
<td>Where the partner institution develops its own programme and delivers it as an LJMU validated programme leading to an LJMU award. Students on a validated programme are LJMU students and the University retains control and responsibility for academic standards and the quality of learning opportunities.</td>
</tr>
<tr>
<td>Dual Award</td>
<td>A dual award is defined by LJMU as an arrangement where LJMU, together with one or more awarding bodies, provides a programme leading to separate awards and certificates being granted by all the awarding bodies. Each partner is responsible for its own assessment and quality assurance.</td>
</tr>
<tr>
<td>Embedded College</td>
<td>A private organisation operating near to, or within, the premises of LJMU, usually engaged in the preparation of students for entry to higher education programmes.</td>
</tr>
<tr>
<td>Joint Award</td>
<td>A joint award is an arrangement where LJMU, together with one or more awarding bodies, provides a jointly developed and delivered programme, leading to a single award made jointly by all the awarding bodies. A single certificate is produced, not separate certificates from each awarding body. Responsibility for assessment and quality assurance is in accordance with the agreement between partners.</td>
</tr>
<tr>
<td>Distance Learning</td>
<td>Distance learning is where a programme does not normally require the presence of the students at the LJMU (or partner) campuses. Learners usually study these programmes overseas through the use of specially developed learning materials which can take a number of different formats and will not normally require face-to-face contact with their tutors, e.g. via e-learning. The University retains control and responsibility for academic standards and quality of learning opportunities.</td>
</tr>
<tr>
<td>Distance Taught</td>
<td>A distance taught programme is one that is delivered away from the University, often overseas, by LJMU staff (alternatively called ‘flying faculty’). It may include pastoral support and learner support from local staff but will not include teaching by them. The programme is delivered using premises and resources provided locally by the partner. The University retains control and responsibility for academic standards and quality of learning opportunities.</td>
</tr>
<tr>
<td>Articulation Arrangements</td>
<td>A process whereby all students who satisfy academic criteria on one programme are automatically entitled (on academic grounds) to be admitted with advanced standing to a subsequent part or year of a programme of a degree-awarding body.</td>
</tr>
<tr>
<td>International PhD Award</td>
<td>International award agreements are arrangements for PhD awards that do not require the other academic institution to have research degree awarding powers and result in the student receiving a PhD award from LJMU only with the other academic institution being named as the collaborating establishment on the research degree certificate. This does not require a Cotutelle agreement to be drawn up for the student(s) as they are registered under LJMU Research Degree Regulations.</td>
</tr>
<tr>
<td>International Student Exchange</td>
<td>Where a partner institution is approved to host a student from LJMU to undertake study for credit. Exchange agreements are based on reciprocity and no fees are paid to the host university. Students on an International Student Exchange would receive approval by the Directorate of International Relations and their Programme of Study prior to undertaking the exchange. Whilst abroad students will be LJMU students.</td>
</tr>
<tr>
<td>Study Abroad Fee Paying Students</td>
<td>Where a partner institution is approved to send one or more students to LJMU for credit for a semester or full year on a fee paying basis. Incoming students would be approved by the Directorate of International Relations and relevant Faculty prior to undertaking the agreed programme.</td>
</tr>
</tbody>
</table>

8. **Off-site Delivery** is where a programme is delivered at a non-LJMU venue and where:
   a. All academic support is provided by LJMU (no input by a third party), and
   b. All LJMU regulations and policies are followed, and
   c. All student administration is completed by LJMU
   
   *This is not considered collaborative and approval will follow the internal programme approval process.*

9. All University awards are required to be fully taught and assessed in English.

Articulation Arrangements
10. These arrangements agree that students who have completed a defined external programme (or an agreed part of the external programme), which is owned by the partner institution, can enter with advanced standing to a subsequent part or level of a programme validated by LJMU.
11. The Agreement should state that students’ articulation is guaranteed (i.e. all successful students will be offered a place). The Agreement will not entitle the successful student to generate LJMU credits or an LJMU award without the further specified period of study at LJMU.

12. In setting up an articulated pathway the LJMU programme must be able to fully resource the expected additional intake of students.

**PhD (Doctor of Philosophy) arrangements**

13. PhDs can be delivered in partnership with another organisation either through a Dual or an International arrangement, in line with the definitions above.
Chapter 3: Partner Approval Process

14. Discussions between a partner and LJMU may be initiated in a variety of different ways and take place between the partner and staff from a number of different LJMU Departments or Faculties. At a point where the partnership is ready to progress from very initial discussions, contact should be made with either International Relations (for international partnerships) or Academic Registry (for UK partnerships), in order to begin the formal Partner Approval and Programme Approval stages. Contact details for a range of staff at LJMU who might help in the discussions and development of a partnership are available in Appendix 1.

15. A summary of the partner approval process is outlined in Table 1.

STAGE 1 – Initial Business Case

16. The first stage of the partner approval process is completion of the Initial Business Case. This will be led by International Relations for International Partners and by Academic Registry for UK partners.

17. The Partner Proposal Form (Template 1) should be completed by International Relations / Academic Registry based on discussions with the partner and where relevant with staff in the proposed link LJMU School / Faculty.

18. At this stage, an initial costing / fee setting of the programmes that are initially proposed will be agreed with the partner institution.

19. Once completed, the initial business case will need to be considered and endorsed by any relevant Faculties and finally by the PVC External Engagement.

20. When a partner proposal has been endorsed by the PVC External Engagement, it is considered to have SMT Sponsorship, and the proposal can progress to Due Diligence considerations.

21. If a partner is not endorsed by either the Faculty or the PVC External Engagement, this will be communicated to the partner by International Relations (International partners) or Academic Registry (UK partners).

Memorandum of Understanding

22. Once a partner has received SMT Sponsorship, a Memorandum of Understanding (MoU) can be signed, where required by the partner. A MoU has no legal status and is a statement of intent between LJMU and partner organisations. They set out the broad areas of collaboration which the two institutions may work towards but commit neither institution. They are generally time-limited.

23. For standard LJMU MoUs, where none of the terms have been changed or added to during discussions with the partner, no further legal approval is required at LJMU. In instances where a partner MoU is being used or additional terms have been added to the LJMU template, legal advice from Legal and Governance Services (LGS) should be sought.

24. International Relations will co-ordinate the completion and signing of MoUs with international partners, securing appropriate approval from members of the Strategic Management Team.
**Table 1**

**Partner Approval**

<table>
<thead>
<tr>
<th>Colour Code:</th>
<th>International Relations (International partners); Academic Registry (UK partners)</th>
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<tbody>
<tr>
<td></td>
<td>Academic Registry</td>
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<tr>
<td></td>
<td>PVC</td>
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<td></td>
<td>Finance</td>
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</tbody>
</table>

**Lead Generation**

- International Relations
- Faculty/School/Department
- Professional Services

<table>
<thead>
<tr>
<th>Existing Partner</th>
<th>Potential Partner</th>
</tr>
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</table>

- Liaison with prospective partner and Faculty
- Initial Business Case/Completion of Partner Proposal Form
- Initial Costing and Fee Setting (Collaborative programmes only, based on University agreed fees)
- Seeking Dean Endorsement and SMT Sponsorship

- Faculty Support

  - PVC Endorsement (PVC [External Engagement])

    - No

  - Yes

    - Completion and Coordination of DDC and FDD

      - Assessment of Risk received from Finance following FDD

        - No

          - Inform Partner

        - Yes

          - PVC Finance

            - Not Approved

              - Consideration by CPP Chair (PVC [Education]) of prospective partner

                - Approved

                  - Disseminate Outcome Internally

                    - Approved

                      - Inform Partner

                - Not Approved

                  - Consideration by CPP Chair (PVC [Education]) of prospective partner

                    - Not Approved

                      - Not Approved

                        - Consideration by CPP Chair (PVC [Education]) of prospective partner

                          - Not Approved

                            - Not Approved

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STAGE 2 – Due Diligence

25. Following SMT Sponsorship of a new partnership arrangement, the Partner Approval process can formally commence. This process measures a potential partner’s strategic fit and financial stability, through a process of due diligence. All proposed partners are subject to due diligence. The University expectations of due diligence is outlined in Table 2.

26. Financial Due Diligence will be undertaken as part of the University’s wider financial processes. To support completion of this activity, Financial Services will be informed as soon as SMT Sponsorship is confirmed and Stage 2 of partner approval is initiated.

27. Completion of Due Diligence (the Due Diligence Checklist, Template 2, and financial Assessment of Risk) will be undertaken by International Relations (International partners) or Academic Registry (UK partners), in liaison with the Faculty and the proposed organisation.

Table 2: Due Diligence

<table>
<thead>
<tr>
<th>Due Diligence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due diligence (DD) is the process of examining the financial, legal and reputational status of an organisation. The University’s DD process is a comprehensive appraisal of a potential partner’s assets and liabilities, to evaluate its commercial potential, as well as its experience and ability to deliver or support delivery of an LJMU award.</td>
</tr>
<tr>
<td>The QAA UK Quality Code for Higher Education – Part B: Ensuring and Enhancing Academic Quality, Chapter B10: Managing Higher Education Provision with Others outlines its expectations surrounding due diligence as follows:</td>
</tr>
<tr>
<td><strong>Indicator 6</strong></td>
</tr>
<tr>
<td>Appropriate and proportionate due diligence procedures are determined for each proposed arrangement for delivering learning opportunities with an organisation other than the degree- awarding body. They are conducted periodically to check the capacity of the other organisation to continue to fulfil its designated role in the arrangement.</td>
</tr>
<tr>
<td>The information and documentation requested to complete full due diligence will be used to establish and test the following:</td>
</tr>
<tr>
<td><strong>Public and legal standing in its own country</strong></td>
</tr>
<tr>
<td>• A review of publicly available information such as prospectuses, website, British Council, Ministry of Education.</td>
</tr>
<tr>
<td><strong>Public and legal standing in the UK (if overseas)</strong></td>
</tr>
<tr>
<td>• Establish whether there are any relevant professional or regulatory restrictions on the development of the partnership or delivery of the programme, and/or a requirement for government letters of approval.</td>
</tr>
<tr>
<td><strong>Institutional profile</strong></td>
</tr>
<tr>
<td>• Details of the management structure and academic processes and policies of the organisation;</td>
</tr>
<tr>
<td>• The level and type of awards in delivery at the partner;</td>
</tr>
<tr>
<td>• Details of the context of the proposal;</td>
</tr>
<tr>
<td>• Information about links with the University or other HEI’s;</td>
</tr>
</tbody>
</table>
- A copy of the organisation’s current complaints process.

**Financial stability**
- Interpretation of financial statements and/or the last set of audited accounts;
- Credit check;
- What or who supplies the bulk of the organisation’s funding (e.g. Government, a larger multinational company, etc.).

**Quality and Standards**
- Review of accreditation arrangements;
- QAA or equivalent, PSRB or equivalent reports;
- Information relating to the local national qualifications framework.

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28. The University adopts a risk-based approach to due diligence activity based on the standing of the institution that is proposed (Appendix 2). The level of due diligence activity will be agreed in line with the indicative summary below.

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Stage 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Partnership Proposal Form</strong></td>
<td><strong>Due Diligence Checklist</strong></td>
</tr>
<tr>
<td>International Student Exchange Partnership</td>
<td>Yes</td>
</tr>
<tr>
<td>Any other partnership type</td>
<td>Yes</td>
</tr>
</tbody>
</table>

29. The level of Financial Due Diligence will be less for partnerships where there will be no financial arrangement (for example with some articulation arrangements and reciprocal student exchange partnerships), or for an International / Dual PhD, and in these circumstances the submission of partner accounts will not be required.

30. Where a partnership exists, and a new type of activity is proposed, an assessment will need to be made to establish whether this requires any additional Due Diligence activity. To inform this approach, a record will be kept of the level of due diligence that has been undertaken for a partner.

**Endorsement of Due Diligence**

31. The Due Diligence Checklist is considered and endorsed by Academic Registry, for both International and UK partnerships. This involves completion of the Part 5 of the Due Diligence Checklist.

32. The Financial Due Diligence is submitted for consideration by the Deputy Director, Finance (or nominee), who will provide an assessment of the risk of the proposed partnership.
STAGE 3 – University Level Partner Approval

33. University level partner approval is required to ultimately sign off the completed due diligence activity for all partners discussed within this Chapter. This decision is made by the Chair of the Collaborative Provision Panel (CPP), based on submission of:
   - Partnership Proposal Form
   - Due Diligence Checklist – endorsed by Academic Registry
   - The Assessment of Risk form – reviewed by Finance (where required)

34. AR will circulate notification of the decision of the Chair of CPP to CPP, SMT, the link Faculty, International Relations and the Doctoral Academy. The partner will be informed by International Relations (international partners) or Academic Registry (UK partners).

35. A formal University record will be kept of approved University partners and their categorisation.

Next Steps

36. The next steps will vary depending on the type of activity that is proposed.

37. For an International Study Exchange Partnership, the Partner Approval is the single level of approval required, and the partnership can proceed.

38. For PhD arrangements, confirmation of the partner approval will be forwarded to the Doctoral Academy for appropriate action.

39. For Articulation Arrangements and all types of LJMU credit-bearing programmes offered with a partner, the Programme Approval process outlined in Chapter 4 can start.

40. For Joint and Dual awards, the Faculty Registrar should also be informed of the partnership approval, to allow the processes outlined in the Guidance for Joint and Dual awards to be followed.
Chapter 4: Collaborative Programme Approval Process

41. Consideration of a collaborative programme proposal or arrangement can take place after an organisation has been approved as a partner of the University (see Chapter 3).

42. Approval will take place in two stages;
   • Planning / Strategic approval, including fee setting and strategic approval for the programme development to take place, and
   • Validation.

Table 3 – Collaborative programme approval

<table>
<thead>
<tr>
<th>Collaborative Programme Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Colour Code:</strong></td>
</tr>
<tr>
<td>International Relations (International partners); Academic Registry (UK partners)</td>
</tr>
<tr>
<td>Academic Registry</td>
</tr>
<tr>
<td>PVC</td>
</tr>
<tr>
<td>Finance</td>
</tr>
</tbody>
</table>

Partner Approval / Existing Partner – See Chapter 4 for details

- Development of PPP and submission to APP
  - Not Approved
  - Approved

- Fees Confirmed/ Negotiated with partner (if non-standard) and agreed at Fee Setting Group
- Agreed fees communicated to Academic Registry

- Development of the contract
- Negotiating general terms with the partner
- Seek approval from Legal Service

- Validation – Full Process

- Meet conditions and coordinate signatures on contract
Setting Financial Arrangements

43. LJMU uses agreed standard fee structures for its collaborative partnerships. This includes a standardised minimum fee and minimum guaranteed cohort sizes. International Relations / Academic Registry are responsible for leading the process of fee setting, negotiation and approval.

44. When a new programme is being proposed with a new partner, the initial discussion of fees will take place at Stage 1 of Partner Approval – Initial Business Case (see Chapter 3). When a new programme is being proposed with an existing partner, discussion of fees will take place early in the processes and will be recorded in the New Project Form (Template 3). These proposals will be informed by a costing exercise, completed by International Relations / Academic Registry.

45. The proposed fee will be initially negotiated with the partner and the LJMU School Director / Head of Department. The outcome of this negotiation should include the following information:
   - Fee to LJMU per student
   - Number of intakes per year
   - Minimum annual / cohort fee *(confirmation of whether this will apply on an annual or a cohort basis)*
   - Agreed minimum number of students
   - Date the financial terms were agreed with the partner

Approval of Financial Arrangements

46. Formal approval of a proposed financial arrangement is required by the Director of School / Head of Department and by the Director of International Relations (International Partnerships) / Academic Registrar (UK Partnerships). Where the arrangement is within the LJMU standardised fee structure, this will be the final sign off and the agreed arrangements will be noted at Fee Setting Group (FSG).

47. In the case that the negotiation highlights that a non-standard collaboration or fee structure is required, this will be brought to FSG for approval on a case-by-case basis by International Relations. Requests for non-standard approval of fees will be supported by a full business case, and will be endorsed by the Director of School / Head of Department and the Director of International Relations (International Partnerships) / Academic Registrar (UK Partnerships) prior to FSG approval.

48. Once agreed and approved, the financial arrangements will be shared with Academic Registry for progression to APP and inclusion in the draft Partnership Agreement. In addition, the Academic Registry will then liaise with Finance in order to set up the new cost code for the partner programme.

49. Fees may be reviewed and updated periodically when a contractual agreement is being renegotiated, in which case the process above will be followed. Please see Chapter 5 for discussion of the contractual agreement.

Programme Proposal

50. All new programme proposals must receive planning approval before progressing to the academic validation approval of the programme. The Faculty Lead completes the
Programme Proposal Proforma (PPP), in discussion with the partner programme team where necessary.

51. The PPP will include confirmation that the fees for the proposed programme have been agreed, in line with the discussion above.

52. The PPP needs to be considered for approval by:
   - Director of School, who will consider the business case for the programme and are required to confirm that all areas of the School are aware of the proposal;
   - Executive Dean / Dean of Faculty, who will consider the strategic fit of the programme within the existing portfolio and Faculty strategic plans.

53. The Faculty Registrar can provide support and guidance to the Faculty Lead in completion of the PPP and approval through the School and Faculty.

Planning and Strategic Approval

54. The Academic Planning Panel (APP) is responsible for strategic approval of programmes, ensuring that all applications are consistent with the University's strategic and operational planning processes.

55. The Faculty Registrar will submit the Faculty approved PPP for consideration by APP. The approved financial arrangement should be appended to the completed PPP. APP will consider the PPP and decide whether the programme(s) should be developed.

Validation

56. Once the programme has been approved by APP the validation process can begin. All collaborative programme validations are managed by AR. Full guidance is available in the Guidance for Collaborative Validation available at: https://www.ljmu.ac.uk/about-us/public-information/academic-quality-and-regulations/academic-partnerships

57. While the validation activity is ongoing, work will also be ongoing on the development of the contractual agreement or variation (see Chapter 5).
Chapter 5: The Contractual Agreement

Types of Contract

58. The following documents represent a ‘contract’ between the University and partner organisations. Each agreement has a specific use and legal status either before or after Validation. They are:
   - Articulation Agreement
   - Partnership Agreement
   - Student Exchange Agreement
   - Heads of Terms or Other Agreement

59. The Vice Chancellor (VC) is the authorised LJMU signatory for all of the above agreements.

60. Articulation Agreement – Articulation Agreements are the mechanism for formalising arrangements with organisations whose approved programmes give successful students the opportunity to enter named LJMU programmes with entry at an advanced stage.

61. Partnership Agreement – The Partnership Agreement is the legally binding contract between LJMU and the partner organisation. This agreement sets out the main terms and conditions of the relationship between LJMU and the partner organisation for the delivery of the programme(s) detailed within.

62. Student Exchange Partnership – The Student Exchange agreement covers bi-lateral student exchange between LJMU and a partner institution. The agreement is used whereby the home institution recognises the equivalence of the credits, which the student undertakes at a host institution a part of their degree award.

63. Heads of Terms or other Agreement – these may be requested on case-by-case basis and would need to be considered and approved by Legal and Governance Services (LGS).

Development of the Agreements

64. Wherever possible LJMU agreements are based on templates developed by LGS.

65. AR manage the development of the agreement in consultation with the partner and if necessary LGS. For articulation and partnership agreements, the first draft should be shared with the partner, and any feedback taken into account.

Approval and Submission for Signature

66. Before an agreement is forwarded for signature by the LJMU Vice Chancellor, AR will ensure that:
   - Any relevant quality approval activity of the programme(s) and/or arrangement(s) that the agreement refers to have been completed and signed off;
   - Any outstanding actions from LJMU’s partner level approval have been completed and/or taken into account;
   - The approved financial arrangements have been received from IR / AR for inclusion in the agreement;
   - The content of the agreement has been approved by the partner institution;
• The content of the agreement is in line with the expectations of Legal and Governance Services.

67. AR will prepare two copies of the Agreement for signature. The agreements and a short memo to brief the VC, are sent to the University Registrar and Deputy Chief Executive, who endorses that these are ready for signature.

68. Both copies, signed by the VC, are then sent to the partner organisation for signature.

69. Once both organisations have signed the agreement, the programme(s) is/are now in a position for new students to be enrolled and for delivery to begin.

**Formal Record**

70. The signed copies of the contract will then be saved as a formal record, one by the partner and one by the Secretariat. A scanned electronic copy will also be saved as a central University record by AR.

**Re-negotiation of Contractual Agreements**

71. The Renegotiation of a Contractual Agreement will include a number of stages:

• Confirmation that the partnership will continue (Partnership Review)
• Re-costing
• Confirmation of Academic Quality approval
• Approval of the agreement by Legal Services and the partner
Chapter 6: Partnership Management

LJMU Institutional Information

72. LJMU has three large campuses as well as several administrative buildings throughout the city. The link below will take you to a webpage which provides directions to all LJMU locations http://www.ljmu.ac.uk/location.

73. Academic partners are not required to follow the LJMU Academic Calendar. For reference, the calendar is available at: https://www2.ljmu.ac.uk/academiccalendar.

Key Roles and Responsibilities in the Management of Partnerships

Institutional level

74. To keep partners up to date with the academic, regulatory and sector developments, AR organises a Partnerships Forum which normally meets annually. The Partnerships Forum is a forum for the sharing of effective practice in pedagogic and partnership matters and the dissemination of updates to LJMU policies and regulations. The Forum also incorporates all mandatory training for partner staff. Membership is open to all partner staff, partner HE Managers, LJMU Link Tutors and staff with responsibility for collaborative provision.

75. Information for partners is also circulated by AR on a more regular basis via a list server, which can include partner Programme Leaders as well as a wider range of key partner staff.

Partner Level

76. Each Collaborative Partner has a University Designated Partnership Lead. Who this person is will depend on the current arrangement with the partner institution:

<table>
<thead>
<tr>
<th>Type of arrangement</th>
<th>Designated Partnership Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner has one programme only and so one link tutor</td>
<td>School Director</td>
</tr>
<tr>
<td>Partner has several programmes in one School, with one or more link tutors</td>
<td>School Director</td>
</tr>
<tr>
<td>Partner has many programmes across different Schools, and an Academic Oversight Panel exists</td>
<td>Institutional Link (see below)</td>
</tr>
<tr>
<td>Partner is operating across a number of Schools, and there is no Academic Oversight Panel</td>
<td>Designated Partnership Lead</td>
</tr>
</tbody>
</table>

The Designated Partnership Lead is a key contact for the overall partnership and has some specified responsibilities, for example within the Partnership Review process.

77. When a Partnership is deemed to be of strategic importance or of a significant size, it will be managed at an institutional level by an Academic Oversight Panel (AOP). The AOP consists of members of staff from the University and the Partner, who together act to the agreed Terms of Reference to ensure Institutional oversight and management of the Partnership.
78. For partnerships where CPP has agreed there will be an Academic Oversight Panel, an Institutional Link will also be appointed, to help the mitigation of risk and to steer enhancement of the partnership arrangement from an Institutional level. The role descriptor of the Institutional Link is held within the Link Tutor Guidance (see link below).

Programme Level

79. The roles and responsibilities of a Partner Programme Leader will vary according to the nature of the programme and their individual organisation. The role and responsibilities of a Partner Programme Leader are documented at the validation event.

80. LJMU programmes delivered by or with partner organisations are supported by a Link Tutor, who is a nominated LJMU member of staff.

81. The Link Tutor is the key contact with the Programme Leader and other appropriate staff in the partner organisation to help ensure that students who study outside LJMU have an equivalent experience to those who study at LJMU. They are also key in bringing information back to the University, to assure LJMU that quality and standards at a partner organisation are appropriate.

82. AR is responsible for the overall management of the process of the Link Tutor role; individual Link Tutors are managed within the appropriate structures identified within their Faculty.

83. The Link Tutor Guidance provides details of the roles and responsibilities of the Link Tutor and School Contact Person, and can be found at: www.ljmu.ac.uk/about-us/public-information/academic-quality-and-regulations/academic-partnerships

Academic Management of LJMU Collaborative Programmes

84. For all collaborative LJMU programmes offered by Partner Institutions, there are agreed expectations in relation to the application of the LJMU Academic Framework regulations, Academic Policies and Quality Assurance processes which must be followed. There may be some variation in how these expectations are applied, depending on the model of the partnership (eg. Franchise, Joint or Validated). Further details are available on the website: (www.ljmu.ac.uk/about-us/public-information/academic-quality-and-regulations/academic-partnerships), or a member of Academic Registry could provide advice.

LJMU Students on Collaborative Programmes

Enrolment Process

85. All students are required to complete an LJMU student enrolment form, the process for which is co-ordinated by the Link Tutor.

86. Enrolment forms will be required from the partner for new students only. For returning students, partners will be asked to provide class lists containing programme details, names, addresses and date of birth. The partner will be required to provide “nil returns” for the programmes which have not recruited, and advise the faculty of those programmes which have non-standard entry points. Faculties will then update the student’s current SIS records.
87. The partner institution will return the completed forms and returning student lists to the LJMU Faculty within two weeks of the start of the programme. This deadline will enable eligible students to gain access to LJMU learning resources as quickly as possible.

88. Once this process is complete, the Faculty will then forward a list of students with their SIS numbers to the partner institution for cross-checking. Any amendments/additions should be notified to the Faculty.

Issue of Student Cards

89. When the enrolment process is complete, LJMU will issue student cards to the partner for distribution. A username and password will accompany the card, along with brief guidelines on accessing LJMU on-line learning resources. A more detailed Fact Sheet is available from: https://www.ljmu.ac.uk/microsites/library/about-ljmu-libraries/visitors/partner-college-support.

90. If a university card is lost, the loss should be reported at an LJMU Library. Library staff authorise the production of replacement cards with new barcodes. Unless a valid crime number can be produced, a charge of £10 is made for replacement cards.

Access to LJMU Resources / Services

91. A valid student/partner staff card allows the creation of a LJMU computing account and access to the LJMU network and its facilities such as:
   - Networked software;
   - Off-campus Applications Service;
   - Networked printing facilities;
   - Internet access;
   - An email account;
   - A secure personal file-store;
   - Personal web pages;
   - The University VLE, where appropriate;

92. Provision of an LJMU card also enables access to a range of services provided by the University’s Library Services, namely:
   - Full borrowing rights and use of facilities in LJMU Libraries;
   - Access to the Electronic Library which provides access to E-Books and approved journal databases;
   - On-line reservations and renewal of library books housed in LJMU Libraries.

Invoicing

93. The Faculty to which the partner programme belongs is responsible for raising invoices to partner organisations, in line with the financial schedule outlined in the Partnership Agreement. For details of the key contacts in each Faculty, please see Appendix 1.
Publicity and Marketing

94. A partner may only advertise new programmes after the conditions of Validation have been met and the Partnership Agreement has been signed. All publicity materials must be shared with LJMU as described in the Guidance for Marketing and Publicity (Appendix 3).

Partner Staff on LJMU Collaborative Programmes

95. As part of the Validation process, guideline qualifications and the experience of any staff likely to teach on the programme(s) will have been presented by the partner institution / LJMU in the programme documentation. Inevitably, staffing on a programme once in delivery can change and the University must remain assured that replacement staff have appropriate qualifications and experience. Such staff must be approved by the Faculty Quality Academic Enhancement Committee (FQAEC). Partner institutions must ensure that they have arranged for the CV of the new member of staff to be submitted to the Link Tutor (LT). The LT will co-ordinate the submission of the required paperwork to FQAEC.

96. The following process should be used for each new proposed staff member:

a) The Academic Partnership New Staff Appointment form together with a CV should be submitted to the LJMU Link Tutor, normally at the end of the semester prior to the one in which their teaching duties will begin.

The Academic Partnership New Staff Appointment form can be found in Template 4.

b) The Link Tutor will consider the CV of the proposed new staff member and, if necessary, discuss with members of the LJMU programme team and any appropriate subject specialists. The Link Tutor will complete the appropriate section of the Academic Partnership New Staff Appointment form and submit to the secretary of FQAEC. FQAEC will consider the details of the proposed new member of staff in accordance with the staff qualifications policy.

c) The FQAEC decision will be communicated in writing to the partner organisation.

d) Where the decision is to reject, the partner will be asked for written notification of their immediate action plan responding to the rejection.

e) Where the decision is to approve, the new member of staff will need to complete the Partner Institution Staff Access form which can be found in Template 5.

Issue of LJMU Partner Staff Cards

97. LJMU partner staff cards can only be issued to partner academic staff whose CVs have been approved, either at validation, or by the appropriate Faculty Quality Assurance and Enhancement Committee (FQAEC).

98. Once approval has been given for the partner member of staff, an application for access form should be completed and either posted (attaching a passport-sized photograph) or emailed to the Faculty Quality Support Assistant in the appropriate Faculty.
99. The Faculty Quality Support Assistant will process the application liaising with other professional service teams for account set up and card production, before forwarding the staff card and password instructions to the given address.

100. Please note that LJMU passwords expire after 60 days and should be changed regularly. The account will become inaccessible if the password is allowed to expire. In these instances, a password can be changed using the ‘Change your Password’ link at www.ljmu.ac.uk/staff. Please note that should partner institution staff wish to attend the University Graduation Ceremony, their LJMU account must be active to enable the ordering of academic dress for the ceremony via the Graduation portal.

Access to Continuing Professional Development Opportunities at the University
101. The University offers a range of Continuing Professional Development activities. Staff from collaborative partners teaching on programmes leading to LJMU awards can attend any non-award bearing activities on the same basis as LJMU staff. AR forwards the details of these events as they become available. The event details include procedures for booking a place and any costs involved.

Certificates and Graduation
102. Students who complete a Collaborative Programme with LJMU and a partner institution will be provided with a certificate, in line with the Certificates Policy (Appendix 4).

103. Graduation is where awards are formally conferred. Students who are graduating are normally invited to attend the appropriate graduation ceremony, and wear the approved University academic dress.

104. Information about the LJMU Graduation Ceremonies is available via the LJMU website: www.ljmu.ac.uk/Graduation

Information provided includes registering for a ceremony, ordering academic dress and photography details, some of which need to be booked in advance.

105. Partner colleagues attending the UK Graduation ceremonies are expected to undertake a specific role in the same way as LJMU staff.
Chapter 7: Partnership Review

106. The LJMU partnership review process consists of two separate components, and has been designed to ensure that the University is meeting its responsibilities in relation to periodic review of the financial, legal, ethical, and reputational risks relating to our work with Partners. The two components are:

a. Annual Partner Audit – completed by International Relations (for international partners) / Academic Registry (for UK partners) and reported to CPP;

b. Partnership Review – to take place normally within the academic year before a contractual arrangement is due to end, in order to inform the contractual renewal process.

Annual Partner Audit

107. Annual Partner Audit (APA) takes place in relation to all collaborative partnerships, both UK and International, and will apply to:

- Partners offering Collaborative programmes where a partner is involved in the delivery of LJMU credit will be required to complete Partnership Review activity.
- Partners where an Articulation Arrangement is in place.
- Credit bearing bi-lateral exchange agreements (exchanging Erasmus)

Please note the following exceptions:

- Partners where activity is limited to non-credit bearing study abroad or joint PhD activity, where the activity is of lower risk.
- A partner where all programme(s) are closing.

108. The APA process will be completed by International Relations and reported to the last CPP meeting of the academic year. The APA will include consideration of the following per partner (Template 6):

Section 01
Section 01 covers general partnership information and information on what activity is happening.

Section 02
Section 02 covers actual performance, including -

- Student Numbers against target (contracted income)
- Income against contracted income
- Spend on the project / programme against budget.

Section 03
Section 03 covers:

- Web and marketing checks to ensure all marketing materials are concurrent and correct
- External influences market changes that may affect the viability of the partnerships (i.e. new competition, changes in political landscape, new laws / regulations).

109. Any issues or concerns will be highlighted and reported to CPP.
Partnership Review

110. Partnership Review is a University process, which includes engagement with the partner in specified parts of the template and process.

111. Contractual Partnership Review applies to:
   - Partners offering Collaborative programmes where a partner is involved in the delivery of LJMU credit will be required to complete Partnership Review activity.
   - Partners where an Articulation Arrangement is in place.
   - Credit bearing bi-lateral exchange agreements

Please note the following exceptions:
   - Partners where activity is limited to non-credit bearing study abroad or joint PhD activity, where the activity is of lower risk.
   - A partner where all programme(s) are closing.

112. The schedule of activity will be agreed by the University. Exceptionally, the Partnership Review process can be instigated ahead of the scheduled Academic Year, if there are perceived issues, arising for example from the Annual Partner Audit. An informed decision on whether to instigate the process will be made by the Academic Registrar.

113. It is noted that this process will not replace the other existing University processes such as Continuous Monitoring and Enhancement (CME), Link Tutor reports, validation and periodic programme review and quinquennial reviews, as consideration focuses on a different aspect of activity.

114. A Partnership Review will take place within a scheduled Academic Year, and the review activity should be completed and signed off by May of that Academic Year, normally prior to the year that the contract expires. A summary report of activity will then be compiled by Academic Registry and reported to the Collaborative Provision Panel (CPP).

115. The process will take place in a number of stages:
   - Completion of the Partnership Review Template and supporting evidence – by identified parties.
   - Consideration and sign-off of the Partnership Review – virtual activity.
   - Partnership Review Meeting – to take place only when required, based on the evidence provided.
   - Summary Report and sign-off that activity has been completed – annually monitored by CPP.

116. A summary of the process can be found in appendix 5.

Completion of the Partnership Review Template and supporting evidence

117. The completion of the Partnership Review (Template 7) will be co-ordinated by Academic Registry, and will include in summary the following information:

   Section 1 – Partner Level Information
   Including the University's Collaborative programme portfolio.
   *This section will be completed through the pre-population process and Academic Registry.*
Section 2 – Due Diligence
To confirm that activity has been completed.
This section will be completed by Academic Registry.

The Due Diligence Checklist (Template 2) will be completed and endorsed by the Designated Partnership Lead. Approval of the Due Diligence Checklist will take place at Faculty and CPP Chair level, in parallel with the full Partnership Review.

The Assessment of Risk will be completed by Academic Registry, based on information provided in the Review of Due Diligence, and considered for approval by Finance.

Please note – The partner will be asked to provide written consent in order for the required Financial Checks to take place as part of Due Diligence.

Section 3 – Approved Programme details
To confirm the details and status of the programmes that are offered under the partnership being reviewed.
This section will be completed through the pre-population process and Academic Registry.

Section 4 – Data and Financial Information
To provide data from the previous three years for the programmes summarised in Section 1 (except any closed programmes), including student numbers and financial performance. Predictions completed by the Faculty for the current academic year will also be included.
This section will be completed by Academic Registry and Finance.

NB – financial trend data will be available at programme level from 2016-17 onwards.

Section 5 – Operation of the Partnership
This section has three parts, to be completed by the Partner (5a), the Schools / Departments that are involved in the partnership (5b) and LJMU Professional Services (5c).
If a partnership is working across a number of Schools / Departments, the Designated Partnership Lead should work with all the relevant teams to compile the completion of this section.

This section should provide additional narrative about the operation and performance of the programmes and partnership, and identify future possibilities where relevant.

This section should be completed after Sections 1, 3 and 4 have been populated.
- Partner narrative – Sections 1 and 3 will be provided, for information, to the Partner staff who will be completing Section 5a.
- School narrative – Sections 1, 3 and 4 will be provided, for information, to LJMU School / Department staff completing section 5b.
- Professional Services Narrative – this should be the last section of the Partnership Review Template to be completed before sign off. All other sections (1-4 and 5a and b) will be already completed.

Section 6 – Supporting Evidence Checklist
The Partnership Review Template, when completed, will be supported by a range of evidence, which should be made available for the consideration and sign-off stages. A summary of the evidence supplied should be listed in this section.
Consideration and sign-off of the Partnership Review

118. Once the Partnership Review Template and supporting evidence is completed, this will be circulated electronically to the following for consideration and sign off:
   • Executive Dean of Faculty (for all Faculties working with the partner)
   • CPP Chair

119. The Deans of all relevant Faculties are required to confirm that Partnership Review has taken place and that continuation of the partnership is supported.

120. The CPP Chair will provide final approval.

Partnership Review Meeting

121. Any of the Deans or the CPP Chair, when reviewing the Partnership, can propose a Partnership Review Meeting. The CPP Chair will decide if a meeting is required, and identify the appropriate participants. This is primarily a University meeting. Partner staff can be invited (to attend either physically or remotely) if it is considered appropriate or necessary.

122. The partnership review meeting will be Chaired by the Chair of CPP or nominee.

123. A member of Academic Registry will attend to keep a formal record of the meeting. Any agreed actions will be recorded in an action plan and added to the Supporting Evidence (Section 6) for the definitive record of the Partnership Review.

124. If these actions could result in changes to the existing validated arrangement or contractual arrangement, Academic Registry, International Relations and / or Legal and Governance Services will need to be consulted, in order to ensure that due process is followed (eg. programme amendment process, re-costing, contract negotiation).

Notification to the Partner

125. Notification that activity has been completed will be circulated to relevant parties including the Partner by Academic Registry.

126. Where a Partnership Review Meeting is not required, this will take place following the CPP Chair final approval of the Partnership Review Template.

127. Where a Partnership Review Meeting is required, this will take place following agreement of the Action Plan.

Summary Report and sign-off that activity has been completed

128. A report will be completed by Academic Registry, to record:
   • Confirmation that expected activity has taken place
   • Any monitoring of action plans that is required
   • Confirmation for contractual renewal and / or termination activity to proceed
   • Any themes noted through consideration and sign-off of the Partnership Review
   • Any suggested actions for the University or changes to process
• Examples of Good Practice

129. The summary report will be submitted annually to the Collaborative Provision Panel.
Chapter 8: Exit and Closure

130. Whether a programme closure is initiated by LJMU or by the partner institution, the closure processes as outlined below must be followed.

131. Safeguarding the interests of students is paramount and any action must include an exit strategy that preserves the integrity and continuation of their education. The University fully recognises, and accepts, its responsibilities towards the remaining students and a strategy will be developed that will enable these students to complete the award on which they originally enrolled.

132. The Programme Suspension and Closure process is managed by AR and is designed to ensure these safeguards are in place; further guidance is available at: www.ljmu.ac.uk/about-us/public-information/academic-quality-and-regulations/academic-quality

133. Once it has been formally agreed to close a programme, no more students can be enrolled.

Termination of the Partnership Agreement

134. Where LJMU identifies a failure by the partner to meet the required academic standards on a collaborative programme, or any other substantive issue contrary to the terms of the agreement, the partner will be given the opportunity to take corrective action. Failure by the partner to take corrective action in the time specified in the Partnership Agreement, may result in a breach of contract and a termination notice being issued.

135. A Termination Notice is a formal notification to the partner that LJMU is cancelling the agreement. The Termination Notice includes reason for termination and whether this is immediate or includes a notice period.

Unexpected Closure of a Partner Organisation

136. In rare circumstances, a collaborative partner may close unexpectedly, posing significant risk to both the students on programme and to LJMU. In such circumstances the following procedure will be invoked immediately and the SMT will be alerted to the potential for risk.

137. The Registrar and Deputy Chief Executive will become the sole University contact with the partner and will inform the Vice Chancellor of the unexpected closure. The Registrar will be responsible for convening an emergency meeting to formulate and agree an action plan in relation to the unexpected closure.

138. This meeting will consider the protection of the student experience by completing the information required in the Programme Suspension/Closure Proforma (as required in the AR process). In addition, the closure meeting when there is an Unexpected Closure of the partner will agree:

- The legal steps to be taken to safeguard the University and the LJMU students on programme(s) at the partner;
- A financial plan in relation to the withdrawal from the academic partnership;
- To formulate an academic plan for the students registered on LJMU programmes at the partner organisation;
A communication strategy (for dealing with students and the media) in relation to the closure of the academic partnership;
The responsibilities and key contacts across LJMU Schools and Departments in relation to the points above.

139. All attendees of a standard closure meeting should attend, with the exception of the student representative, due to the financial / contractual aspects of the discussion. In addition the following should be invited:
- University Registrar and Deputy Chief Executive or nominee
- Academic Registrar (Chair)
- Director of Legal and Governance Services
- AR / IRT representative
- Finance Director (or nominee)
- Director of Corporate Communications and Stakeholder Relations (or his/her nominee)
- Director of Student Recruitment and Widening Access
- Head of Academic Quality
- Head of Student Advice & Wellbeing (or his/her nominee)

140. Following the meeting the Academic Registrar will draft a summary and action plan. This will include instructions for the Termination Notice to be issued by Legal and Governance Services, which will be signed by the Vice Chancellor and issued to the partner or their representatives. The Termination Notice will outline the grounds for termination, the obligations to residual students, details of outstanding financial obligations of the partner and the withdrawal of any rights to the LJMU name, brand and intellectual property.
### Appendix 1: Contact Details

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Registrar and Deputy Chief Executive</td>
<td>Mark Power</td>
<td>0151 231 3509; <a href="mailto:m.a.power@ljmu.ac.uk">m.a.power@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Academic Registrar</td>
<td>Liz McGough</td>
<td>0151 231 8163; <a href="mailto:e.m.mcgough@ljmu.ac.uk">e.m.mcgough@ljmu.ac.uk</a></td>
</tr>
<tr>
<td><strong>Academic Planning and Information Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Head of Information and Reporting</td>
<td>John Rae</td>
<td>0151 231 5680; <a href="mailto:j.rae@ljmu.ac.uk">j.rae@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Programme Structure and Planning Officer</td>
<td>Debbie Hughes</td>
<td>0151 231 5779; <a href="mailto:d.a.hughes@ljmu.ac.uk">d.a.hughes@ljmu.ac.uk</a></td>
</tr>
<tr>
<td><strong>International Relations</strong></td>
<td></td>
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</tr>
<tr>
<td>Director – International Relations</td>
<td>Sarah Beresford</td>
<td>01519046900; <a href="mailto:S.L.Beresford@ljmu.ac.uk">S.L.Beresford@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Head of International Partnerships</td>
<td>Steve Waterworth</td>
<td>01519046381; <a href="mailto:S.D.Waterworth@ljmu.ac.uk">S.D.Waterworth@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>International Partnerships Manager</td>
<td>Alison Topping</td>
<td>0151 904 6351; <a href="mailto:a.topping@ljmu.ac.uk">a.topping@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Study Abroad Officer</td>
<td>Guro Buchanan</td>
<td>0151 904 6826; <a href="mailto:G.Buchanan@ljmu.ac.uk">G.Buchanan@ljmu.ac.uk</a></td>
</tr>
<tr>
<td><strong>Academic Registry</strong></td>
<td></td>
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</tr>
<tr>
<td>Faculty Registrar – APS</td>
<td>Stuart Borthwick</td>
<td>0151 231 4883; <a href="mailto:s.borthwick@ljmu.ac.uk">s.borthwick@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Faculty Registrar – EHC</td>
<td>Drew Li</td>
<td>0151 231 5365; <a href="mailto:D.Li@ljmu.ac.uk">D.Li@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Faculty Registrar – SCS</td>
<td>Graham Sherwood</td>
<td>0151 231 2192; <a href="mailto:g.j.sherwood@ljmu.ac.uk">g.j.sherwood@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Faculty Registrar – FET</td>
<td>Henry Forsyth</td>
<td>0151 231 2640; <a href="mailto:h.forsyth@ljmu.ac.uk">h.forsyth@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Faculty Registrar – LBS</td>
<td>Elizabeth Whitfield</td>
<td>01512312333; <a href="mailto:e.whitfield@ljmu.ac.uk">e.whitfield@ljmu.ac.uk</a></td>
</tr>
<tr>
<td><strong>Academic Quality Services</strong></td>
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<td>Head of Academic Quality</td>
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</tr>
<tr>
<td>Quality Support Officer – Collaborative Provision</td>
<td>Kris Barrow</td>
<td>0151 231 8088; 07968 422 554; <a href="mailto:k.barrowyates@ljmu.ac.uk">k.barrowyates@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Quality Support Officer – Collaborative Provision</td>
<td>Vicky Jones</td>
<td>0151 231 8771; 07968 422 556; <a href="mailto:v.r.jones@ljmu.ac.uk">v.r.jones@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Assistant Quality Support Officer</td>
<td>Lina Pierce</td>
<td>0151 231 8169; <a href="mailto:l.m.pierce@ljmu.ac.uk">l.m.pierce@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Quality Enhancement Officer – APS</td>
<td>Jenny Moran</td>
<td>0151 904 6074; <a href="mailto:J.R.Moran@ljmu.ac.uk">J.R.Moran@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Quality Enhancement Officer – EHC</td>
<td>Lucy McKenzie</td>
<td>0151 904 6076; <a href="mailto:l.h.mckenzie@ljmu.ac.uk">l.h.mckenzie@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Quality Assistant – EHC</td>
<td>Ruth Hindley</td>
<td>0151 231 8076; <a href="mailto:r.hindley@ljmu.ac.uk">r.hindley@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Position</td>
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<td>Quality Enhancement Officer – SCS</td>
<td>Helen Summers</td>
<td>0151 231 8092;</td>
</tr>
<tr>
<td>Quality Assistant – SCS</td>
<td>Siofra Ward</td>
<td>0151 231 3402;</td>
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<tr>
<td>Quality Enhancement Officer – FET</td>
<td>Andrew Jarrett</td>
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<tr>
<td>Quality Assistant – FET</td>
<td>Jan Sullivan</td>
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<td>Pete Johnson</td>
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<td>Financial Modelling Analyst</td>
<td>David Mutch</td>
<td>TBC</td>
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<tr>
<td>Head of Financial Accounting, Research and Enterprise</td>
<td>Christina Fitzpatrick</td>
<td>0151 904 6418;</td>
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<td>Deputy Director, Finance</td>
<td>Belinda McGuinness</td>
<td>0151 904 6135;</td>
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<td>Clare Milsom</td>
<td>0151 231 8774;</td>
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<tr>
<td>Educational Enhancement Coordinator</td>
<td>Liz Clifford</td>
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<tr>
<td>Learning Technology Officer</td>
<td>Jim Turner</td>
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<td><strong>Corporate Communications</strong></td>
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<tr>
<td>Director of Communications and Stakeholder Relations</td>
<td>Janet Martin</td>
<td>0151 231 3583;</td>
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<tr>
<td>Corporate Brand and Production Manager</td>
<td>Geoff Scott</td>
<td>0151 231 3400;</td>
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<td>Academic Liaison Manager</td>
<td>Gillian Williams</td>
<td>0151 231 3379;</td>
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<tr>
<td>Director of the Doctoral Academy</td>
<td>Julie Sheldon</td>
<td>0151 904 6476;</td>
</tr>
<tr>
<td><strong>Faculty of Arts, Professional and Social Studies</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Dean Global Engagement</td>
<td>Alice Ferrebe</td>
<td>0151 231 5139;</td>
</tr>
<tr>
<td>Head of Operations</td>
<td>Lyndsey Philip</td>
<td>0151 231 4874;</td>
</tr>
<tr>
<td><strong>Faculty of Education, Health and Community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Dean Global Engagement</td>
<td>Padam Simkhada</td>
<td><a href="mailto:P.P.Simkhada@ljmu.ac.uk">P.P.Simkhada@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Position</td>
<td>Name</td>
<td>Contact Information</td>
</tr>
<tr>
<td>----------------------------------------------</td>
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<td>-----------------------------------</td>
</tr>
<tr>
<td>Head of Operations</td>
<td>Cathy Gleig</td>
<td>0151 231 5303; <a href="mailto:c.gleig@ljmu.ac.uk">c.gleig@ljmu.ac.uk</a></td>
</tr>
<tr>
<td><strong>Faculty of Engineering and Technology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Dean Global Engagement</td>
<td>Dhiya Al-Jumeily</td>
<td>0151 231 2578; <a href="mailto:D.Aljumeily@ljmu.ac.uk">D.Aljumeily@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Head of Operations</td>
<td>Sara Rioux</td>
<td>0151 231 2435; <a href="mailto:S.Rioux@ljmu.ac.uk">S.Rioux@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Head of Faculty Administration</td>
<td>Sue Thornton-Newby</td>
<td>0151 231 2094; <a href="mailto:s.j.thornton-newby@ljmu.ac.uk">s.j.thornton-newby@ljmu.ac.uk</a></td>
</tr>
<tr>
<td><strong>Faculty of Science</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Dean Global Engagement</td>
<td>Laura Bishop</td>
<td>0151 231 2144; <a href="mailto:L.C.Bishop@ljmu.ac.uk">L.C.Bishop@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Head of Operations</td>
<td>Aly Leigh</td>
<td>0151 231 2242; <a href="mailto:a.j.leigh@ljmu.ac.uk">a.j.leigh@ljmu.ac.uk</a></td>
</tr>
<tr>
<td><strong>Liverpool Business School</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Dean Global Engagement</td>
<td>Alastair Balchin</td>
<td>0151 231 3960; <a href="mailto:A.Balchin@ljmu.ac.uk">A.Balchin@ljmu.ac.uk</a></td>
</tr>
<tr>
<td>Head of Operations</td>
<td>Amanda Stewart-Reilly</td>
<td>0151 231 3285; <a href="mailto:A.J.Stewart-Reilly@ljmu.ac.uk">A.J.Stewart-Reilly@ljmu.ac.uk</a></td>
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Appendix 2 – Categorisation of Partners

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<th>Type 1 Partners</th>
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<td>Peer University</td>
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<td>Private Education Provider (UK or international)</td>
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Definition of a Peer University

To be recognised as a peer University the institution must meet the following criteria:

1. Government or publicly funded institution
2. Research and Taught degree-awarding powers
3. The Institution’s Mission/Vision aligns with LJMU’s Strategic Plan
4. UK Institution is overseen by the Quality Assurance Agency (QAA) and has positive outcomes from QAA Review; or
5. International Institution is ranked within the QS, URAP or Times World University Rankings.
Appendix 3

Approval of Marketing and Publicity Materials Produced by Collaborative Partners and the Monitoring of Collaborative Partner Websites.

Introduction

1. The responsibilities and processes for the approval of marketing and publicity materials produced by academic collaborative partners and the monitoring and management of Liverpool John Moores University (LJMU) information produced on partner websites are outlined within this appendix.

2. Reference is made to the UK Quality Code for Higher Education, Part C: Information About Higher Education Provision and Part B, Chapter B10: Managing Higher Education Provision with Others, December 2012, Indicator 18\(^1\), states that:

   Degree awarding bodies ensure that they have effective control over the accuracy of all public information, publicity and promotional activity relating to learning opportunities delivered with others which lead to their awards. Information is produced for prospective and current students which is fit for purpose, accessible and trustworthy. Delivery organisations or support providers are provided with all the information necessary for the effective delivery of the learning or the support.

3. LJMU’s collaborative legal agreements set out the requirements of the both parties in relation to the prior approval of marketing and publicity materials and the use of LJMU trademarks and logos.

4. LJMU expectations apply to all forms of published information, including but not limited to, printed, electronic, web-based (including HEFCE Key Information Sets), broadcast media or any marketing activities used in promoting the University’s programmes and awards in partner organisations.

It is required that:

5. Partner organisations must not advertise or signpost an LJMU award or make statements or imply any formal relationship with LJMU until a signed partnership agreement is in place.

6. Partner organisations must not advertise LJMU programmes or awards (prior to a signed partnership agreement being in place) as “subject to approval, or validation or contract”.

7. Partners must comply with the LJMU requirements for the production and approval of marketing materials and the use of the LJMU logo and name as outlined in the partnership agreement.

8. All publicity and marketing material prepared and issued by the partner, its staff or agents, which makes any reference to LJMU or its programmes must fully and fairly reveal to students and prospective students the status of the Programme(s) offered. All programme related materials must be submitted to the Link Tutor for prior approval. Approval shall be given in writing within five working days.

9. All publicity and marketing material prepared and issued by the partner, its staff or agents, which makes any reference to LJMU or its programmes must follow LJMU

\(^1\) [http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/quality-code-B10.aspx](http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/quality-code-B10.aspx)
corporate style, as identified in LJMU's Corporate Brand Guidelines. All material must be submitted to the Brand Manager and the corporate Communications Manager from the LJMU Marketing and Corporate Communications Department for prior approval. Approval shall normally be given in writing within five working days.

**LJMU responsibilities:**

10. International Relations is responsible for monitoring, reporting and taking appropriate action in relation to the publication of information about LJMU and its awards on partner websites. For the avoidance of doubt this applies to i) existing partners listed on LJMU’s Collaborative Register and ii) partnerships in approval and/or development.

11. IR will make every effort to monitor the unofficial use of the LJMU logo, trademarks and name on the Worldwide Web.

12. IR will report monitoring activity to the Collaborative Provision Panel (CPP), at the end of the academic year.

13. The LJMU Marketing and Corporate Communications Team (MCCT) will maintain and make accessible to partners, LJMU Corporate Design and Editorial Guidelines. All partner enquiries concerning publicity material will normally be processed within five working days.

14. The LJMU Link Tutor assigned to a partner or LJMU award at a partner institution shall routinely monitor publicity materials and the programme specific information given to prospective and enrolled students on LJMU awards at the partner organisation. Should unapproved or incorrect materials or inferences be detected the Link Tutor will take the appropriate action by requesting the partner to immediately amend the programme information and/or referring the partner to the LJMU MCCT and/or to the APT.

15. Where an international partner produces publicity materials and maintains a website in a language other than English, a translated version of this will be required for approval. Costs for translation will be the responsibility of the partner institution.

16. Academic Registry will annually provide up to date and accurate information to be used by the partner in the construction of the student programme guide.

**Partner responsibilities:**

17. The Partner organisation will submit all new marketing/publicity materials to both the Link Tutor for approval of programme related information and MCCT for approval of brand, design and/or editorial in advance of publication. This includes updates to existing materials that have already been approved by LJMU.

18. Where an international partner produces publicity materials and maintains a website in a language other than English, a translated version of this will be required for approval. Costs for translation will be the responsibility of the partner institution.

19. The Partner organisation will provide information to current students about LJMU programmes, according to a standard programme guide template, monitored by the Link Tutor.
Appendix 4

Certificate Policy

(1) Policy for production of certificates

Liverpool John Moores University has the sole authority for issuing certificates. A university certificate states the student name, the subject area of the award; award achieved and date of award. Information relating to the name and location of any partner organisation engaged in delivery of the programme of study is not normally stated on the certificate (unless by prior agreement).

Partners can request for the partner name and/or location to be printed on the certificate. This must be submitted in writing to the Registrar and if agreed will be noted at the University Quality Assurance and Enhancement Committee.

Partners with programmes that are ‘validated’ as defined by Liverpool John Moores University:

*Where the partner institution develops its own programme and delivers it as an LJMU validated programme leading to an LJMU award. Students on a validated programme are LJMU students and the University retains control and responsibility for academic standards and the quality of learning opportunities.*

May request the following words be included on the certificate;

“Having followed a programme of study designed by and delivered at ……….
Appendix 5 – Summary of the Partnership Review Process

**Initiation of Partnership Review activity**

- By Academic Registry, in line with the agreed schedule of activity
- By the Academic Registrar, where perceived issues have been highlighted.

**Completion of the Partnership Review Template (co-ordinated by Academic Registry)**

- Population of Sections 1 (Partner level information) and 3 (Approved programme details) by Academic Registry, based on data held in the Webhub tool.
- Completion of Section 4 (Data and Financial Information)
- Completion of Section 5 (Operation of the Partnership)
- Academic Registry to receive and co-ordinate all completed sections of the Partnership Review Template.
- Executive Dean confirmation that the partnership is still supported.

**Consideration and Continued Approval of the Partnership**

- CPP Chair consideration – Partnership Review meeting required, Yes / No
- Meeting Required
  - Academic Registry will coordinate a meeting where an action plan will be agreed.
- No Meeting Required
  - CPP Chair agree any actions and continued approval of Partnership – Yes / No
  - Notification to relevant parties (Inc. partner) that activity has been completed and any required actions.

**Reporting**

- Summary Report to CPP