

Collaborative Academic Partnerships Annual Review & Reporting Procedure

Introduction

The Collaborative Academic Partnerships Service (CAPS) will undertake a holistic, rigorous, continuous monitoring and review of our Collaborative Academic Partnerships (CAPs) which will culminate in an annual report to the Partnership Committee.

The Partnership Committee will make decisions on the continuation of each CAP based on the information provided in this annual report.

This process will consider the partnerships at both strategic and operational levels, and will report on the financial, quality and operational aspects of the arrangements.

The continuous monitoring of courses delivered by CAPs is undertaken through a process led by the Quality Enhancement Service working with Schools and the outcomes of this course level monitoring will inform the overall appraisal of the partnership at an institutional level.

This continuous monitoring of CAPs will consist of the following:-

- Completion and maintenance of the CAP Risk Analysis and Development Plan (CAPRAD) for each partner
- An annual financial review of each partner (including student numbers)
- An annual CAP Review meeting (including strategic oversight of continuous course monitoring)

1. CAP Risk Analysis & Development Plan (Appendix 1)

1.1 The CAPRAD is the main oversight document which is used by the University to provide a summary of the current risks and opportunities with each of our CAPs.

1.2 The CAPRAD is completed and regularly updated by the CAP Manager for each of their CAPs. The document is internal to the University and is not shared directly with partners, although they will be aware of areas of concern and development opportunities.

1.3 The section in the CAPRAD relating to development activities should be completed and agreed with partners in the Summer for implementation in the next academic year.

1.3 The CAPRAD enables the University to understand and manage any risks and opportunities with each CAP. Our oversight through this process includes analysis of external, commercial, operational and academic risk and opportunities. It allows sensible consideration of risk and appropriate control mechanisms and mitigation to be applied.

1.4 Outcomes from the annual financial review, continuous course monitoring and the annual CAP Review meeting will be inputted into the CAPRAD.

1.5 A summary of the information held in the CAPRADs will form the basis of the annual CAPs report to the Partnership Committee.

2. Annual Financial Review (including student numbers)¹

2.1 Once a year, the CAPS will collect the updated company accounts and management accounts (where available) to allow the University Finance Team to undertake an appraisal of the current financial situation. A short report will be provided with an overall RAG rating for each partner.

2.2 The Finance team will provide a summary of income per partner per course for the last 3 years.

2.3 Within this financial report, the University Finance Team will also summarize the partners' payment behaviour over the last year and provide a RAG rating to assess future payment activity. Any concerns will be followed up by the CAP Manager, raising to the Director of CAP where necessary.

2.3 Corporate Information will provide a report by partner detailing the student numbers on courses for the last 3 years. This summary will enable the CAP Manager to discuss areas for concerns relating to small student numbers and how the University can support the partner to increase recruitment.

2.4 The outcomes of the financial review will be inputted into the CAPRAD for the partner summary and will be addressed immediately where necessary and/or discussed in the Annual Partnership Review meeting.

3. Collaborative Academic Partnership Annual Review Meeting²

3.1 Once a year there will be an Annual Review Meeting to allow open and honest discussion around the strategic and operational priorities for each partnership.

3.2 Prior to the meeting, both the partner and the University will complete a report similar to a Self-Evaluation Document, where each party will comment on the operations of the partnership over the last year. The CAP Manager will complete this for the University, drawing on evidence from the Academic Link Tutor reports, continuous course monitoring, the financial review and day to day working practices. The CAP Managers' counterpart at the partner will complete the partner report. These reports will be exchanged at least 2 weeks prior to the meeting.

3.3 The terms of reference, standard agenda and membership for this meeting is outlined in Appendix 2. Wherever possible this should be a face to face meeting with colleagues joining by SKYPE (or similar) where this isn't possible. The meetings can be conducted at the partner or at the University. Administrative support for the meeting i.e. note taking will be done by either the CAPS administrators or the partner administrators depending on the location of the meeting.

3.4 A Partnership Enhancement Action Plan (PEAP) should be produced following the meeting to address and follow up on any actions arising. Similar to continuous course monitoring, follow up of these actions will be done on a continuous basis with actions being completed and reviewed on an on-going basis rather than reviewing the activity at the next formal Partnership Review Meeting.

3.5 The CAP Manager will update the CAPRAD as appropriate following these meetings.

¹ CAPs who have been subjected to a 5 yearly Partnership Review Event in this year, will not be contacted again but will use the evidence from the Event to feed into the annual process.

² CAPs who have been subjected to a 5 yearly Partnership Review Event in this year, will not have a annual review meeting but will use the evidence from the Event to feed into the annual process.

4. Summary of Procedure

	Input from continuous course monitoring	CAP Review Meetings	Finance & Student numbers reports	Update CAPRADs
August				
September				
October				
November				
December				
January				
February				
March				
April				
May	Collaborative Academic Partnerships Report to Partnership Committee			
June				
July				

4.1 The above details the formal annual review and reporting process for Collaborative Academic Partnerships. It enables the University to take a holistic approach to the oversight and management of CAPs. The information gathered comes from a variety of processes and sources to ensure that resources are used in the most effective way and reported at an appropriate level.

4.2 The Partnership Committee is the most senior committee with oversight of CAPs and therefore has the capacity to make decisions on the continuation or termination of CAPs. The process for undertaking these decisions will be following the Committees annual appraisal of CAPs in May each year.

4.3 Terminations for serious quality or other concerns may be taken outwith this annual process and will be managed through the University Executive.

4.4 CAPs who have been subject to a 5 yearly Partnership Review event in year will have the information and conclusions for those events inputted into this annual process and the CAPRAD's will be updated and feed into the Annual report to the Partnership Committee.

Appendix 1 - Collaborative Academic Partner Risk Analysis and Development Plan					
	CONFIDENTIAL - Internal use only				
Partner Name:					
Collaborative Academic Partnership Manager:					
Status of Partner (current or teach out):					
School(s) involved:					
Type of CAP arrangement (eg Franchise/ Dual)					
Academic Year:					
STRATEGIC RISKS	Completed By:	CAP Manager with Director	Name:	Commentary	Control Measures
Key:	Level of Risk (1 Minor - 4 Major)	Likelihood (1 V Unlikely - 4 V Likely)	Score = Risk x Likelihood (1 - 16)		
Fit with SU Connected University strategic plan	-	-	-		
Partner portfolio fit to current and developing SU portfolio	-	-	-		
Progression viability to on-campus awards	-	-	-		
Any significant organisational changes in last 12 months or predicted changes	-	-	-		
Contractual Risks (inadequate arrangements)	-	-	-		
Partnership Enhancement Factors (e.g. work based learning links, research links, potential for growth)	-	-	-		
Other comments:					
Risk Score, Average			-		
Risk Score, Evaluation			No risk considered		
EXTERNAL RISKS	Completed By:	CAP Manager	Name:	Commentary	Control Measures

Key:	Level of Risk (1 Minor - 4 Major)	Likelihood (1 V Unlikely - 4 V Likely)	Score = Risk x Likelihood (1 - 16)		
Legal and regulatory (eg QAA, PSRB, CMA)	-	-	-		
Country stability/ in-country regulatory framework	-	-	-		
Change in competitors' provision /market	-	-	-		
External systems/data factors (GDPR, HESA, OfS and Reporting)	-	-	-		
Other comments:					
Risk Score, Average			-		
Risk Score, Evaluation			No risk considered		
OPERATIONAL RISKS	Completed By:	CAP Manager with Services	Name:	Commentary	Control Measures
Key:	Level of Risk (1 Minor - 4 Major)	Likelihood (1 V Unlikely - 4 V Likely)	Score = Risk x Likelihood (1 - 16)		
Marketing compliance- in liaison with Marketing, Schools and QES	-	-	-		
Admissions - sustainable numbers, compliance with entry criteria and processes	-	-	-		
Enrolment and Registration- timeliness and accuracy	-	-	-		
Data - maintenance and accuracy	-	-	-		
Adherence to SU regulations and policies (eg EC, appeals)	-	-	-		
Student contracts	-	-	-		
Student Support and Induction adequacy and in line with SU	-	-	-		
Information to Students on for eg SU policies/ regulations/ assessment results	-	-	-		
Student pastoral support	-	-	-		
Staff appointment, induction, development and support	-	-	-		
Peer Observation of Teaching policy implemented	-	-	-		
Levels and severity of student complaints and appeals and SU involvement	-	-	-		

Student voice mechanisms and outcomes	-	-	-		
Partner staff risks (eg capability and capacity)	-	-	-		
SU staff risks, - (eg workload and expertise) non-academic	-	-	-		
Graduation ceremony timing and communication	-	-	-		
Other comments:					
Risk Score, Average			-		
Risk Score, Evaluation			No risk considered		
ACADEMIC RISKS	Completed By:	CAP Manager with QES	Name:	Commentary	Control Measures
Key:	Level of Risk (1 Minor - 4 Major)	Likelihood (1 V Unlikely - 4 V Likely)	Score = Risk x Likelihood (1 - 16)		
Latest Course Annual Monitoring Reports	-	-	-		
Partnership Review and Course Delivery (formerly Periodic Review) outcomes if appropriate	-	-	-		
Student achievement, progression, and retention	-	-	-		
Students have adequate academic support from partner	-	-	-		
Academic Link Tutor/Course Manager feedback and any follow up actions completed?	-	-	-		
Learning and Teaching - compliance with policies and any concerns	-	-	-		
External Examiner - appointment, adequacy and feedback	-	-	-		
Teaching accommodation facilities	-	-	-		
Annual Monitoring and Academic Link Tutor actions and issues addressed	-	-	-		
Learning Resources and Information Services (library, IT, VLE)	-	-	-		
Partner academic subject staff risks - (eg capability and capacity)	-	-	-		

SU academic subject staff risks (eg workload and expertise)	-	-	-		
Adherence to approved course structure and module assessment diet	-	-	-		
Assessment setting, verification and moderation	-	-	-		
Award board - timely and accurate submission of data and work for moderation	-	-	-		
Confirmation from School that they have oversight of academic standards for each of their awards in a similar way to on campus courses.	-	-	-		
Other comments:					
Risk Score, Average			-		
Risk Score, Evaluation			No risk considered		
COMMERCIAL	Completed By:	Finance	Name:	Commentary	Control Measures
Key:	Level of Risk (1 Minor - 4 Major)	Likelihood (1 V Unlikely - 4 V Likely)	Score = Risk x Likelihood (1 - 16)		
Evaluation of last 12 months' income	-	-	-		
Fee strategy	-	-	-		
Percentage contribution	-	-	-		
Financial performance against target	-	-	-		
Student numbers against target	-	-	-		
Payment history	-	-	-		
Other comments:					
Risk Score, Average			-		
Risk Score, Evaluation			No risk considered		
DEVELOPMENT PLAN - Potential for:	Commentary		Actions		
Course Developments - changes or additional					
Market Developments					
Staff exchanges					
Joint Research initiatives/ opportunities					
Further student progression					
Student exchanges					

Cross Academic School/ Service developments				
Work experience opportunities				
Alumni opportunities				
Other				
SUMMARY				
RECOMMENDATION:	Overall Risk	-	Avoiding Risk	Watching Brief
Additional Comments and Actions:	Actions			
APPROVED BY:				
Collaborative Academic Partnership Manager:	<i>0</i>			
Director of Collaborative Academic Partnerships:	<i>Diane Glautier</i>			
Pro Vice-Chancellor: Partnerships and Region	<i>Ieuan Ellis</i>			
Date completed:				

University Risk Ratings

		RISK			
		Minor 1	Moderate 2	Significant 3	Major 4
LIKELIHOOD	Very Unlikely 1	Avoiding Risk 1	Avoiding Risk 2	Adequate Risk 3	Adequate Risk 4
	Unlikely 2	Avoiding Risk 2	Adequate Risk 4	Adequate Risk 6	Tolerable Risk 8
	Likely 3	Adequate Risk 3	Adequate Risk 6	Tolerable Risk 9	Serious Risk 12
	Very Likely 4	Adequate Risk 4	Tolerable Risk 8	Serious Risk 12	Serious Risk 12

