

# THE GLASGOW SCHOOL OF ART

## COLLABORATIVE PROVISION: MONITORING AND REVIEW

### POLICY DETAILS:

Date of approval	March 2014
Approving body	Academic Council
Supersedes	
Date of EIA	
Date of next review	<i>See departmental schedule</i>
Author	Policy and Governance
Responsible Executive Group area	Policy and Governance
Related policies and documents	<ul style="list-style-type: none"> <li>• Collaborative Provision Policy</li> <li>• Collaborative Provision: The Student and Staff Experience</li> <li>• Collaborative Provision: Risk Assessment</li> <li>• Collaborative Provision: Due Diligence</li> <li>• Collaborative Provision: Formal Agreements</li> <li>• Collaborative Provision: International Articulation</li> <li>• Collaborative Provision: UK Articulation</li> <li>• Collaborative Provision: Policy on Student Exchange Arrangements</li> <li>• Collaborative Provision: Guidance on Conflicts of Interest</li> <li>• Collaborative Provision: Anti-Bribery and Corruption Policy</li> </ul>
Benchmarking	UK Quality Code for Higher Education University of Glasgow

## **MONITORING AND REVIEW**

GSA monitors and reviews all its arrangements including its collaborative arrangements with others. The Monitoring and Review policy for Collaborations is an extension of established GSA monitoring and review policies and procedures currently in place.

The proposing School is responsible for managing the monitoring and review of the collaborative arrangement. Given that collaborations are inherently more risky for GSA, there are additional reporting requirements.

Advice is available on all aspects of the policy by contacting Policy and Governance, Finance, Human Resources, Marketing and Communications and Student Support, as appropriate. Initial enquiries should be directed to Policy and Governance.

### **1. First Year Review**

1.1 GSA requires assurance that a first year review will take place. GSA must be satisfied that the arrangement is working well and is consistent with how it was originally envisioned. The proposing School is responsible for undertaking a first year review. It should take place 15-18 months after the first student cohort has started their studies to enable review of the first annual cycle of the programme.

1.2 The proposing School will:

- report on the effective operation of the programme
- evaluate the operation of the programme in terms of the signed collaboration agreement
- report on the quality of the student learning experience, including student support
- report on areas of good practice of the programme
- report on enhancement measures for the programme
- report on the effectiveness of marketing and published information to prospective and current students
- evaluate the financial performance of the partnership

### **2. Annual Monitoring and Reporting**

2.1 GSA has established Programme Monitoring and Annual Reporting (PMAR) policies in place that encourage reflection on the operation of programmes with a view to maintaining standards and enhancing the quality of learning and teaching. Policies also seek to identify good practice and encourage reflection on strategic matters. GSA PMAR policies extend to collaborative arrangements but there are also additional reporting responsibilities.

2.2 A School will:

- undertake annual monitoring and reporting using GSA Programme Monitoring and Annual Reporting pro formas

- report to the partner institution on student performance
- report to GSA Executive on the financial performance of the partnership and assess whether the partnership remains financially sound in terms of the original business plan
- report on methods of enhancing the collaboration

### **3. External Examiners**

3.1 External Examiners also assist GSA in ensuring the quality and standards of its programmes. They provide an informed and appropriate external reference for the comparison of academic standards. The role of External Examiners is therefore vital for ensuring standards not only for partnership arrangements in the UK but also for collaborations overseas where the system may not be known or usual.

3.2 The proposing School will:

- implement GSA policy on External Examiners
- ensure that partner organisations are aware of the role and purpose of External Examiners, particularly in relation to overseas arrangements
- propose for approval, External Examiners who oversee both the collaboration and the GSA programme to ensure comparability of standards
- propose for approval, External Examiners within a similar discipline where there is no corresponding home programme
- arrange for sampling of home programme work if circumstances mean that External Examiners only oversee a collaborative programme, and/or vice versa
- retain responsibility for the appointment and functions of External Examiners for the collaborative arrangement or where the partner institution is responsible ensure that the partner institution has policies that align with, or are comparable to, GSA's.

### **4. Collaborative Review**

4.1 Collaborative Review is a separate and defined process and is carried out in addition to first year review and annual monitoring procedures. Collaborative Review is the mechanism for examining the strategic direction of the collaboration. It does so by reviewing the operation of the collaborative partnership over the life of the agreement. It follows that the Memorandum of Agreement itself is reviewed as part of the process. GSA requires that Collaborative Review is managed effectively so that prior to the expiry of the agreement a decision is made on renewal, extension or termination of the Memorandum of Agreement.

4.2 Collaborative Review further provides an opportunity for reflecting on and assessing how the collaborative arrangement has been managed by the proposing School and GSA.

4.3 GSA has responsibility for ensuring that agreements are recorded and are held as follows:

- agreements regarding degree-level programme collaboration are held by Policy and Governance
- overseas articulation arrangements are held by the office of the Directorate

- student exchange agreements are held by the Student Recruitment department
  - articulation agreements are held by the Professional and Continuing Education department
  - placement agreements are held locally by Schools
  - agreements regarding postgraduate research students are held by the Research and Doctoral Studies office.
- 4.4 The usual term of a Memorandum of Agreement is five years but GSA reserves the right to issue a Memorandum of Agreement for less than five years. The designated holders of agreements (see above) are responsible for notifying a School in advance of the date of expiry of the Memorandum of Agreement, so that the proposing School can undertake a formal review of the collaboration within an appropriate time frame.
- 4.5 The proposing School will be responsible for three reports and all three documents will be presented to GSA's Executive Group and Academic Council, as appropriate, for consideration. Policy and Governance may advise that the reports are also considered by, for example, the Board of Governors.
- 4.6 The proposing School will:
1. obtain a report from the partner institution on the operation of the partnership
  2. review the Memorandum of Agreement and prepare a report on future recommendations for the Memorandum of Agreement
  3. complete a self-assessment pro forma addressing the following:
    - the continuing rationale of the collaboration
    - the ongoing ability of GSA and the collaborative partner to meet the strategic objectives of both institutions
    - the collaboration continuing to be a suitable fit in the context of GSA's other commitments
    - the collaboration continuing to have the support of a School, GSA Executive and the partner institution
    - the partner continuing to have the required academic, financial and legal status by:
      - reviewing any changes to the academic standing such as rankings and credibility
      - reviewing the compatibility of the partner's quality assurance frameworks with GSA's
      - reviewing the financial credibility of the partner
      - reviewing the home-country legality of the collaboration
      - reviewing any changes to the legal status of the institution and its contractual capacity
    - the programme continuing to meet the required academic standards and the quality of the student learning experience, including student support by:

- reviewing issues identified in annual programme monitoring reports
  - reviewing issues identified in External Examiner reports
  - reviewing issues identified by programme approval groups
  - reviewing the external view of the operation of the partnership eg External Examiners, PSRBs, employers & other stakeholders
  - reviewing student performance
  - reviewing student feedback & SSCC minutes
  - reviewing feedback from the partner institution
  - reviewing any material changes such as staffing or resources
  - reviewing any significant changes affecting the student experience
- the level and effectiveness of support and monitoring provided by GSA eg Link Tutor arrangements
  - the business case remaining valid by:
    - reviewing projected student numbers
    - reviewing current costs and future financial viability
    - reviewing profitability
  - institutional visits undertaken
  - the significant developments since the partnership was established or last reviewed by:
    - reviewing any development and enhancement measures the partnership has benefited from such as the sharing of expertise, staff development
  - areas of good or innovative practice for dissemination across GSA's other collaborative arrangements
  - lessons learned from the operation of the collaboration and reflection on areas of improvement
  - the management of the collaboration by GSA such as lines of communication, internally at GSA, between GSA and the partner institution, within the partner institution

## **5. Programme Level Collaborations with International Partners**

- 5.1 Regarding programme level collaborations with international partners, the proposing School will submit the completed Collaborative Review pro forma, the report from the partner institution together with recommendations on the Memorandum of Agreement to the Undergraduate and Postgraduate Committee for review.
- 5.2 Undergraduate and Postgraduate Committee will identify any areas that may need further clarification or investigation, either dealing with them directly or referring them back to the proposing School. The Undergraduate and Postgraduate Committee will, thereafter, make

recommendations to the GSA Executive Group on the future of the collaboration. The Undergraduate and Postgraduate Committee will operate within a 6-9 month time frame prior to the expiry of the agreement.

5.3 The GSA Executive Group will meet, at least 3 months prior to the expiry of the agreement, to consider:

- the Undergraduate and Postgraduate Committee report
- Collaborative Review report
- Partner institution report
- Recommendations on the Memorandum of Agreement
- PMAR reports
- External Examiner reports
- PRSB reports
- The business case (past and future)

5.4 GSA Executive may find that further consultation and/or supplementary investigations are required. GSA Executive may choose to do so by referring matters back to a School, GSA International Committee or any relevant staff member for assessment.

5.5 Once the consultation process is complete, the GSA Executive Group will prepare a report on the future direction of the collaboration for Academic Council, the Board of Governors, and the University of Glasgow as appropriate. The report will cover:

- context and background
- key changes/development of the partnership
- the effectiveness of the partnership
- partner observations on the effectiveness of the partnership
- recommendations for renewal, conditional renewal, limited renewal or withdrawal

5.6 The GSA Executive Group will seek approval from GSA Board of Governors and the University of Glasgow on the future direction of the collaboration. On receipt of approval from both, GSA Executive will arrange to have the Memorandum of Agreement updated to reflect any amendments and, thereafter, notify the designated holders of the agreements for recording purposes.

## **6. Withdrawal or Termination**

6.1 It may be that the collaboration will cease. There are three main ways an agreement can be terminated:

- GSA Executive Group wishes to terminate or both partners agree to terminate
- the partner institution wishes to terminate
- natural expiry of the agreement

6.2 GSA Executive will provide the reason(s) for termination to a School, such as:

- the business case is no longer sustainable
- the strategic priorities of GSA and the partner are no longer compatible
- the School or the partner can no longer offer the required expertise
- the programme is no longer being delivered
- the academic standards and quality of the student experience are compromised and matters cannot be resolved
- the monitoring processes have highlighted serious concerns eg feedback from External Examiners, PRSBs, QAA, SFC or via GSA's programme re-approval, annual monitoring and collaborative review processes
- any other issues identified as reasons for termination
- the end of the natural life of the programme
- the partner institution wishes to terminate

6.3 A School is responsible for assuring that the core principles of termination are adhered to:

- the best interests of the students are protected
- academic standards are maintained during the termination period
- GSA's reputation is protected
- there is official reporting of termination discussions and decisions - both internally within GSA and externally with partners or agents

6.4 The Memorandum of Agreement, as the official document governing the partnership, will outline the permissible grounds for termination, notice periods, dispute resolution and any other legal requirements. A School will refer to the Memorandum of Agreement in the first instance and consult with GSA solicitors, if necessary, to ensure there is compliance with GSA's or the partner's express legal obligations.

6.5 GSA procedure follows the nature of the termination and a School will, accordingly, complete the appropriate pro forma. Where a partner institution requests that the arrangement is terminated, a School (GSA International Committee in international arrangements) will prepare an additional report for GSA Executive providing an explanation of the reasons for the termination together with a reflection on the operation of the arrangement.

6.6 Matters for consideration when looking at termination include:

- GSA Executive recommends termination
- Mutual agreement of GSA/partner on termination
- Partner institution requests termination
- Natural expiry
- Reason for termination
- Termination approval from:
  - GSA Director
  - Board of Governors
  - University of Glasgow
- Effective date of the termination:
- Is termination prior to the expiry of the Memorandum of Agreement?

- Has there been a review of the Memorandum of Agreement and assessment of GSA's legal obligations and implications of withdrawal/termination?
- Has there been a review of the Memorandum of Agreement and assessment of the partner's legal obligations and implications of withdrawal/termination?
- Has there been a review of the Memorandum of Agreement and assessment of the financial implications of withdrawal/termination?
- Is it necessary to amend the existing agreement or put an interim agreement in place before the last student completes the programme?
- Has there been formal written confirmation to the partner institution stating the grounds for termination? (GSA terminating/both in agreement)
- Has there been formal written confirmation from the partner acknowledging termination? (GSA terminating/both in agreement)
- Has there been formal written confirmation from the partner institution stating the grounds for termination? (partner terminating)
- Has there been formal written confirmation from GSA acknowledging termination? (partner terminating)
- Has there been agreement and liaison with partner on matters eg
  - correspondence with third parties (eg Ministry of Education)
  - consultation with students regarding completion of the programme
  - arrangements for students regarding completion of the programme
- Has there been notification to British Council or any other stakeholder?
- Has there been communication with in-country authorities?
- Has there been consultation with current students?
- Have arrangements been made that allow students to complete the programme?
- Has the lead School been informed of its responsibility for monitoring and the maintenance of academic standards and student experience in the teach-out period?
- Has GSA Marketing and Communications been informed on the cessation of marketing?
- Has the GSA designated holder of the agreement been informed on the amendment of the database and calendar?
- Has there been notification to relevant GSA services eg Registry, Policy and Governance, Human Resources, Finance, Library, etc
- Has there been notification to relevant Associated Teachers (staff at partner institutions)
- What Student Transfer Arrangements have been made (if applicable)?
- Has there been notification to External Examiners?
- What arrangements have been made regarding the Board of Examiners? (final assessment process re: resubmission/repeat)
- Has there been notification to PRSBs?
- What implications are there for Data Protection Act and Freedom of Information Act in relation to student records?
- Where the partner institution has requested termination, has the additional report been attached?
- Areas of good practice for dissemination:
- Reflection and lessons learned:

6.7 A School will report to the GSA Executive Group on the progress of the termination procedure.