DAQ Guide 10: Managing Collaborative Provision at DMU
(Draft version, January 2009)

Contents

Introduction

Who is this Guide for and what does it cover?

This guide has been written for all those involved in the quality management of the University's collaborative partnerships and provision, but it is particularly aimed at:
- Developers of new collaborative programmes, both in DMU and at collaborative partners
- Collaborative partner Heads of Quality and HE Co-ordinators
- DMU Faculty Collaborative Co-ordinators

The guide covers the approval of new collaborative partners and provision, the ongoing monitoring of collaborative provision, and the subsequent review of collaborative partners and provision. It should be read in conjunction with the Curriculum Planning Office Guides to Programme Planning and Curriculum Modification, the Programme Developers' Handbook, and the DAQ Guides to Validations and Monitoring Academic Provision.

Overview and definition

The University defines a collaborative partnership as an arrangement whereby any institution or organisation seeks to be a provider of, and contributes to the delivery of, all or part of a DMU programme. As well as HEIs and FE colleges, commercial bodies, training organisations and other education providers fall within the scope of the University's quality framework for collaboration.

This guide outlines the framework for the development, approval and review of collaborative partnerships and provision, in the UK and Overseas, with the following exceptions:
- ***Clinical Placements***. Agreements with NHS trusts, for example, for the provision of clinical placements are governed by separate contracts.
- ***Progression agreements.*** Please contact the International Partnerships Manager, in the University's Marketing Department, for further information and guidance.

In developing, extending or managing collaborative partnerships and/or provision, reference should be made to the *QAA Code of Practice for the Assurance of Academic Quality and Standards in Higher Education: Collaborative provision and flexible and distributed learning (including e-learning) – September 2004.* It should be noted that the University's use of the terms 'partner' and 'partnership' in this context are as given in Appendix 2 of this *QAA Code of Practice*, i.e:

> **Partner**, or partner organisation, is the term used to describe the institution or other body or individual with which the awarding institution enters into an agreement to collaborate. It is also used to describe an institution or other body which the awarding institution commissions to deliver aspects of an Flexible/Distance Learning programme and/or to provide learner support. It does not presuppose any particular form of legal relationship between the organisations involved.

Existing DMU collaborative partnerships include:
- UK collaborative partners offering a range of programmes
- UK collaborative partners offering limited provision (i.e. one or two programmes)
- UK collaborative partners working with a DMU programme team in delivering provision where specialist equipment or knowledge is more effectively contributed by the collaborative partner (e.g. work-based learning provided by BBC Training)
- Overseas collaborative partners offering one or more DMU programmes
- Overseas collaborative partners where a joint award is offered with another HEI: i.e. a single award (one certificate) made jointly by both/all participants (e.g. MA Management, Law and Humanities of Sport)

Section 1: Approval of new collaborative partnerships and programmes
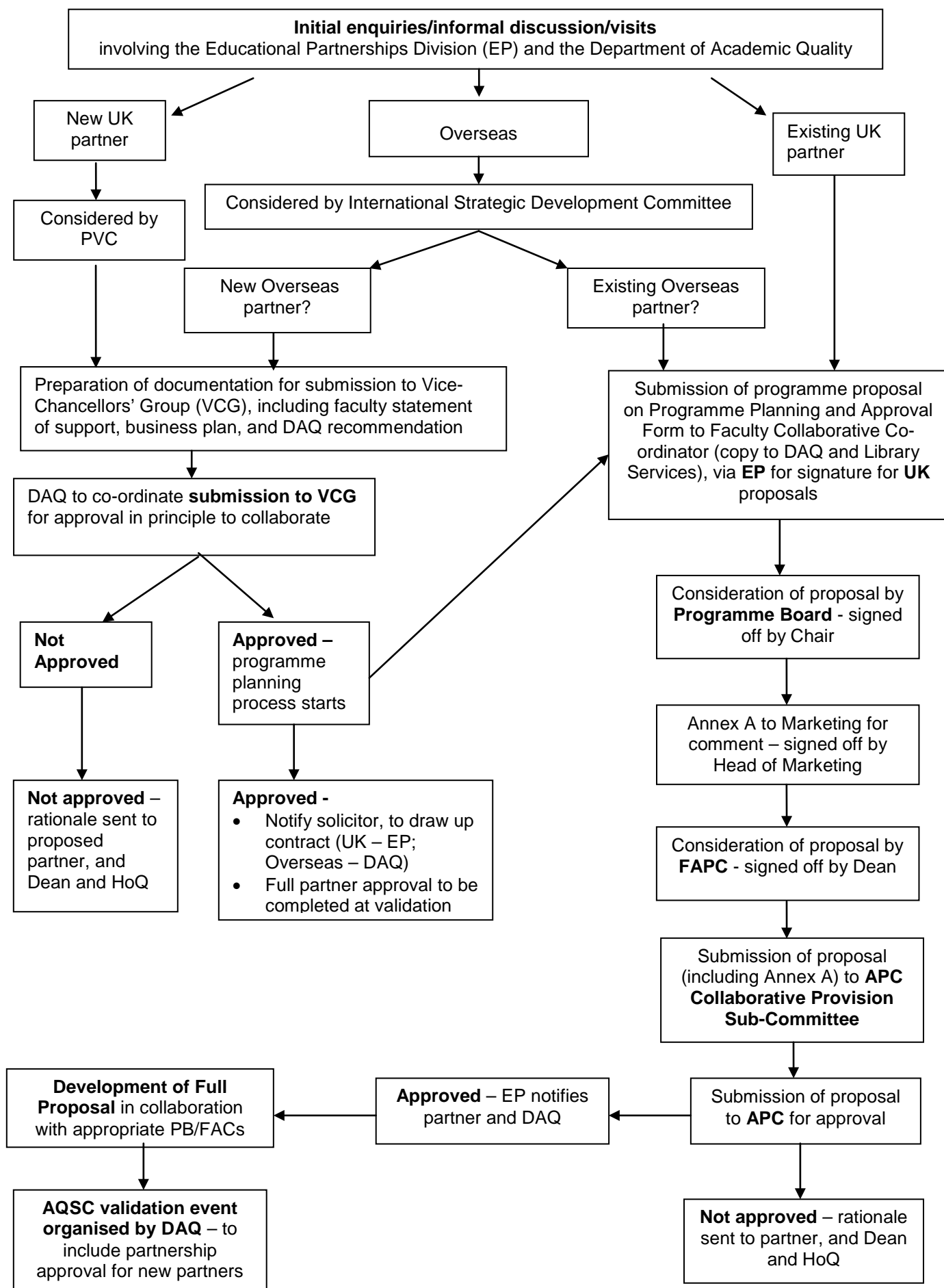
Summary of key stages

In summary the key stages of approval of a new collaborative partnership are:
- Initial enquiries/discussions, to examine the fundamental basis for the collaboration
- Gaining Faculty support, through the Programme Board and Dean/Faculty Executive
- Obtaining strategic approval in principle to collaborate, through the Vice Chancellor's Group (VCG), and the International Strategic Development Committee (ISDC) in the case of overseas developments
- Drafting of collaborative contract
- New partner approval exercise on behalf of AQSC
- Endorsement of the recommendation of the approval panel by AQSC
- Agreement and signing of collaborative contract

In most cases, the establishment of a new collaborative partnership is directly linked to the development of a new collaborative programme. The granting by the VCG of 'approval in principle to collaborate' is the trigger for you to the implement the University's programme planning and approval process. You should submit the individual programme proposal(s) to the Programme Board, the FAPC and then to the APC collaborative sub-committee and APC for approval in the normal way, using the 'New Programme Planning and Approval Form' (see *CPO Guide to Programme Planning*).

Once the programme has been approved at the planning stage, you will be working on preparations for partner approval and programme validation concurrently, according to timescales agreed with and drawn up by DAQ. In the main, the programme validation will be tied into the partner approval event and you will be preparing two distinct sets of documentation for a single event. For further details or advice in this respect, please contact the Department of Academic Quality.

Development and Approval of UK and Overseas Collaborative Programmes

Initial enquiries/informal discussion/visits
involving the Educational Partnerships Division (EP) and the Department of Academic Quality

- New UK partner
- Overseas
- Existing UK partner

Considered by PVC

Considered by International Strategic Development Committee

- New Overseas partner?
- Existing Overseas partner?

Preparation of documentation for submission to Vice-Chancellors' Group (VCG), including faculty statement of support, business plan, and DAQ recommendation

DAQ to co-ordinate **submission to VCG** for approval in principle to collaborate

Not Approved

Approved – programme planning process starts

Not approved – rationale sent to proposed partner, and Dean and HoQ

Approved -
- Notify solicitor, to draw up contract (UK – EP; Overseas – DAQ)
- Full partner approval to be completed at validation

Submission of programme proposal on Programme Planning and Approval Form to Faculty Collaborative Co-ordinator (copy to DAQ and Library Services), via **EP** for signature for **UK** proposals

Consideration of proposal by **Programme Board** - signed off by Chair

Annex A to Marketing for comment – signed off by Head of Marketing

Consideration of proposal by **FAPC** - signed off by Dean

Submission of proposal (including Annex A) to **APC Collaborative Provision Sub-Committee**

Submission of proposal to **APC** for approval

Not approved – rationale sent to partner, and Dean and HoQ

Approved – EP notifies partner and DAQ

Development of Full Proposal in collaboration with appropriate PB/FACs

AQSC validation event organised by DAQ – to include partnership approval for new partners

Initial Enquiries/Discussions

Enquiries may come from a variety of sources, or be initiated from within the University, but at an early stage the **Faculty Executive** and **Department of Academic Quality** should be involved in discussions and kept informed of progress, as should **Educational Partnerships (EP)** for UK proposals.

Before embarking on the formal approval process, it is desirable to engage in a period of informal contact and collaboration, for example involving staff exchange, during which the University and prospective collaborative partner can develop mutual confidence. This provides an opportunity to share information about approaches to assessment and quality assurance so that the prospective collaborative partner has a good understanding of what is expected. For overseas developments in particular the University needs to have confidence that staff will understand the requirements of UK Higher Education and operate administrative processes with integrity.

Particularly where a proposed collaboration is not with an HEI or FE College, the University also needs to be clear who in the prospective collaborative partner has the authority to enter into deliberations with the University and make an official decision to enter an agreement. In a non-educational body this would be a member of the senior management. If the organisation has sub-divisions or associated companies it may be necessary to clarify with which legal entity the agreement will be.

Examining the fundamental basis for the collaboration

All collaborative partnerships must be built on the elements listed below, but where the prospective collaborative partner is not a traditional educational establishment particular care must be taken during the approval process to confirm that these are in place:

- ***Compatible and complementary educational objectives*** – this can be judged by considering the prospective collaborative partner's mission statement and strategic plan in addition to considering the range of existing provision and the staffing establishment.
- ***Financial stability, legal competence and safe working environment*** – these considerations are investigated by DAQ and EP who undertake due diligence checks. Information sources will include the business plan of the prospective collaborative partner and banker's references. The University and the prospective collaborative partner should exchange copies of recent audited accounts.
- ***Effective management system*** – systems need to be in place to support programme management and operations such as enrolment of students, programme monitoring and administration of assessments.
- ***Provision of an academic environment appropriate to higher education*** – where the prospective collaborative partner is not a traditional educational establishment particular consideration needs to be given to how critical reflection is fostered appropriate to the level and type of the award.
- ***Resources to support HE programmes*** – in particular are staff appropriately qualified and experienced, is there a strategy for staff development and do staff have time to engage in scholarly activity? Is the staff team reasonably sustainable or is there a high turnover? Evidence of provision of support and welfare of students should be sought. Learning resources are considered in detail as part of the programme approval process, but also at the collaborative partner approval stage evidence is required that adequate learning resources are in place, or that there is a commitment to providing these.
- ***Quality assurance*** – what is the prospective collaborative partner's approach to quality assurance and how willing and able are they to adopt University procedures?
- ***Regulatory framework*** – for example governing student complaints and appeals.

Gaining Faculty Support

Programme Board support

Programme Board support for developing any new proposal should be sought as early as possible. For proposed developments involving **new partnerships**, formal approval by the Programme Board of the new programme proposal (i.e. endorsement of the New Programme Planning and Approval Form) should **not** be given until 'approval in principle' from the Vice Chancellor's Group (VCG) has been received.

It is suggested that the Programme Board Chair discusses any proposal involving a prospective new partner with the Dean/Faculty Executive as soon as possible, to obtain Faculty support, before working with faculty senior management, DAQ and SPS, to put together the necessary information for presentation to the VCG.

Dean/Faculty Executive support

Whilst faculties differ in the detail, there are processes in place for considering new developments at an early stage, in order to ensure their fit with the Faculty's strategic plan. In some faculties, overseas proposals may also be considered by a *Faculty International Committee*. Any proposal involving a prospective new partner will need to have the support of the Dean/Faculty Executive.

If approved by the Faculty for formal consideration, the Dean or Head of Studies will be responsible for preparing a Faculty statement of support (a proforma for which is available from DAQ). For **all proposals** involving a prospective new collaborative partner, the Dean or Head of Studies is responsible for submitting this statement to the Department of Academic Quality for submission to the Vice Chancellor's Group (VCG) along with other key documents (see below – Stage 4). For proposals involving prospective **new overseas** partners, the Dean must first present the statement to the University's International Strategic Development Committee (ISDC).

University 'Approval in principle to collaborate'

All proposals involving the establishment of a new collaborative partnership, whether in the UK or Overseas, **must** be submitted to the Vice Chancellor's Group (VCG) for 'approval in principle to collaborate' **before** programme proposals can be considered by the University's Academic Planning Committee.

International Strategic Development Committee (overseas proposals only)

Overseas initiatives, having gained Faculty Executive support, must be considered by the International Strategic Development Committee (ISDC) to assess their fit with the University's International Strategy **before** submission to the VCG. This is to ensure that the proposals are in line with the University's overall strategy for international collaboration and that they are focused on areas already approved for development.

The faculty(ies) will need to submit the *Faculty Statement of Support* form to the ISDC. Most of the information provided in this document will already have been compiled for submission to the Faculty Executive. This includes:
- Name of prospective collaborative partner and its location
- Legal standing (HEI / private company, etc)
- Rationale including strategic fit, benefits and risk to DMU)
- Business plan

Vice Chancellor's Group (ALL proposals involving new partnerships in the UK or Overseas)

This is the first stage in gaining formal partnership approval. DAQ will co-ordinate this activity, working closely with the faculty, SPS, EP and the Department of Legal Affairs. A New Collaborative Partner Approval submission will be prepared by DAQ, for presentation to the VCG by the Dean/Head of Studies. This will comprise:

- Faculty statement of support with business plan, submitted to DAQ by the Dean on the template provided (available from DAQ intranet site). This includes rationale, strategic fit, benefits to DMU, etc.
- Costings information, prepared by SPS in conjunction with the development team
- DAQ summary of findings of due diligence checks and risk assessment, with overall recommendation regarding approval of proposed new partnership

In addition, for **overseas proposals**, the submission will include:

- The relevant ISDC minute extract confirming fit with the University's International Strategy
- Supporting information, such as the country's policy on higher education and its political, legal, economic and social climate (such as is available from the British Council) provided by the Marketing Department.

DAQ will undertake due diligence checks on the prospective partner, based on documentation gathered from a range of sources and through consultation with the Department of Legal Affairs. This will include statements from former/present associates (in accordance with precepts A8 and A9 of Section 2 of the QAA Code of Practice for Collaborative Provision). The findings of these checks will be presented in a summary statement and will identify key matters for consideration at a partner approval visit.

It should be noted that this stage of the approval process must be completed even where the University has previous research or exchange links with the institution.

Once VCG has given 'approval in principle to collaborate', you can then initiate the University's programme planning and approval process. Please refer to the CPO Guide to Programme Planning and the DAQ Guide to Validations.

Drawing up and agreement of Collaborative Contract

Alongside preparation of the partner and programme approval documentation for the approval event, an appropriate *Collaborative Contract* needs to be drawn up. This will be prepared by the Department of Legal Affairs, and you should therefore consult the Director of Legal Affairs at an early stage. For UK proposals, this process will be facilitated by EP.

It is important that time is allowed for consideration of the *Collaborative Contract* by the prospective collaborative partner **in advance** of the collaborative partner approval event, so that the contract can be signed as soon as possible after approval is given.

Collaborative Partner Approval exercise

All prospective collaborative partnerships will be subject to a partner approval exercise, prior to, or alongside, programme approval. Occasionally, prospective collaborative partners may propose delivery of a range of programmes, possibly across two or more faculties. In this case, it may be advisable to conduct a partner approval visit in advance of the validation of programmes for delivery. In all cases, the collaborative partnership approval exercise will take place in two stages.

Pre-meeting - held at DMU

This will usually be held 3-4 weeks before the approval visit to the prospective collaborative partner, when the panel will meet senior staff from the faculty(ies) involved to discuss the institutional and management aspects of the collaboration and any issues arising from the

documentation. The panel may request further information or clarification in advance of the approval visit and will seek assurance from EP that the *Collaborative Contract* has been drawn up and agreed in principle with the prospective collaborative partner.

In the case of overseas proposals, the panel may also be briefed by Faculty experts or the International Office with regard to the cultural, social and political climate of the country to be visited.

Approval Visit

In the majority of cases, this visit will take place alongside validation of one or more programmes of study. Meetings will take place with senior staff to discuss institutional issues, such as the strategic fit, overall management and resourcing of the proposal, and with the course team to discuss the operational aspects of the collaboration and tour resources. The panel will consider whether the programme(s) proposed can be delivered to a standard at least equivalent to the learning experience at DMU. If there are identified shortfalls in provision these may be addressed in conditions of approval.

Approval Panel

A panel will be appointed by the University as follows:
- Chair (PVC/Dean/Head of Central University Department)
- AQSC Representative
- External advisor*
- DAQ Servicing Officer
- Library Services representative (attends pre-meeting but not always required for approval visit)

Other panel members may be co-opted.

*The role of the external advisor should include consideration of the collaborative arrangements as a whole and he/she should have knowledge and experience of collaborative activities in their own institution. However, as most new partnerships will involve validation of single programmes, it will also be necessary for the external advisor to have expertise in the subject area of the programme proposed. External advisors are subject to approval by an AQSC sub-committee and, in order to meet the criteria for selection, need one or more of the following credentials:
- Experience as a QAA reviewer or auditor
- Experience as an external examiner at another HEI
- Participation in professional body accreditation activity as a panel member
- Contribution to the debate about subject quality at a national level, for example through subject associations
- Distinction by way of scholarship and research within the subject
- Experience of collaborative partnership approval and programme validation at their own or another HEI

Documentation

The Faculty will be responsible for co-ordinating the preparation of documentation for programme validation, in accordance with the guidelines detailed in DAQ Guide 8: Validations. Sufficient hard copies of the documentation need to be submitted to DAQ for circulation to the panel **at least eight weeks** before the date of the approval visit (a deadline will be fixed in consultation with DAQ). The documentation should also be submitted electronically.

For the partner approval element of the visit, DAQ will provide the following documentation:
- New Collaborative Partner Approval submission presented to VCG
- Relevant VCG minute extract confirming approval in principle to collaborate
- Information submitted by the partner for the due diligence checks, including as a minimum:

- o Legal standing and governmental authority to deliver UK programmes at the level proposed
- o Strategic plan
- o Partner's size and portfolio, including student and staff populations, geographical spread, etc
- o Learning and teaching policy

Outcome

In summing up, the panel will make one of the following recommendations to the University's Academic Quality and Standards Committee (AQSC):
- Approval of the application with/without conditions and/or recommendations*
- Rejection of the application

*Conditions are mandatory requirements that must be satisfactorily addressed before the *Collaborative Contract* can be signed or delivery of any programme can commence (or continue in operation after a specified date). Issues that have not been discussed during the day will not be included as conditions unless the panel discusses them with the prospective collaborative partner's representatives before reporting back. Otherwise, the visiting panel will not expect to engage in further dialogue at this stage.

*Recommendations are not mandatory but should be addressed by the newly approved collaborative partner and the Programme Board(s) in developing the collaborative relationship, and they will be revisited as part of subsequent review.

Subject to the fulfillment of any conditions, the panel will normally recommend entering into a *Collaborative Contract* for an initial period of three years. DAQ will monitor progress made on conditions and recommendations made at the review and seek reports of action taken to address these issues. **A six-month follow-up** exercise, which may involve a visit to the collaborative partner by representatives of the review panel and Educational Partnerships, will result in a report to AQSC on progress made.

Section 2: Monitoring collaborative provision

The University has identified a set of minimum QA requirements it expects of its faculties and collaborative partners and these are identified in the chart at the end of this section entitled *Annual Calendar of Quality Monitoring activities for Faculty-based Collaborative Provision at DMU*. The key activities listed in the calendar are described in greater detail below.

Annual programme monitoring

Programme evaluation at DMU is carried out through an annual Programme Enhancement Plan (PEP), whereby *Areas of Focus* are identified through analysis of the key inputs into programme evaluation – the views of students, external examiners and employers and the analysis of performance data and self evaluation by module and programme teams. The PEPs are submitted to Programme Boards and FACS for approval and monitoring and all associated actions arising from the PEPs are recorded in the Programme Board minutes.

For collaborative provision a slightly different approach has been adopted. Each programme team at a collaborative partner must complete an annual report, for submission to the DMU programme leader in September each year. This report will comment on data, student and external examiners feedback, and resources. It will include information about strengths of the provision and good practice, as well as any weaknesses and how they are being/to be addressed. The reports will provide an easily accessible and consistent source of information and evaluation for use by the DMU programme leaders and Programme Boards.

Collaborative partners will use either the DMU report proforma, or a partner-devised report template for completion of their report. If a partner wishes to use their own template, this must first be approved by DAQ prior to use. These reports then feed directly into the PEP, produced by the DMU Programme Leader, before consideration by the Programme Board. The latest version of the DMU report proforma can be obtained from DAQ.

In some instances, the programme team at the collaborative partner may be required to prepare a PEP in place of the annual programme report. The three possible scenarios for all collaborative provision are given below:
- If a programme runs at DMU and a collaborative partner, each collaborative partner will complete a report, to be submitted to the DMU programme leader, who will then complete a single PEP for all the programmes.
- If a programme does not run at DMU but at one collaborative partner, (single site delivery), then the programme co-ordinator will need to complete a report and a PEP.
- If a programme does not run at DMU but at several collaborative partners (multi site delivery), a report for each centre will need to be completed and then the DMU programme leader will need to complete a single PEP, in consultation with and on behalf of all the sites.

Staff lists, CVs and proposed curriculum

On an annual basis, collaborative partners are required to submit a complete list of the intended modules for the next academic year with the names and CVs of staff teaching on each module, on a programme-by-programme basis. In January, DAQ will write to the key quality contacts at all collaborative partners, requesting the electronic submission of staffing lists and the CVs of *all* staff involved in the delivery of DMU provision for each of the modules to be delivered in the following academic session. The deadline for submission of all the required information will be confirmed by DAQ by will be typically end February.

As the proposed modules, staff lists and CVs are received in DAQ, they will be forwarded to the relevant Programme Board chairs for approval. The Programme Board chairs will be asked to confirm by a specified date in mid-March that the staffing team is of the appropriate calibre and make-up to deliver the programme. This confirmation will be relayed by DAQ to the collaborative partner. DAQ will work with faculties and collaborative partners should any queries or matters of

concern be identified, in particular, where the profile of the teaching team or the proposed curriculum is at variance to that approved at validation.

If the required information is not received by DAQ by the deadline set, the Pro-Vice Chancellor (Academic Quality) will be alerted and will write to collaborative partners accordingly. Should there be any outstanding curriculum lists, staff lists and CVs, or unresolved concerns, by the ultimate deadline (set in advance but normally end March), recruitment to the programme(s) concerned will be automatically suspended and action will be initiated to address the delivery of the programme for any continuing students.

Outside this annual exercise, collaborative partners are required to submit for approval the names and CVs of staff new to the teaching teams of any DMU programmes, prior to the involvement of the member of staff in delivery. As with the annual exercise, this information must be submitted to DAQ for transmission to the relevant Programme Board chair(s).

Student Feedback Arrangements

At **module level**, the collaborative partner institution's own procedures for collecting and responding to student feedback at module level should be used for DMU students. Where the provision is multi-site a common module level survey can be administered across the programme locations, with prior agreement by the Programme Board.

At **programme** level, on annual basis, and normally in the spring term, a faculty representative for each programme will visit the partner to meet with students. A standard report template, which can be obtained from DAQ, is used to structure the meeting, reflecting questions in the DMU programme level survey. The report is then submitted to DAQ, the Programme Board Chair and the partner institution HE Co-ordinator within 10 working days of the meeting.

Programme co-ordinators are required to comment on student feedback in the annual monitoring report, including NSS results where applicable, and any related action points. This report is then considered at the Programme Board. Following a meeting of the Programme Board where student feedback is considered, the partner institution will receive feedback of the discussions from DMU via the servicing officer of the board. The Programme Board Chair is responsible for ensuring that all relevant programme issues are addressed in a timely way and that the college HE Co-ordinator is informed of actions.

The effectiveness of student feedback procedures will be considered during collaborative review. Exceptionally feedback of a very negative or serious nature may be taken into consideration alongside other factors to trigger a special investigation by the University into quality and standards.

Approval of new programmes for delivery by collaborative partners

Proposals for new programmes should be discussed at an early stage with EP and DAQ, who will provide guidance in accordance with the following:
- *Curriculum Planning Office: Guide to Programme Planning*
- *Curriculum Planning Office: Guide to the University Certificate of Professional Development (UCPD) Scheme*
- *DAQ Guide 8: A Guide to Validations*

New programmes validated will be approved for continuous delivery, subject to fulfillment of any conditions set and successful review at collaborative review.

Approval of a Change of Site/Campus of Delivery

Should a collaborative partner wish to change the site/campus of delivery of an approved programme, a team from the University will need to visit the new site before the move, to ensure

that the new facilities are suitable. In February each year, DAQ will request notification of any proposed changes to the location of delivery for the next academic session. Outside of this timescale the collaborative partner should notify DAQ of the move as far in advance as possible (for UK programmes - **minimum 2 months – or 1st June for September start**; for overseas programmes – **minimum 6 months**), in order that a visit can be arranged.

The visiting team will normally consist of a subject specialist and a representative from DAQ.

Approval to increase validated numbers

DAQ will circulate the validated student numbers on all programmes to partners in February each year, requesting notification of any proposed changes for the next academic session. A collaborative partner wishing to increase the validated student numbers (as distinct from funded numbers) on an approved programme must then submit a formal request to the University, via DAQ by the deadline given. This request will be forwarded by DAQ to the relevant Programme Board. The request should be supported by a rationale for the increase, as well as written evidence of the availability of resources to support the increased student numbers.

The outcome of consideration by the Programme Board will normally be one of the following:
- Approval of the increase in the validated number, as requested;
- Request to visit the collaborative partner, to establish that the resources are in place to support the additional numbers;
- *Exceptionally*, rejection of the request.

If the request is approved outright, the Programme Board chair will provide written confirmation of this to DAQ, clarifying the new validated number, and this will be communicated by DAQ to the collaborative partner.

If a visit to the collaborative partner is required, the Programme Board chair will report back to DAQ **in writing**, in order that a visit can be arranged. The visiting team will normally consist of a subject specialist from the faculty and a representative of DAQ. If the request is for a significant increase to the validated number, a more formal visit/validation may be deemed necessary.

Should a partner wish to request an increase to validated numbers outside of the timeframe outlined above, a request should be submitted at least **two months** before recruitment is anticipated (by 1st June for September recruitment).

Programme Intake Suspension and Programme Closure Procedure

Advice on the 'Programme Suspension and Closure Procedure' is available from the Curriculum Planning Office and from EP, who should be notified immediately in the following circumstances:

- Should a collaborative partner wish to suspend intake temporarily, or close a validated programme
- Before a Faculty takes steps to suspend intake or close a collaborative programme

Annual Calendar of Quality Monitoring activities for Faculty-based Collaborative Provision at DMU

This calendar is for use by Programme Co-ordinators, HE Co-ordinators and Heads of Quality at DMU Collaborative Partners, as well as DMU colleagues in Faculties, the Department of Academic Quality and Educational Partnerships. The calendar provides an overview of the key quality monitoring activities that must be undertaken each year, with details of who is responsible for which aspects of each of these activities.

Key to activities:

CV	Submission of Staff lists and CVs	CURRIC	Proposed changes to modules to be delivered
DATA	Data on student entry, progression, retention and classification (MIS)	EXEX	External Examiner reports
FORUM	HE Forum meetings	HDBK	Student/programme handbook
MONIT	Annual programme monitoring	PRG BD	DMU Programme Board meetings (dates and actions)
PSRB	Professional, Statutory and Regulatory Body activity	STATUS	Proposed changes to validated status of programmes
STUD	Student feedback meetings		

	June	July	August	September	October (cont. on page 15)
Partner Programme Co-ordinator	Initiate process of reflection, and draft annual programme monitoring report (MONIT)	Continue to reflect on previous year and identify areas for inclusion in the programme monitoring report (MONIT)	Engage in process of consultation with DMU programme leader regarding the draft annual programme monitoring report (MONIT)		
		Prepare draft of student handbook and submit to HE Co-ordinator (HDBK)	Submit annual programme monitoring report to Partner Head of Quality (MONIT)		
Partner HE Co-ordinator			Submit draft student handbooks to DAQ (HDBK)	Notify EP of dates to avoid in spring for Faculty visits to meet students (STUD)	Submit HE Forum calendar of meetings to EP (FORUM)
Partner Head of Quality			Forward DAQ's request for annual programme monitoring reports to Programme Co-ordinators (MONIT)	Submit to DAQ the annual programme monitoring reports, signed by the Principal, by stated deadline (MONIT)	
			Circulate external examiner reports to Partner Programme Co-ordinators, as received (EXEX)		
Nominated Data Contact at Partner		Circulate data to Partner staff, as appropriate (DATA)			Circulate data to Partner staff (DATA)
DMU Programme Leader	Email student handbook template to Partner programme co-ordinator (where a template exists) (HDBK)		Engage in process of consultation with Partner programme co-ordinator regarding the draft annual programme monitoring report (MONIT)	Consider the annual programme monitoring reports, feed issues into the PEP, as appropriate, and submit to the programme board (MONIT)	Submit calendar of student feedback meetings to EP (STUD) Ensure DMU Programme Board considers and approves PEPs and annual programme monitoring reports (MONIT)

	June	July	August	September	October (cont. on page 15)
DMU Programme Board Chair			Communicate approval/comments on draft student handbooks to DAQ (HDBK)		
Faculty Manager			Submit calendar of meetings to EP (PRG BD)		Ensure Programme Board servicing officer emails Programme Board minutes and identified actions to relevant Partner contacts and EP (PRG BD)
Department of Academic Quality	Circulate request to HE Co-ordinators for submission of draft student handbooks (HDBK)	In conjunction with EP, ensure nominated contact points at Partners are notified of MIS download, or receive MIS data electronically (DATA)	Circulate request for submission of annual programme monitoring reports to DAQ (MONIT)	Circulate annual programme monitoring reports to DMU programme leaders, as received (MONIT)	Notify Partner Heads of Quality of any known PSRB activity (PSRB)
		Send external examiner reports to Partner Principal and Head of Quality, as received (EXEX)	Circulate draft student handbooks to DMU Programme Board chairs, for approval (HDBK)		In conjunction with EP, ensure nominated Partner contact points are notified of MIS download, or receive MIS data electronically (DATA)
			Communicate Programme Board approval/ comments on student handbook to HE Co-ordinators (HDBK)		
Educational Partnerships			Circulate request to Partner HE Co-ordinators for dates to avoid in the Spring for Faculty visits to meet students (STUD)	Pass dates to avoid for student meetings to Faculties (STUD)	Circulate student feedback meetings calendar to AC HE Co-ordinator (STUD)
			Circulate request for calendar of Programme Board meetings to Faculty Managers (PRG BD) Request dates of meetings from collaborative partners from HE Co-ordinators (FORUM)	Circulate DMU Programme Board dates to HE Co-ordinators and Partner Programme Co-ordinators (PRG BD) Circulate HE Forum meeting dates to faculties, DSU and other departments as appropriate (FORUM)	Circulate calendar of student feedback meetings to partner HE Co-ordinators (STUD)

	December	January	February	March	April
Partner Programme Co-ordinator			Provide details of modules to be delivered, associated staff list and CVs to Partner Head of Quality (CURRIC/CV)		
Partner HE Co-ordinator			Circulate curriculum data to Partner Programme Co-ordinators, for module selection (CURRIC)	Submit to DAQ details of any proposed changes to validated status of provision (STATUS)	
Partner Head of Quality				Submit to DAQ module details, staff lists and CVs, by stated deadline (CURRIC/CV)	
Nominated Data Contact at Partner		Circulate data to Partner staff (DATA)			
DMU Programme Leader				Visit Partners to hold annual feedback meetings with students (STUD)	Submit reports of student feedback meetings to DAQ (STUD)
DMU Programme Board Chair					Confirm to DAQ approval (or otherwise) of modules and staffing (CURRIC/CV)
Faculty Manager			Ensure Programme Board servicing officer emails minutes and identified actions to relevant Partner contacts and EP (PRG BD)		
Department of Academic Quality		In conjunction with EP, ensure nominated contact points at Partners are notified of MIS download, or receive MIS data electronically (DATA)	Circulate validated details of all programmes to HE Co-ordinators, with request for notification of any proposed changes to location of delivery and/or validated numbers (STATUS)	Circulate details of modules to be delivered and associated staff lists and CVs to DMU Programme Board chairs, for approval (CURRIC/CV)	Submit DMU Programme Leader student feedback reports to DMU Programme Board Chair and HE Co-ordinator (STUD)
			Issue request to Partner Heads of Quality for submission of details of modules to be delivered and staff lists and CVs for following academic year (CURRIC/CV)	Circulate Partner requests for changes to validated status of programmes to relevant DMU programme Board chairs, for approval (STATUS)	Co-ordinate location/resource visits, to approved requested status changes (STATUS)
Educational Partnerships	Confirm to Partner HE Co-ordinator DMU reps to attend all HE forum meetings (FORUM)		Issue curriculum data to HE Co-ordinators (CURRIC)		

Ongoing activities

Timing	Area of activity	Task
As soon as known	Changes to Staffing Profile	The HE Co-ordinator to submit the names and CVs of staff new to the teaching teams of any DMU programmes to DAQ for approval prior to the involvement of the member of staff in delivery. DAQ to circulate Collaborative Partner submissions to relevant Programme Boards for approval
As soon as received	External Examiner reports	DAQ to circulate to Collaborative Partner Principal (or equivalent), HE Co-ordinator and Head of Quality. Head of Quality to circulate reports to programme teams
As soon as written	Circulation of Programme Board minutes	Programme Board servicing officer to email minutes/identified actions to relevant Collaborative Partner contacts and EP

Section 3: Review of collaborative partnerships and programmes

Initial approval of a new collaborative partnership is for 3 years. Following the first review, further reviews will take place at 5-yearly intervals, reconfirming approval of partnership and programmes.

Rationale and scope

It is standard practice for the University to undertake regular reviews of all collaborative programmes, both in the UK and overseas. These reviews are conducted to ensure the continued satisfactory operation of collaborative arrangements and to identify and address major issues that may have arisen since the initial approval/validation events, or the previous collaborative review visit. Review will include all programmes delivered through the collaborative partnership.

The nature of the collaborative arrangements will influence the extent and focus of the review process, but the areas examined are likely to cover the following:

Institutional issues

- Strategic issues that may have an impact on the collaboration – including marketing, and student recruitment, retention and progression, as well as new developments
- Status of validated programme(s), including notification of possible suspension or closure of programmes (e.g. those that have not recruited for two successive academic sessions) and discussion of arrangements for continuing students
- Continuing commitment to the *Collaborative Contract* – including the fulfillment of conditions and responsiveness to recommendations determined during the initial approval/validation process, as part of a previous collaborative review or as part of any intervening validations
- Relationship between the University and the collaborative partner – at both corporate and operational levels
- Management of the provision – including student administration (processes for admission, induction, etc)
- Operation of quality assurance systems for monitoring provision - at institutional and programme level
- Staff development opportunities to support delivery
- Student guidance and support
- Learning resources to support provision
- Student experience
- Identification of good practice and areas for improvement

Operational issues at programme level

- Recruitment, retention and progression figures for each programme
- Resources available, with library lists for each programme
- Student feedback on each programme

The review is intended to be a two-way process, offering both the University and the collaborative partner an opportunity to discuss the operation of its collaborative provision and to provide feedback on areas that may require further attention. The emphasis of the review is on self-critical evaluation leading to the overall enhancement of the quality of provision, and on dialogue between all those involved. In the context of quality enhancement, it is important that examples of good practice are identified and, where appropriate, disseminated to colleagues.

Timing and organisation

Following initial approval, review of the collaborative partnership at both organisational and operational/programme level will take place after **three years** of operation. If the outcome of the first collaborative review held three years after the initial collaborative partner approval is an expression of confidence in both the partnership and the provision delivered, further reviews may take place at longer intervals of up to **five years**, subject to continuing expressions of confidence and evidence from standard annual monitoring that both partnership and programmes(s) remain satisfactory.

If the outcome of the first, or any subsequent review indicates any cause for concern, if there are significant changes in the collaborative partner link, issues that need addressing at operational level, or a request from the collaborative partner, a shorter interval may be recommended between this and the following review.

All reviews will be subject to a **6-month follow up** exercise, which may involve a visit by panel representatives, accompanied by EP, to ascertain progress made on any conditions and recommendations set at review. In the case of overseas partners, the six-month follow-up is likely in most instances to be a paper-based exercise.

Notification of review

A list of scheduled reviews for the forthcoming academic year will be made available to AQSC by DAQ at the beginning of the session. DAQ will liaise with collaborative partners due for review early in the relevant academic year, to arrange dates and offer briefing meetings. DAQ will also notify central departments and the relevant faculties of those collaborative partners due for review during the session and set deadlines for the submission of documentation.

Panel

The review panel will be appointed by the University as follows:
- Chair (PVC/Dean/Head of Central University Department)
- AQSC Representative
- External advisor
- DAQ Servicing Officer
- Library representative (attends pre-meeting but may not be required for review visit)

Other panel members may be co-opted if required.

As with the initial approval process, the role of the external advisor should be to consider the collaborative partnership as a whole. For collaborative arrangements involving **single** programmes or where the provision delivered is concentrated in one subject area, it is advisable for the external advisor to have some expertise in that subject area, but s/he should also have knowledge and experience of collaborative activities in their own institution. External advisors are subject to approval by an AQSC sub-committee and, in order to meet the criteria for selection, need one or more of the following credentials:
- Experience as a QAA reviewer or auditor
- Experience as an external examiner at another HEI
- Participation in professional body accreditation activity as a panel member
- Contribution to the debate about subject quality at a national level, for example through subject associations
- Distinction by way of scholarship and research within the subject
- Experience of collaborative partnership approval and programme validation at their own or another HEI

Documentation

A Critical Appraisal Report (CAR) is required from each of the following:

- Collaborative partner (supported by copies of annual programme reports/PEPs and publicity material)
- Faculties responsible for provision – compiled by each Faculty Collaborative Co-ordinator, with input from DMU Programme Leaders
- Academic Registry (for overseas provision)
- Educational Partnerships Division (for UK provision)
- Library Services
- DMU Marketing
- Student Services
- Department of Academic Quality

All documentation will need to be submitted to DAQ, in hard copy for circulation to the panel and in electronic copy for circulation to collaborative partner, faculties and central departments, by the deadline given, which is usually **8 weeks in advance** of the date set for the review visit.

Preparation by the Collaborative Partner

The main responsibility of the collaborative partner is to produce a critical appraisal report (CAR) is by the given deadline. This document is the key element in the collaborative review process. Collaborative partners are expected to provide a concise and focussed self-critical appraisal of their provision, including good practice, which covers both generic and programme-specific issues.

The generic issues on which the collaborative partner should report are as follows:
- Comment on conditions and recommendations made at the previous Collaborative Review
- Strategic developments and improvement plans – addressed as a SWOT analysis – to include the management of the collaborative partnership and compliance with quality assurance requirements
- Management of HE provision - roles and responsibilities of key staff in the collaborative context
- Communication/relationship with DMU – central departments, faculties, etc (meetings attended, issues addressed, etc)
- Marketing and promotion (activities, website information, details of publicity used)
- Quality assurance/improvement mechanisms
- Student administration (admission, enrolment, examinations, etc)
- Staffing and staff development
- Learning resources (a Learning Resources report proforma must be completed and can be obtained from DAQ)
- Student guidance and support (copies of student guidance leaflets pre and post-course, pastoral care, etc, to be provided)

The partner should also provide a report on each programme delivered (including good practice/issues outstanding/staffing) using the *Partner Programme Report Proforma* provided by DAQ. Further, the collaborative partner is required to submit a range of supporting documentation, including as a minimum PEPs and/or annual programme monitoring reports, and marketing and publicity material.

For collaborative partnerships involving **single** programmes, a separate report proforma has been prepared and this can be obtained from DAQ.

Support through the process is available from both EP and DAQ and briefing meetings can be arranged. All report proformas are available on the DAQ intranet site.

Preparation by Faculties

At the operational level, provision is managed by the DMU Programme Leader, who carries the main responsibility for ensuring the quality of provision on a day-to-day basis, with the responsibility for monitoring the successful operation of quality assurance systems resting with the Programme Board. However, the FCC also has an important role to play in the review of provision as he/she is independent of the individual programmes and can provide an overview of faculty processes for monitoring the quality of provision, especially where this includes a range of programmes.

For UK partners delivering a number of programmes, the FCC should arrange to visit the collaborative partner approximately **one month before the deadline for submission of the reports,** with a representative from EP. There should be a tour of facilities and meetings as follows:
- With the HE Co-ordinator and/or Quality Manager to discuss generic issues
- With the programme teams for each programme delivered collaboratively with that faculty
- With students from each of the programmes delivered by the collaborative partner (using an example questionnaire provided by DAQ to guide the discussion)

Details of this visit should form part of the faculty report which is submitted to DAQ for circulation to the review panel with documentation from the collaborative partner and central departments. A proforma for the Faculty Report will be provided by DAQ. A report is required on each programme delivered, which may draw on:
- Minutes of HE Forum meetings
- EP monthly reports
- Relevant Programme leader reports
- Relevant PEPs

In order to bring programme re-approval into line with collaborative partner re-approval, **all** programmes should be included, and if validation has taken place within the last 12 months, the report should also confirm the fulfillment of conditions set at validation and consideration of any recommendations, and provide information about recruitment.

Preparation by central departments

The key central departments involved in the management of collaborative provision are also required to submit a report, covering the areas set out below.

Library
- HE spend and library provision against module lists for validated programmes
- Communication - report on meetings held, areas of good practice, issues outstanding
- Staff training sessions held
- Induction processes
- Access to and use of DMU resources

Educational Partnerships (incorporating Registry issues)
- Strategic direction of partnership, plans for developing provision, etc
- Communication - log of visits/meetings - issues raised in monthly reports
- Student experience, including interaction with De Montfort Student Union (DSU)

- Participation in staff development coordinated by EP
- Student administration – effectiveness of communication, evaluation and report of any issues outstanding

Marketing
- Strategy, including portfolio development
- Communication - involvement, meetings, etc.
- Annual plan
- Marketing and recruitment – effectiveness, events held, etc
- Areas of good practice/issues outstanding (including any recommendations for enhancement)

Student Services
- Communication - details of nature of involvement with college, areas of good practice and any issues outstanding
- Student support and welfare

Department of Academic Quality briefing materials

In addition to the reports detailed above, DAQ will provide the review panel with a range of briefing materials, including but not limited to:
- Last Collaborative Review and follow-up reports
- Reports of any validations that have taken place since the last collaborative review
- A commentary on action taken in relation to any conditions, RTCs and/or recommendations identified at the collaborative review and subsequent validations
- External examiners' reports
- List of all provision validated for delivery at collaborative partner and its status
- Any other relevant documents, e.g. periodic review reports, etc

Pre-meeting of the review panel

For all collaborative review events, a pre-meeting will take place at the University to enable the panel to discuss issues arising from the documentation in advance of the review and request any further information or clarification that might be helpful on the day. This will involve meetings with representatives from central departments and faculties as appropriate. The following may also be covered:
- For overseas visits, the panel will also receive a full briefing on the customs and social and political climate of the country to be visited.
- Where the main business of the collaborative review is re-approval of one or more existing programmes, a pre-meeting offers the opportunity to check that there are no institutional issues that need addressing before programmes can be re-approved and the contract renewed.

An example programme for the pre-meeting is set out overleaf.

9:30 – 10:15	Private meeting of the panel (Review of documentation and identification of key issues and preparation for the first meeting with Faculty representatives)
10:15 – 11:15	Meeting with representatives from the Faculty(ies) with provision at the collaborative partner
11:15 – 11:45	Coffee / Private meeting of the panel
11:45 – 12.30	Meeting with representatives from central departments as appropriate, e.g. Marketing, EP/Registry, Student Services (for overseas visits a briefing on customs/social political climate in the country to be visited should be included here)
12:30 – 13.00	Private meeting of the panel to summarise issues to be carried forward for the review visit

Review visit

The review visit will include a tour of facilities and meetings with:
- Senior staff, to discuss strategic and management issues
- Academic staff, to discuss operational issues relating to particular programmes
- Students (representatives from those studying on current DMU programmes)

In the case of a programme delivered in collaboration with a partner who delivers only a fraction of the particular programme, or a programme delivered jointly with another HEI, it may be deemed more appropriate to hold the collaborative review event at the University. This will be discussed with DAQ.

Example of a collaborative review visit programme

9.30 – 10.00	Arrival / Coffee
10.00 – 11.00	Private meeting of the panel
11.00 – 12.00	Meeting with senior staff (e.g. Principal, Assistant Principal, Head of Library, Head of IT, HE co-ordinator, Head of Quality) to discuss institutional issues, such as the strategic fit, overall management and resourcing of the proposal, and progress of agreement of the *Collaborative Contract.*
12.00 – 13.00	Tour of facilities – including library, student support and guidance and administrative facilities, as well as subject specific resources
13.00 -14.00	Working lunch with student representatives from all DMU courses delivered by the Collaborative Partner
14.00 - 15.30	Meeting with Programme Co-ordinators and/or staff teaching on DMU programmes to discuss operational issues
15.30 – 16.30	Private meeting of the panel*
16.30	Feedback to senior staff

If necessary the panel may request a further meeting with senior staff and course leaders following this meeting. In this case, the feedback session will be delayed.

Outcomes of collaborative review

At the end of the review the Chair will give feedback from the process which will include:
- the recommendations that the review panel will make to the Vice-Chancellor and AQSC concerning the operation of the collaborative contract
- any conditions or recommendations to AQSC concerning the continued operation of the collaborative partnership (with deadlines for action)
- a concise summary of the key findings of the day

As a result of issues raised in preparation for review, during the review itself, or for other reasons, it may be recommended that a full re-validation of a particular programme takes place. In this case the process set out in the DAQ Guide to Validations will apply.

Re-approval of collaborative programmes will be subject to both collaborative partner re-approval and satisfactory programme review.

Successful collaborative review will result in renewal of the *Collaborative Contract,* updated as necessary, and with a list of programmes currently validated for delivery, for a period of up to five years.

The outcomes of the review will be fully documented in a report, which will be submitted to AQSC (acting on behalf of Academic Board) for endorsement and forwarded to the Principal/Director of the collaborative partner. The Department of Academic Quality (DAQ), in conjunction with the Chair of the panel, will prepare a summary of those items which require further action and will ensure that these items are drawn to the attention of the collaborative partner and the appropriate committee, officer or department of the University for action.

Six-month follow-up to review

DAQ will monitor progress made on conditions and recommendations set at the review and seek reports of action taken to address these issues. A six-month follow-up exercise, which may involve a visit to the collaborative partner by representatives of the review panel and EP, will be followed by a report to AQSC on progress made. In the case of overseas partners, the six-month follow-up is likely in most instances to be a paper-based exercise.

Failure to meet the conditions within the time stated may lead to a recommendation to Academic Board that the collaborative arrangements, as outlined in the *Collaborative Contract,* be terminated.

Section 4: Roles and responsibilities in the management of collaborative provision

Faculty Committees with responsibility for collaborative provision planning and quality assurance

Faculty Academic Planning Committee (FAPC)

The FAPC assesses new proposals in terms of demand, available resources and strategic fit, prior to approving the proposal to go forward to validation. The FAPC meets in October/November and March/April and proposals approved by this committee go forward to the University's Academic Planning Committee.

1. Consider proposals for the introduction of new taught programmes of study to the Faculty's portfolio;
2. Consider requests to suspend intake to or withdraw taught programmes of study;
3. Consider new collaborative proposals including proposals for delivery of existing programmes by new partners
4. Formulate an academic development plan for each academic session, based upon the decisions made by the meeting, which may include the commissioning of further new proposals;
5. Recommend the decisions made at the FAPC to the University Academic Planning Committee for final ratification. This will include the presentation of an overview of the strategic drivers behind the FAPC's decisions.

Faculty Academic Committee (FAC)

FAC take responsibility for quality and standards at faculty level by,
1. Considering issues of academic direction, strategy and policy for the Faculty. Receiving and considering reports and recommendations on academic issues, policies and procedures from Academic Board and its standing committees. Making recommendations to these bodies and raising issues for debate.
2. Taking oversight of, monitoring and reviewing academic development and approval and curriculum modification processes under the University's devolved academic approval scheme (reporting directly to AQSC).
3. Monitoring and reviewing approved academic provision in accordance with University quality management processes (reporting directly to AQSC and the Higher Degrees Committee as appropriate). As a consequence of monitoring academic quality and standards the FAC shall promote improvements and initiate specific action to remedy identified shortcomings.
4. Taking oversight of the operation of the Faculty's academic provision delivered in collaborating institutions or at remote (including overseas) locations, reporting directly to AQSC.
5. Referring issues or recommendations which have Faculty strategic, resource, planning or management implications to the Faculty Executive. Considering issues referred to it by the Faculty Executive.
6. Commissioning work from its sub-committees, overseeing their work and considering reports and recommendations from them.
7. By means of its Programme Boards, Postgraduate Boards and its Research Committee, monitoring and reviewing the academic provision of the Faculty, determining student achievement and progression and making recommendations for granting University awards to students as appropriate.
8. Taking oversight of the student experience in the Faculty, for example by monitoring and reviewing the operation of personal tutor functions and student feedback arrangements.

Faculty Collaborative Provision Committee (FCPC)

This is a sub-committee of FAC and has a focus on monitoring the quality of collaborative provision. FCPC meet at least twice each session. The terms of reference may vary to reflect local faculty differences, but all share the same core remit as follows:

1. To make recommendations to the Faculty Academic Committee in respect of new proposals prior to validation.
2. To overview, monitor and evaluate programme operations delivered away from the Faculty locations through, for example, the programme journal, EP monitoring reports, student feedback, external examiner reports, HE forum minutes, and report on quality to Faculty Academic Committee.

Key quality processes – summary of responsibilities for the main tasks

Collaborative Partner Representative	Educational Partnerships Division (EP)	Department of Academic Quality (DAQ)	Faculty Collaborative Co-ordinator (FCC)	DMU Faculty Head of Quality (HoQ)
New partnerships and programme planning				
In addition the DMU Head of Studies ensures that procedures for new proposals, and programme closure, are followed and is responsible for the maintaining of the Faculty's definitive record of the taught curriculum; Curriculum Planning Office advises on planning processes and refers proposals to Academic Planning Committee (APC) and takes follow-up action to communicate APC decisions				
liaise with EP to record an intention to collaborate prepare partner approval documentation liaise with EP to record an intention to seek new programme approval, or to instigate closure, (this may be following informal discussion with a subject team and the Dean).	ensure effective communication of the intention to collaborate log proposals and transmit to relevant people at DMU assist DAQ with due diligence checks and risk assessment	advise on and manage the partner approval process circulate documentation to the panel, and prepare the approval report for AQSC manage process for approval of increase to validated numbers/change of site of delivery advise on preparation of partner approval documentation and the collaborative contract carry out due diligence checks and risk assessment	identify new collaborative developments in line with Faculty and University strategies liaise between faculty and partner contacts, EP and DAQ establish the appropriate partner contact and ensure they keep to schedule track, and report on, the developments of new proposals	co-ordinate circulation of documents to faculty and partner representatives ensure protocols for programme modification are adhered to
Programme validation				
prepare validation documents in liaison with Faculty (DMU Programme Leader, FCC and Head of Quality) ensure the College has	assist with communication between the partner and faculties with regards to the	manage the validation process schedule and service validation events circulate documentation	liaise between faculty and partner contacts, EP and DAQ establish the appropriate College contact and ensure they keep to schedule	provide guidance on new proposals, including the preparation of documentation advise the Dean on whether validation documentation is

Collaborative Partner Representative	Educational Partnerships Division (EP)	Department of Academic Quality (DAQ)	Faculty Collaborative Co-ordinator (FCC)	DMU Faculty Head of Quality (HoQ)
signed off any validation documents for which it is responsible – these should also be signed off by the Faculty Head of Quality before sending to DAQ for circulation	programme planning process	to panel members monitor progress on validation conditions in liaison with the Faculty and EP confirm with the Dean when all validation conditions are met and notify relevant parties prepare overview report on validation outcomes for the AQSC	track, and report on, the developments of new proposals	ready for circulation (all documentation must be signed off before submission to DAQ) ensure documentation is circulated to faculty and college team members monitor that validation conditions relating to the faculty are being addressed
Monitoring				
operate local programme boards and HE forums to ensure programme evaluation takes place ensure that the PEP/programme report is maintained for all provision collect student feedback on modules submit CVs to DAQ of all staff teaching on DMU programmes in March each year and throughout the year as new staff are appointed	undertake regular visits to partners and report on these monitor student experience provided assistance to faculties with the visits to partners to collect programme feedback	promote the use of monitoring processes for collaborative programmes, and provide training as appropriate evaluate PEPs and programme reports and report to AQSC co-ordinate the approval process of staffing and staff CVs, in liaison with partners and programme boards	liaise with the Faculty's Head of Quality to ensure quality assurance procedures are met annual visit to UK partners to meet with students and obtain student feedback on programmes, using standard report form, liaising with EP and programme representatives	maintain a watching brief on feedback from external examiner reports, student evaluations and the minutes of Programme Boards. monitor the operation of quality processes through reports from the Faculty Collaborative Provision Committee (FCPC) and ensure that quality assurance arrangements with collaborative partners are operating effectively promote and ensure effective implementation of the PEP/programme report

Collaborative Partner Representative	Educational Partnerships Division (EP)	Department of Academic Quality (DAQ)	Faculty Collaborative Co-ordinator (FCC)	DMU Faculty Head of Quality (HoQ)
Review of partnerships and programmes				
prepare Collaborative Review documents as appropriate and submit to DAQ by deadline agreed where programme revalidations are held, prepare documents as appropriate ensure the College has signed off any documents for which it is responsible address and monitor any conditions relating to the partner	participate in review briefing sessions for partners with DAQ provide report for circulation with collaborative review documentation participate in the six month institutional review follow-up activity provide support to faculties and partners in addressing conditions	manage the Collaborative Review process and circulate documents to panel members, faculties and central departments manage six month follow-up activity monitor the follow-up review activities, to ensure all issues raised are followed through at the appropriate level manage programme revalidation process, where required, including monitoring response to conditions, etc.	Co-ordinate production of Faculty's Critical Appraisal Report (CAR), using proforma provided by DAQ	co-ordinate Faculty responses to collaborative reviews monitor that any conditions relating to the faculty are being addressed

Glossary

AQSC	Academic Quality & Standards Committee
APC	Academic Planning Committee
APL	Accredited prior learning
CAR	Critical Appraisal Report
CPO	Curriculum Planning Office
CV	Curriculum Vitae
DAQ	Department of Academic Quality
DMU	De Montfort University
DSU	De Montfort Student Union
EEAG	External Examiners' Audit Group
EFL	English as a foreign language
EP	Educational Partnerships
FAC	Faculty Academic Committee
FAPC	Faculty Academic Planning Committee
FCC	Faculty Collaborative Co-ordinator
FCPC	Faculty Collaborative Provision Committee
FDL	Flexible and distributed learning (includes e-learning)
FE	Further Education
FTE	Full-time equivalent
HE	Higher Education
HEC	Higher Education Co-ordinator
HEI	Higher Education Institution
HoQ	Head of Quality (Faculty)
HR	Human Resources
ISAS	Information Services and Systems
ISDC	International Strategic Development Committee
IT	Information Technology
NSS	National Student Survey
OPAC	On-line public access catalogue (library resources list)
PB	Programme Board
PEP	Programme Enhancement Plan
PVC	Pro-Vice Chancellor
QA	Quality Assurance
QAA	Quality Assurance Agency
SPS	Strategic Planning Services
SWOT	Strengths, Weaknesses, Opportunities, Threats
UCAS	Universities and Colleges Admissions Service
VC	Vice-Chancellor
VCG	Vice-Chancellor's Group
VLE	Virtual Learning Environment