



**Policy on
Collaborative and Transnational Education Provision**

Approved by Academic Council on 20 May 2020

Contents

1	Introduction	3
1.1	Purpose of the Policy	3
1.2	Scope.....	3
1.3	Definitions	3
2	Legal and Statutory Context	4
3	Policy.....	5
3.1	Principles.....	5
3.2	Levels of Collaboration.....	10
3.3	Collaborations and New Programme Development	11
3.4	Programmes Being Delivered under Franchise Arrangements.....	11
3.5	Extending Partner Approval to New Arrangements	11
4	Procedures.....	11
5	Related Documentation	11
6	Document Control	11
7	Policy Review	12
8	Appendix 1: Procedures for the Approval of Collaborative Partnerships	12
8.1	Initial Consideration.....	12
8.2	Standing Panel on Collaborations.....	12
8.3	Approval Pathway for Collaborative Partnership	12
9	Appendix 2: Procedures for Managing and Monitoring Collaborations	18
9.1	Role of the Standing Panel on Collaborations	18
9.2	Role of the Course Director	18
10	Appendix 3: Collaboration Proposal Form	19
11	Appendix 4: Overview of Collaboration Types	31

1 Introduction

At an institutional level, the University of Limerick ('the University', or 'UL') has set strategic goals that highlight increased flexibility of learning, student mobility, research excellence, internationalisation and civic engagement. This policy and its related procedures support these goals by setting out how the University will collaborate and engage with its partners in all of these contexts.

1.1 Purpose of the Policy

The purpose of this policy is to set out a University-wide approach to collaborative and transnational arrangements in line with the strategic plan and related faculty and divisional strategies. The policy outlines the principles that the University will use to evaluate proposals for partnerships with institutions. The variety of models and complexity of collaborations will continue to expand, and it is anticipated that this will present new challenges for the University. Collaborations carry risk and can give rise to high human, financial and legal costs. It is incumbent on UL to assess the risks involved and manage the process appropriately. The policy and its associated procedures provide direction to staff in evaluating complex proposals, drafting agreements and developing new and existing collaborations, thereby encouraging consistency, transparency and good practice across UL.

1.2 Scope

1.2.1 *To whom does this policy apply?*

This policy applies to all staff engaged in developing and providing collaborative programmes with educational providers or other organisations.

1.2.2 *In what situation does this policy apply?*

This policy applies to all partnerships involving the provision of a **programme or part of a programme of study** or the granting of a University of Limerick award, as defined in 1.3 below.

Arrangements involving undergraduate cooperative placement, teaching practice or clinical placement are excluded from this policy.

1.2.3 *Who is responsible for ensuring that the policy (and any associated procedure) is implemented and monitored?*

Vice President Academic Affairs and Student Engagement

The following have specific responsibility in the implementation of the policy:

- Collaboration Proposer
- Deans
- Members of the Standing Panel on Collaborations
- International Partnerships Manager

1.3 Definitions

Collaborative Provision, as defined by [QQI](#), means two or more providers being involved by formal agreement in provision of a programme of higher education and training. For the purposes of this policy, the University extends this definition to the provision of a programme or part of a programme of education or the granting of a University of Limerick award.

Transnational Education, as defined by [QQI](#), is the provision or partial provision of a programme of education in one country by a provider which is based in another country.

Franchise Arrangement: As the awarding institution, the University of Limerick authorises the whole or part of one of its own validated programmes for delivery by a partner institution.

Double Degree: The University of Limerick works with another degree-awarding body to develop and deliver a programme (taught, maybe research) that leads to separate awards granted by each institution. The partner agrees to award the same qualification but will issue a separate certificate.

Dual Degree: The University of Limerick collaborates with another degree-awarding body to design a programme that leads to two separate awards. The awards can be at different levels. The qualifications attest to the successful completion of the programmes, with separate programme outcomes. The student receives two awards, one from UL and one from the partner institution, through agreed pathways outlined by a formal agreement.

The dual degree differs from the double degree in that the period of teaching and learning, assessment and credit of the dual degree does not exceed the duration required to qualify for a single award.

Joint Degree: The University of Limerick collaborates with one or more degree-awarding bodies to design a programme leading to one award.

Institutions involved in the partnership jointly develop and deliver a programme of study leading to a single award from all participating institutions (joint award). One institution takes the lead in financial, administrative, admissions and quality assurance matters. The lead institution should remain the same for the duration of the agreement. The award makes reference to the input of all institutions.

The student receives a single award that is recognised and conferred by the participating partner institutions under the terms of a formal agreement.

Articulation: An articulation arrangement is a process that enables students who satisfy academic criteria on one programme to be admitted with advanced standing to a subsequent stage of a programme of a different degree-awarding body. These arrangements are subject to a formal agreement between the parties.

Student Exchange: The University of Limerick and a partner institution agree to allow students to study a specified part of their programme at a host institution, normally over one semester.

Arrangements normally involve credit accumulation and transfer so that credit achieved at the host institution is transferred to contribute to the programme and award at the home institution.

2 Legal and Statutory Context

This policy fulfils the University's requirements to have documented quality assurance arrangements for relationships with other parties as outlined in [sections 10.1 and 10.2](#) of the Statutory Core Guidelines for Quality Assurance and in the [Topic Specific Guidelines for Providers of Statutory Apprenticeship Programmes](#).

In writing this policy and its associated procedures, due regard has also been given to:

- [Code of Practice for Provision of Programmes of Education and Training to International Learners](#)
- [Guidelines for the Approval, Monitoring and Review of Collaborative and Transnational Provision](#)
- QQI's [Policy for Collaborative Programmes, Transnational Programmes and Joint Awards](#)
- [Statutory provisions for the International Education Mark \(IEM\)](#)

3 Policy

The University of Limerick ('the University') will consider entering into a collaborative agreement with third parties on a case-by-case basis. The University will enter into such a relationship only if the relationship aligns to the strategic aims and objectives of the University and does not present an undue risk to students, staff or the reputation and operations of the University.

3.1 Principles

When considering proposals, the University will use the following principles to decide whether or not to enter into a partnership.

3.1.1 Strategic Considerations

Collaborations with education institutions, industry, community or sectoral bodies shall be with those that demonstrate:

- The academic and/or professional standing to successfully contribute to or deliver programmes of study to appropriate academic and professional standards
- The financial standing to sustain such programmes of study
- Adequate infrastructure facilities and resources to support such programmes of study, including appropriate staffing
- The legal standing to enter into a contract to deliver such programmes of study

Where relevant, institution-level partnerships will be with peer institutions that are ranked similarly or higher than UL globally.

For prospective partners whose international institutional ranking is not uniformly high, the partner institution will normally be internationally recognised in the discipline(s) concerned.

Where the University is engaging in new territories, each prospective partner institution shall be evaluated on a case-by-case basis and a justification made to support the proposed partnership.

3.1.2 Academic Considerations

The academic standards and, where relevant, awards of the proposed collaborative partner shall be equivalent with the University's awards and consistent with the Irish [National Framework of Qualifications](#) level descriptors.

Articulation to the University's programmes is limited to those programmes specified in the relevant agreement.

Mapping of curricula will be undertaken by relevant academic staff.

Where professional and statutory body accreditation requirements apply to a University programme, confirmation shall be required as to whether these requirements apply to students entering under the partnership. This shall be clearly stated in any agreement or documentation provided to students.

Unless explicitly delegated to another body in the Memorandum of Agreement (MoA), programmes of study developed on behalf of or in collaboration with a partner (where the award associated with the programme is a University of Limerick award) shall be subject to the programme approval, annual monitoring and periodic review policies and procedures of the University.

Those delivering programmes of study shall be appropriately qualified according to the norms of the University. Continuing professional development shall be provided to all staff delivering programmes, whether they be employed by the University or otherwise¹.

3.1.3 Student Experience Considerations

The quality of the student experience and learning opportunities on proposed collaborative programmes shall be equivalent to those of students on enrolled programmes offered solely by the University.

The facilities provided for students in a proposed partner institution shall meet a minimum standard and will be verified by UL through preliminary site visits to the proposed partner institution.

The MoA between the University and the partner shall outline the specific arrangements to be put in place for the protection of enrolled learners in the event of the termination of a collaborative arrangement between the University and the partner.

The MoA shall outline the specific arrangements and responsibilities for the maintenance, sharing, transfer and retention of applicant and student records and the management of applications, enrolment, academic fees, registration, progression and final award.

3.1.4 Operational Considerations

Proposals for partnerships shall provide a rationale for establishing the partnership; the proposal will include a business case outlining the initial setup costs and continuing operational costs of maintaining the partnership.

Proposals shall demonstrate consultation with all relevant internal stakeholders so that the practical implications of implementing the partnership can be fully costed and documented in an implementation plan.

Each partnership shall have a nominated owner, who shall be responsible for providing an annual report on the arrangement. This report may be incorporated into existing reporting structures, such as the Annual Institutional Quality Report (AIQR) and programme annual monitoring reports.

3.1.5 Governance Considerations

All partnerships are considered initially by the Standing Panel on Collaborations and are then subject to the approval of Executive Committee (risk and resourcing) and Academic Council (academic matters).

All partnerships shall be subject to a due diligence process that confirms alignment with the strategic aims of the University and highlights areas of risk.

The partnership shall comply with institutional and national quality assurance protocols.

Recognising the different complexities of partnerships, an appropriate documentation and approval pathway shall be determined based on the partnership level.

The partnership level shall be determined based on the level of risk associated with the partnership. Risk will be determined based on the financial and reputational costs of the partnership.

¹ This will be linked to the outcomes of the Regional Enterprise-Academic Partnership (REAP) project and the National Framework for Professional Development (National Forum for the Enhancement of Teaching and Learning).

The University shall publish information relating to its collaborative provision.

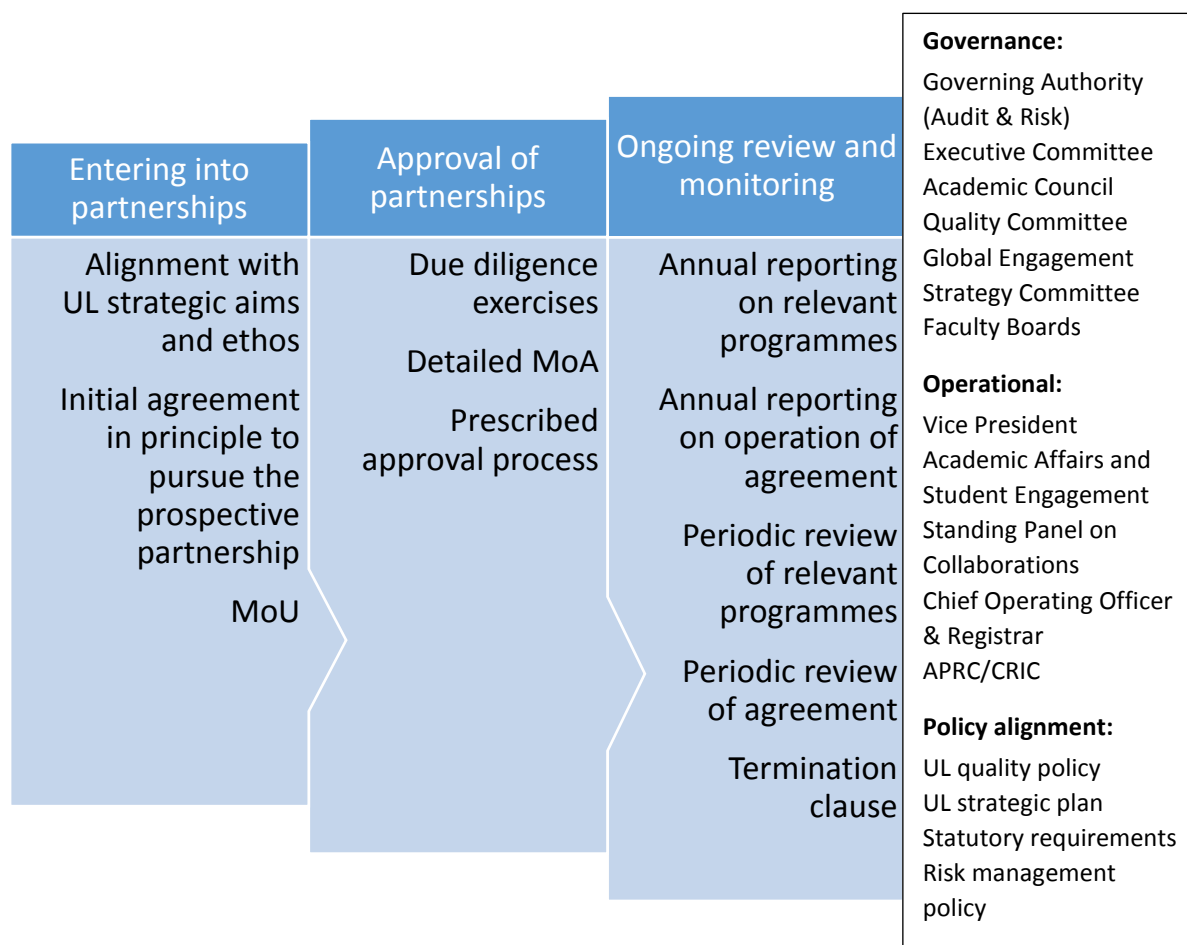


Figure 1: Overview of Collaborative Provision Arrangements

3.1.6 Collaboration Agreements

Each collaborative arrangement shall have a written and legally binding agreement setting out the objectives of the partnership and the rights and obligations of the parties and signed by the authorised representatives of all institutions involved in the partnership. Written agreements serve to clarify the arrangements to all those involved and to provide assurance that the partner agrees to fulfil its responsibilities and obligations.

Agreements can be programme-specific, faculty-specific or University-wide. Formal agreements shall be signed before the activity to which they relate commences.

The existence of an agreement is not in itself a guarantee that the terms and conditions are being met effectively. All agreements should describe the mechanisms that are in place at UL to monitor the collaborative and transnational arrangements in order to ensure that the terms, conditions and expectations that were originally approved or anticipated have been realised.

3.1.6.1 Memorandum of Understanding (MoU)

An MoU is a non-legally binding document that expresses an intention to cooperate with another organisation but does not commit UL to a specific collaborative programme. A later commitment to a specific activity is the subject of a separate written, legally binding agreement (an MoA).

An MoU is not required for every partnership. MoUs do not require formal approval but are brought to the relevant Dean for discussion.

In the case of international partnerships, the relevant academic staff member will discuss potential MoUs with the relevant Dean, Associate Vice President Global Engagement, Director of IED and International Partnerships Manager. If agreed, the International Partnerships team will draft the MoU, which will be signed in accordance with UL's Signing Authority Policy.

3.1.6.2 Memorandum of Agreement (MoA)

The University Solicitor is responsible for overseeing the drafting and quality assurance of agreement templates. Appendix 4, Overview of Collaboration Types, is a guide to the typical arrangements for specific collaboration types.

In all cases, the MoA shall contain the following:

- A definition on the roles, responsibilities and obligations of each party
- A definition of any powers delegated to either partner
- Academic framework
- Details of the academic record management and maintenance agreement with Academic Registry
 - Details of the contact roles in UL and in the partner institution
 - Detail of programme and module information
 - Arrangements for obtaining, submitting and converting grades from the partner institution
 - Arrangements for the presentation of results at examination boards
 - Arrangements for the presentation of students to Academic Council for award
 - Arrangements for the arrival and scheduling of students from the partner institution
 - Arrangements for assessment when assessment is not undertaken at UL
- Quality assurance of programmes of study governed by the agreement
- Details of any insurance and indemnity, where relevant
- Financial arrangements
- Statement on the complaints policy to be used for students
- Statement on the grievance policy to be used for staff, where appropriate
- Statement on the appointment and activities of external examiners
- Statement on the ownership of copyright and intellectual property
- Statement requiring compliance with statutory obligations, including equality, data protection, GDPR, freedom of information, immigration, health & safety and environmental law
- Statement on the use of the heraldic crest and the University logo and name for promotional purposes
- Statement on and draft of design and content of award parchments arising from the collaboration
- Statement on the location of conferring of awards
- Specification of the law applicable to the agreement and the legal jurisdiction under which disputes would be resolved
- Provision to withdraw or to suspend
- Termination and mediation clauses and the financial arrangements that would follow, including scope for compensation

- Specification of the residual obligation of both parties to students on termination to allow students to complete their studies unaffected
- Procedure for amending the agreement or agreeing additional appendices
- Date and agreed mechanism and timeline for review of the agreement

3.1.6.3 Articulation Agreements

Articulation agreements are those that describe an agreed admission route for students studying at another institution, either in Ireland or internationally. These agreements may allow applicants to be admitted to any year or semester of a programme of study.

Academic staff from the relevant programme(s) of study shall be required to review the curriculum offered at the partner institution to ensure that those arriving at the University have the pre-requisite knowledge, skills and competences required for the programme they are being admitted to.

Once the applicant is admitted, they are a student of the University of Limerick and are subject to the regulations of the programme and of the University.

3.1.6.4 Drafting of Agreements

Agreements shall be drafted using the appropriate template. The exception is the student exchange agreement template. Due to the nature of this kind of agreement, there is a degree of flexibility to make adjustments to accommodate the partner's requirements. While the partner's template can be used, it must be edited to ensure that the UL requirements outlined in 3.1.6.2 are included.

3.1.6.5 Adjustments to Agreements

It may be necessary to adjust a current collaborative agreement to acknowledge a change in the terms or details of the partnership. This shall be actioned by writing an addendum, which must be signed by both parties and attached to the existing agreement.

The Standing Panel on Collaborations is responsible for authorising addendums. Extensions to an agreement are applicable only in exceptional circumstances. Due to the changing nature of agreement templates, the information provided in the agreement should be updated as required to ensure it remains compliant, current and relevant.

3.1.6.6 Authorised Signatures

Before the partnership becomes operational, two original versions of the final agreement shall be signed by one authorised signatory from each institution.

Where the first language of the partner institution is not English, two copies are drafted and signed in English and two in the official language of the partner.

The authorised signatory from the University perspective will be determined in accordance with the UL [Signing Authority Policy](#).

3.1.6.7 Maintenance of Records and Agreements

A central database of all MoAs shall be held; the database will note the partner, duration and renewal date.

Records related to partnerships shall be stored and maintained in accordance with the University's [Records Management & Retention Policy](#) and [Signing Authority Policy](#).

3.1.7 Monitoring and Review

The performance of collaborative arrangements shall be monitored on an annual basis through various existing mechanisms relevant to the arrangement, such as:

- Student feedback
- Staff/partner feedback
- Annual programme monitoring
- Risk register monitoring
- Any other mechanism deemed appropriate to the arrangement

The periodic review of a collaborative agreement should commence one year in advance of the expiry date of an agreement. See Appendix 2 for information on the procedures for managing and monitoring collaborations.

3.2 Levels of Collaboration

In the context of formulating a policy on collaborations, the University recognises that a ‘one size fits all’ approach is neither sufficient nor appropriate. Different forms of collaboration will require an approval pathway that is tailored and proportionate to the breadth of impact of the collaboration and of the risks involved. The table to follow categorises collaborations into three levels and provides details on each.

Level	Partnership description	Agreement type	Personnel/units involved in consideration and approval
Level 1	<p>Major institutional-level commitment</p> <p>Academic programmes; Funded positions; Teaching requirement overseas; Multi-school/discipline; Significant financial return</p>	MoA	Faculty Dean Director Research Institute Assistant Dean International IED as relevant Standing Panel on Collaborations Executive Committee Quality Committee HR Finance Quality GPS Academic Council Academic Registry
Level 2	<p>Academic programmes subject to an agreement</p> <p>Articulation progression; Agreements and abridged entry arrangements leading to a UL credit or award; Progression collaborations such as 3+1+1</p>	Articulation	Faculty Dean Assistant Dean International Heads of School/Dept IED Standing Panel on Collaborations Executive Committee Quality HR Finance GPS Academic Registry
Level 3	<p>Smaller collaborations e.g. Student and staff exchanges (non-EU and reciprocal); Study Abroad direct</p>		Faculty Dean Heads of Department and School IED Standing Panel on Collaborations

Level	Partnership description	Agreement type	Personnel/units involved in consideration and approval
	enrolment agreements and other short-term programmes that are non-credit bearing		Academic Registry

3.3 Collaborations and New Programme Development

The University recognises that the purpose of many collaborations is to develop new programmes. Where the approval of a collaboration also involves the development of a new programme of study, the programme development and approval process shall not commence until the partnership has been approved by the Standing Panel on Collaborations.

3.4 Programmes Being Delivered under Franchise Arrangements

Where the University has approved the delivery of the whole or part of one of its programmes at a partner institution, the partner institution is not permitted to use this arrangement to establish further collaborations with other third-party institutions to deliver that programme.

3.5 Extending Partner Approval to New Arrangements

The University recognises that the initial development of a collaborative arrangement may lead to further and deeper relationships with the University. Where a new collaboration or collaboration type is proposed with an existing partner, the proposal shall undergo a tailored due diligence process as agreed with the Standing Panel on Collaborations.

4 Procedures

See appendices 1 to 4.

5 Related Documentation

1. Linked Provider Framework
2. Joint Degree and Dual Awards Policy
3. Collaborations Proposal Form (Levels 1, 2 & 3)
4. Periodic Review and Renewal of Collaboration Agreement
5. Policy and Procedures for the Provision of Apprenticeship Programmes
6. Work-Based Learning Policy

6 Document Control

V0.1	Initial Draft	Caitriona Conway
V0.2	QSU comments	Sinéad O'Sullivan
V0.3	Refined post consultation with IED	Sinéad O'Sullivan
V.04	Refined post consultation with Research Office, GPS, ADIs, AVPAA, AVP- Academic Registry, Research Office	Sinéad O'Sullivan
V.05	Refined post review by VPAASE	Sinéad O'Sullivan
V.06	Refined post feedback from Academic Council 11 December 2019	Sinéad O'Sullivan
v.07	3.1.6.2 clarified to read contact role rather than contact persons Appendix 1 Typographic error corrected – Figure 2	Sinéad O'Sullivan

Document Owner	Director of Quality
Approved by	Executive Committee
Date	15 January 2020
Approved by	Academic Council and/or Governing Authority
Date	Academic Council – 20 May 2020
Effective Date:	20 May 2020
Scheduled Review Date:	April 2021

7 Policy Review

This policy shall be reviewed within the first year of implementation.

8 Appendix 1: Procedures for the Approval of Collaborative Partnerships

8.1 Initial Consideration

Proposals for establishing a collaborative partnership can come from a number of channels within the University. Proposals shall have the approval of the Dean of Faculty or Director of Division prior to submitting for initial approval from the Standing Panel on Collaborations (SPC). Those considering establishing partnerships should consult Appendix 4, Overview of Collaboration Types, as a guide to the matters that should be considered.

8.2 Standing Panel on Collaborations

On behalf of the Global Engagement Strategy Committee (GESC), which is a subcommittee of Executive Committee, the SPC leads on the development and monitoring of collaborations within the University. It oversees the due diligence process and ensures that the proposed partnership aligns with the strategic priorities of the University. It recommends approval of collaborations to the GESC.

The SPC will meet at least six times per annum and when necessary. If required to do so, the SPC can consider issues and proposals by electronic means.

8.2.1 Membership of the SPC

Assistant Dean International KBS (co-chair)	Ex officio
Assistant Dean International S&E (co-chair)	Ex officio
Director Research Office	Ex officio
Associate Vice President Academic Affairs	Ex officio
Dean EHS	Ex officio
Dean GPS	Ex officio
Director Bernal or nominee	Ex officio
Assistant Dean International GPS or nominee	Ex officio
Assistant Dean International AHSS or nominee	Ex officio
Assistant Dean International EHS or nominee	Ex officio
International Partnerships Manager or nominee	Ex officio
Marketing & Communications representative	Ex officio
Study Abroad Manager	Ex officio
Associate Vice President Global Engagement	Ex officio
Associate Vice President Academic Services and Deputy Registrar or nominee	Ex officio

8.3 Approval Pathway for Collaborative Partnership

As outlined in Figure 2 below, there are two phases to the process of approving a collaborative partnership:

1. Initial approval
2. Due diligence and evaluation

Figure 3 below outlines an *indicative* timeframe for collaboration approval. The development and approval timeline of a collaborative arrangement is dependent upon the complexity of the arrangement being proposed.

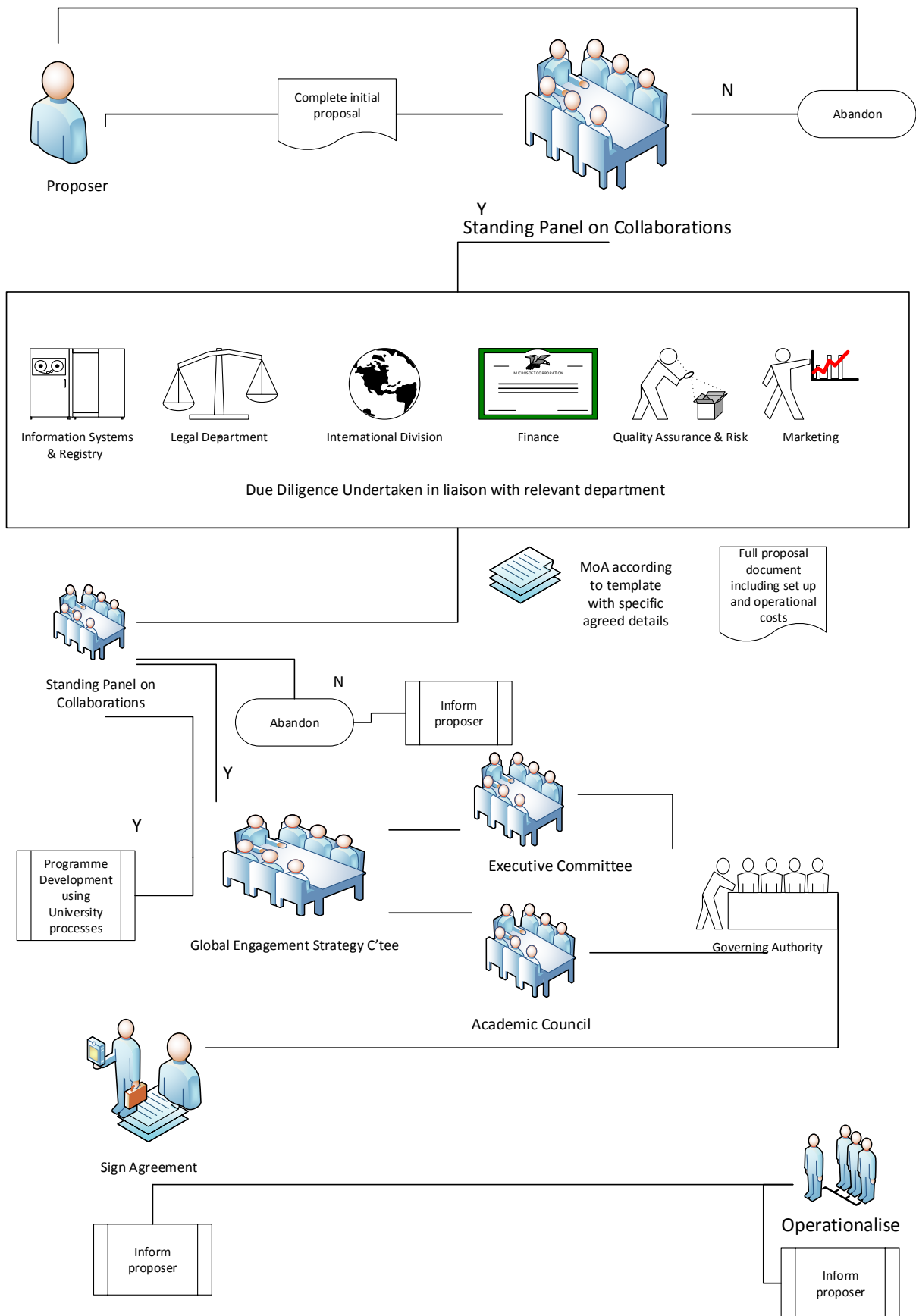


Figure 2: Approval Process for Collaborations (MoA)

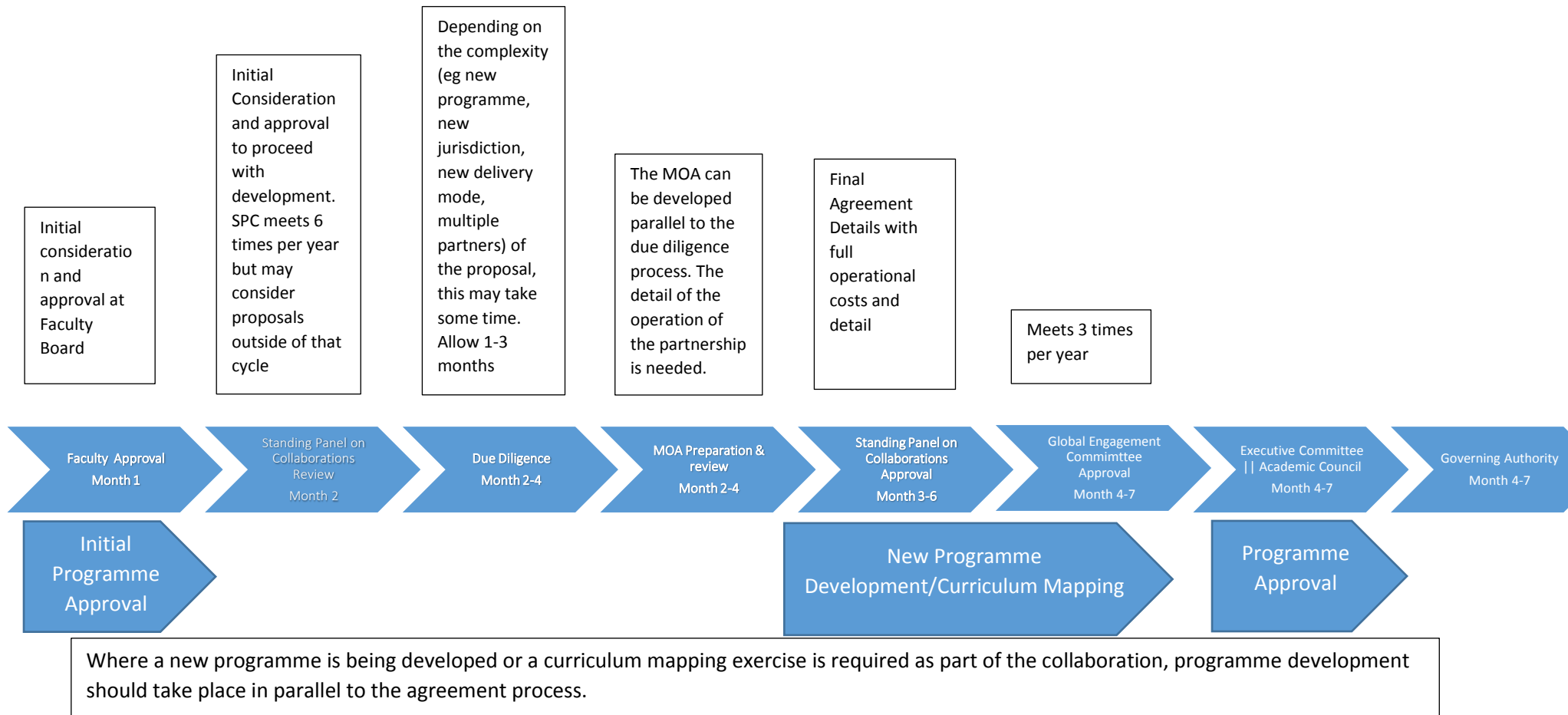


Figure 3: Indicative Timeline for Collaborations Approval

8.3.1 Initial Approval

Once agreed by the proposing faculty or unit, the proposal is referred to the SPC. The SPC considers the proposal and determines if further evaluation is strategically desirable. If the SPC agrees in principle to further consider the establishment of a partnership, the proposal will move to phase 2.

The specific requirements of the due diligence process informed by 8.3.2 below will be determined by the SPC based on the context of the proposal. This shall be communicated to the proposer.

8.3.2 Due Diligence and Evaluation

Due diligence is the undertaking of enquiries about a prospective collaborative or transnational arrangement to inform a decision on whether or not to proceed with a proposed partnership or to inform the terms of a Memorandum of Agreement.

Appropriate and proportionate due diligence procedures are determined for each proposed arrangement. These are conducted at the outset of the collaboration and then periodically to check the capacity of the partner to continue to fulfil its designated role in the arrangement.

8.3.2.1 Standard Approval

Where the collaborative proposal is approved in principle by the SPC, certain types of collaborative partnership require significant due diligence checks to further investigate the benefits that could derive from the collaboration.

8.3.2.2 Essential Approval

In other types of collaborative partnership, such as student progression partnerships (3+2 and 1+1+1) and student exchanges, the information provided in the collaborations proposal form may be considered to be satisfactory in terms of providing oversight of the academic, legal and governance status of the intended collaborative partner.

Further quality, legal, financial, student experience and general due diligence checks are coordinated by the International Partnerships Manager in IED, who will work with various stakeholders from across UL and with the collaborative partner to collate the information and assess the risk. Due diligence checks are carried out within the parameters of the UL Risk Register (<https://ulsites.ul.ie/corporatesecretary/risk-management>).

A due diligence checklist includes the following items.

Item	Type of Collaboration
Organisational reputation	Co-Delivery/Apprenticeship
University ranking and reputation	Dual/Joint/Franchise/Exchange
Country location considerations, visas and safety	All transnational
Governance and contractual relationships	All
Quality – internal and external policies	All
Finance – copies of audited accounts may be required	All
Equality, Diversity & Human Rights strategy/record	All
Infrastructure – copies of organisational charts required	All
References – information about other academic collaborations required	All
Disputes, complaints and litigation information required	All
Insurance – details of insurance to cover occupational liability or third-party liability	All

Item	Type of Collaboration
Physical resources (sites, buildings)	Where delivery is not at UL
Reference checks from existing partner universities	Dual/Joint/Franchise
Learning resources (both general and specific resources applicable to the type of provision and subject area)	Where delivery is not at UL
Country Ministry of Education/Quality Assurance agency approval process/due diligence	China If UL is delivering programmes overseas

The due diligence findings will be presented to the SPC to be formally considered and for approval to be sought to proceed to the next stage of the approval process. Similarly, due diligence checks must be carried out for collaborative partnerships that are scheduled for review to inform the decision making of the faculty and the SPC in relation to renewal or closure.

For some partnerships, further attention will be required to assess the impact on resources throughout the lifecycle of the collaborative partnership.

9 Appendix 2: Procedures for Managing and Monitoring Collaborations

All collaborative provision arrangements require regular monitoring to ensure that they are achieving their stated aims, which are articulated in the Memorandum of Agreement.

Where a partnership is inextricably linked with a programme of study, the partnership shall be evaluated in accordance with the [Academic Programme Review Policy](#).

Where the University has a number of arrangements with the same organisation, it may be more appropriate to review these as a group.

9.1 Role of the Standing Panel on Collaborations

The Standing Panel on Collaborations is responsible for ensuring that the monitoring and review cycle of collaborations is managed.

The periodic review and renewal requires a full report to be submitted to the faculty and the Standing Panel on Collaborations. See the [Periodic Review and Renewal of Agreements Form](#).

9.2 Role of the Course Director

Where grades are to be recorded at UL, the Course Director or nominee is responsible for obtaining, converting and submitting grades from the partner institution in line with UL grading deadlines. Any alternative arrangements must be agreed and included in the agreement.

The Course Director or nominee will ensure that students' grades, credits and final awards align with UL progression decisions and award regulations.

The Course Director or nominee will confirm whether or not students will be presented to a University of Limerick exam board. If students are to be presented, the Course Director or nominee will specify the date of the exam board.

The Course Director or nominee will ensure that students are presented to Academic Council for their awards to be confirmed. The agreement will state whether or not the students will be conferred in UL.

In cases where students are registered in the partner institution but intend to come to UL the following semester, the Course Director or nominee will notify Academic Registry of this each semester.

The Course Director or nominee will notify Academic Registry in early April (for the Autumn timetable) or late September (for the Spring timetable) if the students are to be included on the central class timetable.

The Course Director or nominee will be responsible for communicating student enrolment, grading and other relevant information between Academic Registry and the partner institution. Where Academic Registry is to liaise directly with the partner institution, the contact details of the designated person in the partner institution will be listed in the agreement.

Where students on the UL campus share modules with those taught off campus (including in another country), the Course Director or nominee will ensure that examination material is provided at the other centre and that arrangements are included in the MoA to administer examinations in line with UL examination requirements.

The Course Director or nominee will provide Academic Registry with a copy of the proposed agreement before it is signed and will maintain a central repository of all agreements.

10 Appendix 3: Collaboration Proposal Form



UNIVERSITY *of* LIMERICK

OLLSCOIL LUIMNIGH

COLLABORATIONS PROPOSAL FORM

GUIDANCE WHEN COMPLETING THIS FORM:

Collaborative Proposal Forms are to be completed for all new collaborative partners and new proposals with existing partners. There are three sections to complete:

1. Core Information
2. Business Case for the Collaboration
-Rationale, Reputation, Benefits, Risk Assessment, Due Diligence, Site Visit(s) Report
3. Sign Off

For student exchange proposals a module form will also need to be completed and submitted along with this proposal form.

Proposals are considered in the first instance at Faculty level. If approved, they are signed off by the Dean of the Faculty.

Signed forms are sent to the Partnerships Manager in the International Education Division at least 2 weeks before the scheduled meeting of the Collaborations Working Group. *(The schedule of monthly CWG meetings is tbc and will be added to this document once confirmed)*

Outcomes of the Collaborations Working Group will be reported back to the Dean of the Faculty and to the University Executive Committee.

Completed and signed forms will be uploaded and recorded centrally on a central registry.

Please refer to the Collaborations Toolkit *(link to be added)* before completing this form. Links to helpful websites have been provided throughout this document. Further help and support can be sought by contacting the Partnerships Manager in IED.

1. CORE INFORMATION

Name of institution:			
Registered address of partner institution:			
Website of partner institution:			
Please provide the online link to the relevant programme prospectus			
Does UL have any previous links with the partner institution? <i>If yes, provide details below</i>			Yes / No
Please select the type of partner	<input type="checkbox"/> Public HEI <input type="checkbox"/> Private HEI <input type="checkbox"/> Further Education Provider <input type="checkbox"/> Other		
Which of the School/University's strategic objectives does the proposal fit in line with?	<input type="checkbox"/> Teaching and Learning <input type="checkbox"/> Internationalisation <input type="checkbox"/> Research <input type="checkbox"/> Student Recruitment		
Proposed Collaboration	UL Faculty	Programme Level(s)	Proposed first student intake date at UL (month/year)
	University-wide <input type="checkbox"/> AHSS <input type="checkbox"/> EHS <input type="checkbox"/> KBS <input type="checkbox"/> SE <input type="checkbox"/>	UG <input type="checkbox"/> PGT <input type="checkbox"/> PGR <input type="checkbox"/>	
Contact(s) at Partner Institution. Add additional contacts, as required.	Name of Academic Lead at the Partner Institution: E-mail: Phone:		

Contact(s) at UL. Add additional contacts, as required.	Name of Academic Lead for the Partner:		
	E-mail:		
Phone:			
Collaborative Models	Type of Collaboration	'X' those that are relevant	Level 8, 9 or 10
	Student Exchange		
	Staff Exchange		
	Progression Articulation		
	Dual Degree		
	Research		
	New Programme Development		
	Summer School		
	Faculty/Staff training and development		
	Other (please specify)		

2. BUSINESS CASE FOR COLLABORATION

RATIONALE FOR THE COLLABORATION:

State the persuasive arguments for developing the proposed collaboration considering the following questions:

- How does the proposed collaboration fit with the University's Global Engagement Strategy and Faculty plan?
- How will the proposed collaboration secure and/or enhance UL's position in and channels to EU/International student recruitment markets?
- Is the timing for the new collaborations appropriate in terms of current internal resources and the external environment?

REPUTATION OF THE PARTNER:

Summarise the partner institution in terms of its reputation, this could include partner institution educational values, mission statement, legal status (e.g. company registration, company ownership - public/private), league table/rankings, (e.g. [THE's World University Rankings](#), [QS World University Rankings](#), the [Academic Ranking of World Universities](#)), senior management reputation, organisational structure, any relevant business associations, associations with other universities, government standing, membership of professional bodies or external accreditations.
Is the partner institution able to award qualifications, if so how?

BENEFITS TO THE PARTNERSHIP:

include insight into any anticipated benefits of the collaborations. Think about the following for guidance:

- Any positive impact upon the experience of our students and staff.
- Raising UL's profile by improving the attractiveness of our portfolio and our academic reputation by increasing our connections to external networks.

RISKS ASSOCIATED WITH THE PARTNERSHIP:

Provide information on the political, economic and social context of the territory in question, including stability and potential risks for UL establishing and maintaining a collaborations there.

- Are there any current legal or cultural barriers to operating the proposed collaborations in the territory in question?
- Is the country/city/university location deemed safe in terms of UL staff and/or students potentially travelling there?
- Do we have relationships with agents in the country or are there links through Embassies and/or Education in Ireland?
- Is there a potential conflict of interest? Please provide details of other collaborations activity between the partner and UL?
- What competitor universities does the potential partner already work with, and how do they work with them?
- Is the proposed partner institution subject to a national quality assurance regime?

DUE DILIGENCE - TRAVEL

It is important that an assessment of the risks associated with the proposed partner's location is undertaken as staff and potentially students would be travelling there. UL has a duty of care to provide a safe environment for students and staff.

Please visit the link below where you can locate all the information you will need to undertake such an assessment.

http://www.iheqn.ie/fileupload/File/IHEQN_Guidelines_Collaborative_Provision_FINAL_21May13_55218605.pdf

Check the information provided on: <https://www.dfa.ie/travel/travel-advice>

Are there any potential risks relating to the following areas?		If yes, please provide details:
Are there any current political issues which may affect the partnership?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are there any Economic issues which may impact the partnership	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the country of the proposed partner rank highly on the world safety index?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are there any issues relating to the partners countries stance on Human rights?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are there any specific risks related to Intellectual Property rights the University needs to consider?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are there any specific risks related to Crime and corruption in the partner country?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
If there are any specific areas of concern please describe what proposed actions will be needed to manage and mitigate the risk(s)		

--

DUE DILIGENCE - VISAS

Are there any visa issues for Irish citizens who may wish to study at the partner institution?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes please provide details here:
Are there any visa issues for Non-Irish citizens who may wish to study at the partner institution? Please consult the partner to establish	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes please provide details here:

DUE DILIGENCE – QUALITY

Has the partner institution been subject to review by an external quality assurance agency in the past 5 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes please provide details here:
Are there any findings from such a review against the partner institution that may compromise the academic reputation of UL	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes please provide details here:

DUE DILIGENCE - FINANCIAL

Will the partner adhere to ethical business, anti-corruption practices in accordance with the Irish Criminal Justice (Corruption Offences) Act 2018?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please obtain a hard copy or provide the web link to the audited accounts and annual reports for the last 3 years (translated into English where relevant).	<input type="checkbox"/> Copies or web links to all reports and accounts provided <input type="checkbox"/> Web link to document: www. <input type="checkbox"/> No reports or accounts were made available
Are there any issues relating to currency fluctuation that may impact the income?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, how will this be managed:

	<input type="checkbox"/> N/A	
Are there any tax implications associated with this country relating to income earned locally or received in Ireland?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	If yes, please provide details here:
If income is to be received from the partner what are the arrangements for payment?		
Following review and consultation with your Financial Controller are there any concerns relating to the financial risks?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	Comments from the Finance Department:

Please provide the details of any proposed student numbers and income over a five year period from commencement of a Memorandum of Agreement.					
Year	Year 1	Year 2	Year 3	Year 4	Year 5
Projected Student numbers to UL					
Proposed income €					
Please provide details below of the predicted estimate of annual costs and overheads associated with the collaboration					
Services	Details of Service		Proposed Costs (new partner) €		
Academic					
Marketing					
Administration					
Travel and Expenses					
Other					
TOTAL AMOUNT					

PARTNER SITE VISIT REPORT

Has a site visit(s) to the partner institution taken place?

Yes / No

Name(s) of UL staff who conducted the site visit(s):

Institution/Departments/Campus visited:

Date(s) of the visit(s):

Visit(s) Summary:

3. SIGN OFF

1. FACULTY:

The form should be assessed by the relevant Faculty Executive Committee prior to submitting to the Standing Panel on Collaborations

DECISION TO PROCEED		COMMENTS
Faculty Dean	Yes / No	

2. Standing Panel on Collaboration:

Approved	<input type="checkbox"/>
Approved <u>with recommendations</u> (to be included below)	<input type="checkbox"/>
Not approved (add a brief explanation in the comments)	<input type="checkbox"/>

COMMENTS AND RECOMMENDATIONS FROM THE Standing Panel on Collaborations :

--

Chair of Standing Panel on Collaborations	
Signature:	
Date:	

Outcome Summary	<input type="checkbox"/> The proposal is approved <input type="checkbox"/> The proposal requires further work to provide assurance <input type="checkbox"/> The proposal is not approved and no future negotiations should take place with this university.
------------------------	---

In order to progress to the next stage of the collaborations development process, the following staff members are informed of approval or non-approval:

- Report sent to the Global Engagement Strategy Committee
- The Proposer and extended team
- Relevant Assistant Dean International
- Dean of Faculty
- International Partnerships Manager in IED (for further due diligence if required, and to begin drafting a Memorandum of Agreement).
- Erasmus and Exchange Manager in IED (for a student exchange collaborations)

11 Appendix 4: Overview of Collaboration Types

	Collaboration Type							
Aspect of the Collaboration	Co-delivery	Franchise	Dual Award	Joint Award	Statutory Apprenticeship	Study Abroad/Exchange	Articulation	Linked Provider
Definition	University of Limerick, as the awarding institution, collaborates with a company or organisation to co-develop and co-deliver a programme of study/research	University of Limerick, as the awarding institution, authorises the whole or part of one of its own validated programmes for delivery entirely by a partner institution.	University of Limerick collaborates with another degree-awarding body to design a programme leading to two separate awards. The awards can be at different levels. The qualifications attest to the successful completion of the programmes, with separate programme outcomes.	University of Limerick collaborates with one or more degree-awarding bodies to design a programme leading to one award.	Employer-led consortium. UL is the coordinating provider. The programme, which is defined by an approved occupational profile under the Industrial Training Act 1967, must be approved by the Apprenticeship Council.	University of Limerick and a partner institution agree to allow students to study a specified part of their programme at a host institution, normally one semester.	Students who satisfy academic criteria on one programme can be admitted with advanced standing to a subsequent stage of a programme of a different degree-awarding body. These arrangements are subject to a formal agreement between the parties.	Linked provider: “a provider that is not a designated awarding body but enters into an arrangement with a designated awarding body under which arrangement the provider provides a programme of education and training that satisfies all or part of the prerequisites for an award of the designated awarding body” (Quality & Qualifications Act 2012)
Examples from existing portfolio	<i>BA Hons in Applied Taxation with Revenue Commissioners</i>	<i>NCEF</i>	<i>Kedge Business School: KBS</i>	<i>Professional Diploma in School Leadership: UL/UCD/NUIG Joint PhD</i>	<i>Levels 7-9 programmes in development with ICBE; IPICS</i>	<i>Multiple</i>	<i>Multiple</i>	<i>MIC/Garda College</i>
Assumptions				Institutions jointly develop and deliver a taught programme leading to a single award from all participating institutions. One institution takes the lead in financial, administrative, admissions and quality assurance matters. The lead institution should remain the same for the duration of the agreement.	At least 50% of the credit is achieved through work-based learning. UL has at least 2 and maybe 3 roles in this arrangement – with the consortium as coordinating provider and with companies in which student is placed as education provider. Depending on the complexity of the apprenticeship, this could be a 1:1 or 1:many relationship. If other education providers are involved in national provision, agreements with those providers will also be required.	Arrangements normally involve credit accumulation and transfer so that credit achieved at the host institution is transferred to contribute to the programme and award at the home institution.		This is a very specific form of collaboration and will be entered into only if other forms of collaboration are deemed not to be appropriate.
Ownership of QA arrangements	<i>UL</i>	<i>UL</i>	<i>Both - programme-specific QA arrangements</i>	<i>Lead institution/ programme-specific arrangements</i>	<i>UL</i>	<i>UL</i>	<i>UL</i>	<i>Linked provider</i>

	Collaboration Type							
Aspect of the Collaboration	Co-delivery	Franchise	Dual Award	Joint Award	Statutory Apprenticeship	Study Abroad/Exchange	Articulation	Linked Provider
Summary of process for approval	Standard Approval	Standard Approval	Standard Approval	Standard Approval	Standard Approval	Essential Approval	Essential Approval	Standard Approval
Award	<i>UL</i>	<i>UL</i>	<i>From both institutions</i>	<i>Joint Award</i>	<i>UL</i>		<i>UL</i>	
Transcript and Certificate	UL transcript and parchment as per UL protocols	UL transcript and parchment as per UL protocols	UL transcript and parchment as per UL protocols	The certificate makes reference to the input of all institutions	UL transcript and parchment as per UL protocols	Statement of credit achieved at UL or host institution. Final award as per home institution protocols	UL transcript and parchment as per UL protocols	As governed by MoA in compliance with UL protocols
Regulations	<i>UL</i>	<i>UL</i>	<i>UL for UL award</i>	<i>Governed by the MoA</i>	<i>UL</i>	<i>UL†</i>	<i>UL</i>	<i>As governed by MoA</i>
Possible delegations	Student Recruitment	Student Recruitment			none	none	none	As governed by MoA
How are programmes typically staffed?	<i>By UL staff. May be input from industry specialists</i>	<i>By partner subject to agreed QA procedures</i>	<i>Both UL & partner subject to agreed QA procedures</i>	<i>By all institutions involved. QA governed by agreement</i>	<i>UL + employer-based assessors and mentors</i>		<i>UL</i>	<i>By linked provider and subject to LP QA arrangements</i>
Academic Registry information to be held in agreement	Y	Y	Y	Y	Y	Y	Y	Y
Is programme information held on UL systems?	Y	Y	Y	Y	Y		Y	
Are all module details (learning outcomes, credits, etc.) recorded on UL's student records systems?		Y	NO, only those delivered by UL; modules taken in partner institutions will be recorded as XP modules.	NO, only those delivered by UL; modules taken in partner institutions will be recorded as XP modules.		NO, only those delivered by UL	N/A	NO
Is student data held on UL systems?	Y	Y	Y	Y	Y		Y	
Are students considered students of UL and registered for the duration of their programme?	Y	Y	Y	Y	Y	Y†	Y from commencement	N
Will students typically have access to UL services, resources and ID card?	Y		Y	Y	Y	Y†	Y	N
Where grades are to be recorded in UL, the Course Director or nominee is responsible for obtaining, converting and submitting grades from the partner institution in	Y	Y	Y	Y	Y	Y	N/A	N/A

	Collaboration Type							
Aspect of the Collaboration	Co-delivery	Franchise	Dual Award	Joint Award	Statutory Apprenticeship	Study Abroad/Exchange	Articulation	Linked Provider
<p>line with UL grading deadlines. Any alternative arrangements must be agreed and included in the agreement.</p> <p>Course Director or nominee will ensure that students' grades, credits and final awards align with UL progression decisions and award regulations.</p> <p>Course Director or nominee will confirm whether students will be presented to a UL exam board, if so, they will specify the exam board date.</p>	Y	N/A	N/A	Y	N/A	N/A	N/A	
<p>Course Director or nominee will ensure that students are presented to Academic Council to confirm awards. Agreement will also state whether the students will be conferred in UL.</p>		Y	Y	Y				
<p>In cases where students are registered in the partner institution but intend to come to UL the following semester, the Course Director or nominee will notify Academic Registry of this each semester.</p>		Y	Y	Y		Y	N/A	Y
<p>Course Director or nominee will notify Academic Registry early April (for Autumn timetable) or late September (for Spring timetable) if the students are to be included on the central class timetable.</p>		Y	Y		Y	N/A	Y	Y
<p>Course Director or nominee will be</p>	Y		Y	Y				Y

	Collaboration Type							
Aspect of the Collaboration	Co-delivery	Franchise	Dual Award	Joint Award	Statutory Apprenticeship	Study Abroad/Exchange	Articulation	Linked Provider
responsible for communicating student enrolment, grading and other relevant information between Academic Registry and the partner institution. Where Academic Registry is to liaise directly with the partner institution, the contact details of the designated person in the partner institution will be listed in the agreement.								
Where students on the UL campus share modules with those taught off campus (including in another country), the Course Director or nominee will ensure that examination material is provided at the other centre and that arrangements are included in the MoA to administer examinations in line with UL examination requirements.	Y	Y	Y	Y		N/A	Y	N/A
Course Director or nominee will provide Academic Registry with a copy of the proposed agreement before it is signed.	Y	Y	Y	Y	Y	Y	Y	Y
Level of Collaboration								
Monitoring & Evaluation Arrangements	<i>UL annual monitoring, feedback and periodic programme & agreement review</i>	<i>UL annual monitoring, feedback and periodic programme & agreement review</i>	<i>UL annual monitoring, feedback and periodic review of programmes & agreements; annual meeting of joint providers</i>	<i>Student progress reports; supervisor reports; periodic review of agreements; annual meeting of joint providers</i>	<i>UL annual monitoring, feedback and periodic programme & agreement review; review of occupation and of any other providers offering programme</i>	<i>Periodic review of agreements; performance of students admitted under these arrangements</i>	<i>Periodic review of agreements; performance of students admitted under these arrangements</i>	<i>AIQR by LP; annual dialogue meeting; periodic review of programmes where relevant; institutional review</i>
Are students surveyed directly by UL?		Y	Y+	Y+	Y	Y+	Y	N

	Collaboration Type							
Aspect of the Collaboration	Co-delivery	Franchise	Dual Award	Joint Award	Statutory Apprenticeship	Study Abroad/Exchange	Articulation	Linked Provider
Restrictions/Exclusions		<i>This arrangement may not be extended to other third parties by the partner</i>						<i>Level 10 programme approval may not be delegated</i>
Academic Registry information to be included in the agreement	Y	Y	Y	Y	Y	Y	Y	Y
Template MoU	UL MoU template	UL MoU template	UL MoU template	UL MoU template	UL MoU template	UL MoU template	UL MoU template	UL MoU template
Template MoA	<i>UL co-delivery template</i>	<i>UL franchise template</i>	<i>UL dual award template</i>	<i>UL joint award template</i>	<i>UL-CSG template: UL-Education Provider: employer template</i>	<i>Erasmus agreements; Study abroad templates</i>	<i>UL Articulation template</i>	<i>UL-LP template</i>
Proposal Document								

† When located at UL