



Anglia Ruskin
University

Senate Code of Practice on Collaborative Provision

Sixth Edition

September 2015



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Foreword

This Senate Code of Practice is one of a series of Codes through which, in conjunction with other mechanisms, academic standards and the quality of education at Anglia Ruskin University are maintained, assured and enhanced.

Each Code of Practice has been approved by the Senate for use throughout Anglia Ruskin and its UK and international Associate Colleges¹. The complete set of Codes, as at September 2015, covers:

- Admissions
- The Assessment of Students
- Collaborative Provision²
- Curriculum Review and Approval
- External Examiners for Taught Courses
- Research Degrees

The Codes are closely linked and share common elements of quality assurance policy and practice at Anglia Ruskin University. They should therefore be read as a set.

The Code is particularly intended for those staff within Anglia Ruskin who are involved in the development of collaborative links and the ongoing management of taught courses approved by Anglia Ruskin and delivered by Associate Colleges in both the UK and overseas. These staff include members of the Corporate Management Team, Deans of Faculty, Deputy Deans, Heads and Deputy Heads of Departments, Directors of Studies, Course Leaders, Institutional Approval and Institutional Review Panel Chairs/ Members, Executive Officers and other senior management and administrative staff within Anglia Ruskin.

This document is also intended for colleagues at Associate Colleges, in both the UK and overseas. In particular, it provides a useful introduction and guide for prospective Associate Colleges to Anglia Ruskin's overall approach to collaborative activity.

This sixth edition of the Code of Practice incorporates revisions approved by the Senate on 19 November 2014.

The Academic Office no longer provides printed copies of this Code of Practice. It is available electronically at:

www.anglia.ac.uk/codes

Paul Baxter
Director, Academic Office

September 2015

¹ 'Associate College' is Anglia Ruskin's term for a collaborative partner institution.

² First approved by the Senate on 13 June 2007. Subsequent revisions approved on 23 April 2008, 25 June 2009, 19 November 2009, 25 April 2012, 13 February 2013, 19 June 2013 and 19 November 2014.

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1. Introduction

1.1 This Code of Practice has been approved by the Senate and is based on the expectations contained within Section B10 of the UK Quality Code for Higher Education, published by the Quality Assurance Agency for Higher Education (QAA).

1.2 The Code complements other Senate Codes of Practice for specific quality assurance activities including:

- Admissions;
- Assessment of Students;
- Curriculum Approval and Review;
- External Examiners for Taught Courses;
- Postgraduate Research Programmes.

1.3 “Collaborative provision” is defined for the purpose of this Code as:

“...educational provision leading to an award, or to specific credit toward an award, of an awarding institution delivered and/or supported and/or assessed through an arrangement with a partner organisation” (QAA UK Quality Code: Section B10 (December, 2011), page 1).

1.4 The Senate’s Collaborative Activity Committee (CAC) is responsible to the Senate for institutional oversight of the engagement of Anglia Ruskin’s academic collaborative arrangements with Associate Colleges and other corporate partners as defined in this Code of Practice and Chapter B10 of the QAA’s UK Quality Code for Higher Education.

1.5 In fulfilling its commitment to increase opportunities for suitably qualified students to enter and benefit from higher education, Anglia Ruskin University has developed collaborative links with higher education institutions in the UK and overseas in both the public and private sectors.

1.6 At Anglia Ruskin there are eight categories of collaborative link:

(1) Franchise

The process by which Anglia Ruskin University, as an awarding body, agrees to authorise delivery of the whole or part of one or more of its approved courses by an Associate College in the UK or overseas, leading to an Anglia Ruskin award. This category of collaborative link is the default position and represents the vast majority of links at Anglia Ruskin University.

(2) Validation

Under certain collaborative links, Anglia Ruskin University validates the delivery of a course (accepting responsibility as the awarding body), the curriculum for which is designed and delivered by the Associate College and which is not a franchise of the Anglia Ruskin curriculum in the same subject area. Under these arrangements, responsibilities for curriculum management and academic governance are delegated to the Associate College. This category of link is the exception and is only sanctioned by Anglia Ruskin’s Corporate Management Team (CMT) and the Senate infrequently.

(3) Dual Award

(a) Type A

Under certain collaborative links, Anglia Ruskin and another awarding body in the UK or overseas deliver a course leading to a separate award conferred by each awarding body, possibly governed by separate regulations for each award. Such arrangements are known as dual awards (type A).

(b) Type B

Under certain collaborative links, Anglia Ruskin and another international awarding body, which is operating under different statutory requirements in a different jurisdiction, confer separate awards following the successful completion of a single course (articulated on a single CSF) which is delivered at only one of the awarding bodies. The awards are co-dependent and cannot be awarded individually with a student obliged to meet the requirements of both awarding bodies for the awards to be conferred. Such arrangements are known as dual awards (type B).

Anglia Ruskin has agreed a set of defining characteristics for all dual awards (see 4.4.3 below).

(4) Joint Award

Under certain collaborative arrangements Anglia Ruskin University and one or more awarding bodies may jointly develop and deliver a course leading to a single award, conferred jointly by all participants or solely by Anglia Ruskin University. In such cases the award and its constituent modules could not be delivered or conferred without the academic expertise of each partner. Such awards are known as joint awards.

(5) Joint Venture Company (JVCo)

A Joint Venture Company is a corporate entity established by Anglia Ruskin University and an Associate College in which Anglia Ruskin University has the controlling influence. The Joint Venture Company provides a legal and financial mechanism through which courses funded by HEFCE and other external bodies are offered, often in a discrete geographical area.

(6) Outcentre

An Outcentre is the generic title for an off-campus site and the associated resources (whether in the UK or overseas), not owned and/or managed by Anglia Ruskin University, at which regular curriculum delivery is undertaken leading to an Anglia Ruskin award (minimum of 60 credits) or credit.

Curriculum delivery at an Outcentre may be by existing Anglia Ruskin staff, by new staff appointed on Anglia Ruskin contracts specifically for this delivery point or by a combination of staff in both categories.

(7) Accreditation

Accreditation is the term used to describe the process through which an education and training programme delivered by an external provider is formally recognised as equivalent to a defined volume and level of Anglia Ruskin **general** credit. Subject to the policies set out in Anglia Ruskin University's *Academic Regulations*, such credit

may subsequently be used as the basis for an application for admission with **specific** credit to a particular Anglia Ruskin course(s). The accreditation process is the responsibility of a Standing Committee of the Senate, currently the Quality, Enhancement & Standards Committee (QESC), acting on its behalf.

(8) Articulation Arrangement

An articulation arrangement is a process whereby all students who satisfy academic criteria on a course delivered by another educational organisation are automatically entitled (on academic grounds) to be admitted with accreditation of prior learning to a defined stage of an Anglia Ruskin course. There may, however, be other entry requirements which must be met, such as specific IELTS scores or UKVI requirements and these will be detailed in the formal agreement which accompanies such arrangements and is signed by both parties.

- 1.7 This Code of Practice defines the policies and procedures to be followed when establishing and maintaining the first six categories of collaborative provision with a UK or international Associate College. The arrangements for seeking accreditation and an articulation arrangement (categories 7 and 8) are published by the QESC.

2. General Principles

- 2.1 The Senate Code of Practice requires that all collaborative links are governed by the following general principles:

- Anglia Ruskin University is responsible for the academic standards of all awards granted in its name at all delivery points; *[NB: Under the terms of Anglia Ruskin's Articles of Government this responsibility is formally undertaken by the Senate]*
- the academic standards of all awards involving collaborative provision are equivalent to those of comparable awards delivered at Anglia Ruskin University. To ensure such comparability all awards are conferred only by the Anglia Ruskin Awards Board on behalf of the Senate and the assessment processes are governed by the *Academic Regulations* and relevant Senate Codes of Practice;
- the academic standards of such awards are compatible with relevant UK reference points, including the QAA's UK Quality Code for Higher Education;
- Anglia Ruskin University is responsible for defining a threshold level of learning opportunities and the student experience at all delivery points, including collaborative provision in the UK or overseas, to enable students to achieve the appropriate academic standard for an award;
- each collaborative link is subject to a written and legally binding agreement (the 'Academic Agreement'), signed by an authorised representative of Anglia Ruskin University and the Associate College;
- each collaborative link is negotiated, agreed, implemented and managed in accordance with Anglia Ruskin policies and procedures, as set out in the signed agreement, including adoption of the *Academic Regulations* and the Senate Codes of Practice;
- Anglia Ruskin University does not enter into any collaborative link with an Associate College which in turn uses that link as a basis for establishing collaborations of its own with third parties while still offering an Anglia Ruskin award. Such collaborations are known as "serial arrangements".

2.2 Establishing the Nature of a Collaborative Arrangement

The establishment of any collaborative arrangement, except Accreditation and Articulation Arrangements (types 7 & 8) and some Outcentre (type 6) arrangements is subject to Institutional Approval (see Section 3 of this Code of Practice). Stage One of the process includes approval in principle by the Anglia Ruskin CMT. Any collaborative arrangement of type 2 (validation) can only be established for an existing Associate College and requires additional criteria to be satisfied to the Senate's satisfaction. These criteria are detailed in Section 6 of this Code of Practice.

3. **Institutional Approval (of a New Associate College)**

3.1 Context

3.1.1 New collaborative links are normally initiated by a Faculty or department within a Faculty (the "sponsoring" Faculty) and relate to delivery of a particular course or group of courses for which the Faculty has management responsibility (see paragraph 4.2 below for cases where an Associate College wishes to offer a course in a subject area where Anglia Ruskin University has no subject specialist expertise). In certain circumstances a new collaborative link is a university-wide initiative, normally coordinated by a Deputy Vice-Chancellor, involving several or all Faculties of Anglia Ruskin University.

3.1.2 Institutional Approval is the formal mechanism through which Anglia Ruskin University satisfies itself about the good standing, financial viability and suitability of a prospective Associate College. This process is adopted irrespective of the nature and source of the initial request to work with Anglia Ruskin. The process is conducted in two distinct stages.

3.2 Stage One (approval in principle by the CMT)

3.2.1 The purpose of Stage One of the Institutional Approval process is to enable the CMT of Anglia Ruskin University to determine whether:

- the collaborative link is consistent with Anglia Ruskin University's educational objectives; [*This aspect is considered in more detail at Stage Two of the approval process*]
- the Associate College has an appropriate level of academic standing in the UK or overseas (depending on its location) to merit a collaborative link with Anglia Ruskin University; [*The evidence to inform this judgement includes information from other UK HEIs, QAA reports, the British Council and the Foreign and Commonwealth Office*]
- the Associate College's financial status and funding source(s) are stable;
- the Associate College's legal status is sound;
- the collaborative link is likely to be financially viable.

3.2.2 Due diligence checks are incorporated into the Institutional Approval process and are carried out by the Deputy Vice-Chancellor (Academic) in consultation with appropriate members of the CMT.

3.2.3 Prior to the commencement of Stage One, it is expected that a significant amount of informal discussion has taken place between the relevant parties. This must include at least one visit to the proposed Associate College by a senior representative(s) of Anglia Ruskin University to explore and assess the viability of the collaborative link. A reciprocal exchange of information takes place which facilitates an understanding

of the expectations of both parties in relation to the partnership. Anglia Ruskin normally provides the following:

- the relevant generic Academic Agreement;
- the Undergraduate and, where appropriate, Postgraduate Prospectus;
- the Anglia Ruskin Learning, Teaching and Assessment Strategy;
- policy and procedural documents in relation to student administration and quality assurance and enhancement;
- staff development policy.

The proposed Associate College is asked to provide the following:

- published annual reports and accounts (last three years);
- current liability and professional indemnity policies;
- current Health and Safety Policy (or equivalent);
- current Human Resources Policy, including equal opportunities policies regarding staff and students (or equivalent);
- evidence of Data Protection Act Registration (or equivalent).

3.2.4 To obtain Stage One approval the Dean of Faculty (for a Faculty initiative) or Deputy Vice-Chancellor (for a corporate initiative) completes Part A of the **Outline Proposal (Associate College) Form** (available at <http://web.anglia.ac.uk/onet/academic/qad/collab/ia.phtml>) based on the information gathered during the informal discussions. The form is then forwarded to the Deputy Vice-Chancellor (Academic) who oversees the completion of Part B, the due diligence investigations.

3.2.5 Part A of the Outline Proposal (Associate College) Form contains information on the Associate College including:

- the official title and address of the Associate College;
- the nature of incorporation and legal status of the Associate College, including its capacity in law to contract with Anglia Ruskin University as its awarding body;
- the names, titles and, where appropriate, roles of all Directors/Trustees both currently and in the previous three years;
- the nature of the collaboration (see paragraph 1.6 of this Code of Practice) and the title(s) of the course(s) to be delivered and proposed implementation dates for each;
- the strategic rationale for the collaborative link from the perspective of both Anglia Ruskin University and the Associate College, and an evaluation of the compatibility of the educational objectives of both partners;
- evidence of good standing, from QAA (or equivalent public body reports such as OFSTED), British Council and/or Foreign and Commonwealth Office information, or other HEIs previously associated with the proposing Associate College, as relevant;
- the business case for the collaborative link, including an estimate of the likely minimum gross income to Anglia Ruskin University and the associated costs (including start-up costs);
- details of the Associate College's current links with other HE awarding bodies and of any former links with such bodies which have been terminated, giving the reasons for such termination.

3.2.6 A key aspect of the form is the outcome of due diligence investigations conducted by the Deputy Vice-Chancellor (Academic) in consultation with appropriate members of the CMT. The outcome is contained on Part B of the Outline Proposal (Associate College) Form with reference to the following (supplied by the sponsor):

- the annual reports and accounts for the most recent three years;
- a summary of current liability and professional indemnity insurance policies;
- details of any current proceedings likely to lead to prosecution or any prosecutions during the last three years;
- a copy of the Associate College's Health and Safety Policy (or equivalent);
- a copy of the Associate College's Human Resources Policy including equal opportunities policies regarding staff and students (or equivalent);
- a copy of the Data Protection Act Registration (or equivalent).

3.2.7 Part B concludes with a formal evaluation by the Deputy Vice-Chancellor (Academic) of the level of risk (low, medium or high) based on the outcome of the due diligence checks and an overall recommendation to the CMT whether or not to proceed in principle to establish a formal link with a new Associate College (and therefore to instigate Stage Two of the Institutional Approval process).

3.2.8 If the CMT agrees to proceed in principle to establish the new collaborative link, the proposal moves to Stage Two.

3.2.9 The appropriate Deputy Vice-Chancellor formally writes to the Principal of the Associate College, confirming the CMT's decision and indicating that the Academic Office will shortly contact the Associate College to arrange an Institutional Approval event according to a mutually convenient schedule. At this stage a Statement of Intent may be signed by the appropriate Deputy Vice-Chancellor and a senior management representative of the Associate College and a copy of the appropriate generic Academic Agreement is shared with the Associate College to provide the partner with an early indication of the likely nature of the collaborative link with Anglia Ruskin University.

3.3 Stage Two (formal approval by the Senate)

3.3.1 The final decision to establish a formal link is taken on conclusion of Stage Two of the Institutional Approval process.

3.3.2 The purpose of Stage Two of the process is to enable the Senate to determine whether the Associate College:

- has developed educational objectives which are compatible with and complement those of Anglia Ruskin University;

[The evidence to inform this judgement includes the Associate College's mission statement, strategic plan, prospectus, range of existing programmes of study, student numbers and staffing levels]

- has developed the organisational capacity to manage effectively and to a high level of competence the academic standards and quality of education of courses leading to an Anglia Ruskin award without placing such standards and quality at risk for financial or other reasons;

[The evidence to inform this judgement includes the Associate College's management and committee structure, administrative staffing levels, curriculum management structures and quality assurance processes. If an Associate College does not have a formal committee structure, institutional approval is likely to be on condition that such a structure is established]

- has developed and maintained an ethos and environment for inclusive learning, teaching and assessment strategies appropriate to higher education and has established an appropriate level of resource to support delivery of higher education.

*[The evidence to support this judgement includes the Associate College's approach to learning, teaching and assessment strategies at HE level, appropriately qualified and experienced teaching staff, a staff development strategy which recognises the need for the regular updating of staff knowledge and skills to support student learning at HE level **and** provides appropriate resources to support such activity, adequate learning resources including Library and IT support, and welfare and other support services for students]*

3.3.3 The key element of Stage Two is a formal visit (known as the Institutional Approval event) to the Associate College, preceded by a recommended ten week planning period which commences with receipt of the briefing document prepared by the Associate College. The specific tasks undertaken during the planning period are shown in a typical ten week timetable (see **Appendix 1** of this Code of Practice).

3.3.4 Once the CMT agrees to proceed to Stage Two, the Academic Office contacts the Principal of the proposed Associate College regarding a possible timetable for the conduct of Stage Two of the process. When provisional dates have been agreed, an Executive Officer and Panel Chair are assigned and the detailed preparation begins.

3.3.5 Briefing Document

The Associate College prepares a briefing document for submission to the Academic Office a recommended ten weeks before the date scheduled for the Institutional Approval event. The document is presented in a consistent style and format (e.g. pagination and paragraph numbering). The briefing document provides sufficient information for an Institutional Approval Panel to make an informed judgement about the nature of the proposed collaboration between Anglia Ruskin University and the Associate College. If the nature of the collaborative link is complex the Director of the Academic Office, in consultation with the Deputy Vice-Chancellor (Academic), determines into which category/categories the proposed collaboration is to be placed under paragraph 1.6 above.

3.3.6 Guidance on the content of the briefing document is as follows:

(a) Institutional context and background

- a brief history of the institution including its current legal status and funding sources;
- the Associate College's Mission Statement (or equivalent);
- the Associate College's Strategic Plan;
- a management organisation chart;
- a list of existing higher educational provision (if relevant) by award and award title e.g. *Dip HE Business Management*;
- statistical information on current student numbers (with existing HE students shown separately) and the typical student profile (e.g. gender, age on entry, ethnic and geographical origin);
- details of staff numbers, presented separately for academic and administrative staff, with CVs for relevant academic staff provided as an appendix.

(b) Institutional management of academic standards and the quality of education

- a diagrammatic representation of the Associate College's committee structures. This should be supported by the terms of reference and membership of the key academic committees as appendices;
- an overview and evaluation of the Associate College's quality assurance and enhancement policies and procedures, including student consultation/representation systems and student feedback mechanisms, with relevant policy and procedural documents provided as appendices;
- a description of the Associate College's curriculum management structures;
- a statement of the proposed approach to the management of the collaborative link at institutional level
- an overview of the processes in place to manage the production of public information (including marketing materials).

[N.B. The administration of individual courses e.g. student registration, assessment and the conferment of awards, is considered in detail at subsequent Course Approval Events.]

(c) Ethos and environment for learning, teaching and assessment

- an overview of recruitment activities and the admissions processes;
- a description of the Associate College's inclusive approach to learning, teaching and assessment, with relevant policy documents attached as appendices;
- a description of the Associate College's approach to staff development and research activity, with relevant policy documents as appendices;
- information on the welfare and support services available to students;
- information on the physical and learning resources available to support student learning at HE level

(d) Relationships with other collaborative partners

a reflective summary of the operation of previous and/or current collaborative partnerships with other higher education institutions.

(e) Additional Information

any additional information which may assist the Institutional Approval Panel in its deliberations.

[NB: It is important that the prospective Associate College is the author of the briefing document although guidance will be provided by the Academic Office and the sponsoring Faculty, where appropriate.]

3.3.7 An Institutional Approval Panel considers the briefing document and conducts a formal visit to the Associate College arranged by the Academic Office (normally two days).

3.3.8 Additional documentation

In order to triangulate the information contained within the briefing document and that obtained from meetings held during the event, further documentary evidence is required for scrutiny by the Panel during the visit based on current courses (a "course" is the Anglia Ruskin University term for a programme of study leading to an award) delivered at the Associate College. The Executive Officer advises the Associate College of the specific additional documentation required approximately

four weeks before the event (see paragraph 3.3.17 below). Such information may include:

- descriptions of modules/units delivered (information on the curriculum content, teaching and assessment of individual modules/units i.e. the equivalent of Anglia Ruskin's Module Definition Forms);
- materials provided to students about modules/units (i.e. the equivalent of Anglia Ruskin's Module Guide);
- details of assessment tasks (e.g. examples of essay questions, examination papers);
- examples of assessed student work, reflecting a range of student performance and demonstrating evidence of second marking/ moderation processes (including external moderation, if appropriate); marking and feedback sheets, evidencing written feedback to students on assessed work;
- reports received from external examiners (where available);
- list of all marks for the relevant cohort of students related to the above examples;
- examples of systems for obtaining students' comments and views on the delivery and operation of courses and their constituent modules/ units;
- examples of public information and marketing materials.

Further information may also be requested after the Preparatory Meeting (see paragraph 3.3.17 below).

3.3.9 Course Approval Events

The Institutional Approval event does **not** normally include initial approval of the courses to be delivered by the Associate College, except that, for new international Associate Colleges, institutional approval and course approval **may**, for logistical and economic reasons, be undertaken concurrently. In such circumstances the two processes are distinct, are based on separate documentation and are conducted in accordance with an agreed timetable. For new UK Associate Colleges additional days may be planned within the scope of an Institutional Approval event to consider the approval of courses, subject to a successful outcome of the Institutional Approval event.

- 3.3.10 The initial approval of all courses delivered by a new (or existing) Associate College, in both the UK and overseas, is conducted in accordance with the *Senate Code of Practice on Curriculum Approval and Review*. Special arrangements apply if an Associate College wishes to offer a course in a subject area where Anglia Ruskin University has no specialist subject expertise. These arrangements are set out in the above Senate Code of Practice.

3.3.11 Institutional Approval: the Panel

The Executive Officer assigned to the Institutional Approval event is responsible for convening the event and for identifying appropriate Panel members. The Institutional Approval Panel membership is recommended by the Head of Quality Assurance to the Deputy Vice-Chancellor (Academic) for approval on behalf of the Senate.

- 3.3.12 The Panel comprises:

- a Chair (normally a member of senior staff with extensive experience of Anglia Ruskin's quality assurance policy and processes)
- two members of Anglia Ruskin academic staff

- one senior member of Anglia Ruskin administrative staff, where appropriate
- one external member who is a senior full-time academic member of staff from another UK university and has significant experience of collaborative activity and quality assurance processes at a UK higher education institution
- an officer from the Quality Assurance Unit within the Academic Office who acts as Executive Officer and co-ordinates the arrangements for the Institutional Approval event.

Appendix 2 of this Code of Practice details the arrangements for the payment of fees and other costs associated with the institutional approval process.

3.3.13 The role of the Panel Chair is to ensure that the Panel undertakes its role effectively and objectively, providing guidance to members on policy issues and summarising the conclusions reached.

3.3.14 The particular role of the external panel member is to provide independent and objective advice and guidance on the proposed partnership, including its academic desirability and benefit for Anglia Ruskin, based on his/her experience of relevant collaborative activity.

3.3.15 The Planning Period

The documentation is sent to Panel members. Further information required from the Associate College may be requested by the Executive Officer on behalf of the Panel. The Executive Officer, in consultation with the Panel Chair, may also draw upon publicly available information about the potential Associate College (e.g. from the internet) which may be useful to include in the event pack.

3.3.16 Approximately **six weeks** before the event, panel members are required to submit to the Executive Officer comments on the documentation, particularly key issues for exploration during the event, and to identify any further information required in advance. The Executive Officer prepares a checklist of comments returned by Panel Members for initial discussion with the Panel Chair.

3.3.17 Approximately **four weeks** before the event the Executive Officer arranges a Preparatory Meeting attended by the Panel Chair, Executive Officer and representatives of the Associate College. The Preparatory Meeting discusses any issues arising from the documentation (as informed by the checklist prepared by the Executive Officer), any further information or evidence identified by panel members and the structure and programme for the visit. The discussion includes the identification of groups of staff and students to meet with the Panel at the event. These prior discussions are designed to achieve a constructive dialogue rather than a confrontational approach during the event itself. Prior discussions with a new international Associate College do not involve a visit to the Associate College and alternative arrangements are made (e.g. a meeting with senior academic managers from the Faculty proposing the collaborative link or, in the case of a corporate initiative, an appropriate media such as video conferencing).

3.3.18 The Visit

The visit to the Associate College, which normally has a duration of two days, takes place at the site (or sites) of the Associate College in accordance with a standard programme which normally comprises:

- discussion of statements made in the briefing document;

- a tour of the physical and learning resources available to students;
- a meeting with representatives of the senior management team to discuss issues such as:
 - the institutional Vision/Mission and higher education strategy;
 - the strategic commitment to the proposed collaborative link;
 - staffing and other learning and teaching resources to support students;
 - institutional oversight of academic standards and quality of education;
 - experiences of collaborative links with other awarding bodies;
- a meeting with academic staff to discuss curriculum delivery including:
 - curriculum management structures;
 - assessment issues (e.g. operation of the assessment process including internal moderation, student feedback on assessed work);
 - student support and guidance;
 - student consultation/representation processes;
- a meeting with colleagues with specific responsibilities for:
 - learning resources and other student support services;
 - staff development and related activity;
 - staff research;
 - marketing;
 - student support and guidance (academic and pastoral) including issues relating to social, recreational and welfare facilities;
 - quality management and enhancement (including feedback from students about course delivery and curriculum relevance);
- a meeting with current and, if possible , former students for detailed discussion on a range of topics including:
 - pre-arrival information;
 - registration and induction;
 - provision of course-specific Student Handbooks (or equivalent);
- scrutiny of any further documentation requested in advance and linked to themes identified by the Panel, and notified to the Associate College, in advance. *[NB: A list of any further information requested by the Panel is sent by the Executive Officer to the Associate College before the event: see paragraph 3.3.17 above].*

3.3.19 Outcomes

At a private meeting towards the end of the event the Panel determines into which of the following categories the proposal is placed:

- unconditional approval;
- conditional approval;
- rejection (if the Panel has identified substantial issues which cannot be resolved);
- suspension (if serious issues have emerged during the event which require further investigation).

3.3.20 At the end of the event the Panel Chair gives an oral summary of the Panel's conclusions and any conditions and/or recommendations. The definitive statement of the Panel's decisions is as set out in the written report prepared by the Executive Officer.

- 3.3.21 In recommending to the Senate the establishment of a formal collaborative link with an Associate College the Panel may set “conditions”, which must be met by a specified deadline (as detailed in the written report of the event), or “recommendations” which the institutional partner is required to consider, submitting a formal response via the Executive Officer.
- 3.3.22 For these purposes a “condition” is set when the Panel has identified an issue or area of concern where the Associate College’s current and/or likely future management of academic standards and/or the quality of education, as prescribed by Anglia Ruskin University, is at risk unless the condition is satisfied by the deadline. The deadline for satisfying any condition must be set before the implementation date of the proposed collaborative link and before the admission of any students to courses leading to an Anglia Ruskin award.
- 3.3.23 A standard condition for all new collaborative links is the joint signing of an Academic Agreement by the Vice-Chancellor (or appropriate Deputy Vice-Chancellor) of Anglia Ruskin University and Principal of the Associate College. The Deputy Vice-Chancellor (Academic) maintains a template for the Academic Agreement and develops the Agreement for each Associate College on an individual basis following successful completion of Stage 2 of the Institutional Approval process.
- 3.3.24 The template for an Academic Agreement includes the requirement to establish an Anglia Ruskin Course Management Committee with responsibility for managing the academic standards and quality of all Anglia Ruskin courses delivered by the Associate College and particularly to oversee all aspects of curriculum management and delivery.
- 3.3.25 The Executive Officer sends the Associate College’s response to any conditions to all members of the Panel for initial comment, offering advice on the suitability of the responses, where appropriate.
- 3.3.26 A “recommendation” is set when the Panel believes that the Associate College’s current and/or likely future management of the quality of education provided locally to students would be enhanced if the recommended action is taken.
- 3.3.27 The Associate College is required to provide a formal written response to any “recommendations” set by the Panel **within six months** of the Institutional Approval event. The response is submitted by the Executive Officer to all members of the Panel for initial comment and then to the CAC for formal consideration.
- 3.3.28 The Executive Officer prepares a draft “outcome report” within two working days of the event, identifying the agreed conclusions, conditions and recommendations and is approved by the Panel Chair. The “outcome report” is designed to provide immediate feedback to the Associate College, enabling work on responding to the conditions and recommendations to begin as soon as possible. It is not the formal record of the event and has no official status.
- 3.3.29 Within **15 working days** of the event the Executive Officer circulates a complete draft report, including any conditions and/or recommendations, to all panel members for comment. The unconfirmed report, approved by the Panel Chair and incorporating any comments from Panel members, is then circulated for information by the Executive Officer to the Principal and lead contact of the Associate College with an invitation to correct any factual inaccuracies. The confirmed report (incorporating the correction of any factual inaccuracies) is sent by the Executive Officer to the Principal and lead contact of the partner and the visiting Panel normally within **25 working days** of the event.

- 3.3.30 To ensure consistency and comparability in the conduct of events the written report follows a standard format prepared by the Academic Office. The format is reviewed annually by the Academic Office in the light of experience and in response to any new external requirements.
- 3.3.31 The confirmed report is submitted to the Senate for formal approval of the Panel's conclusions and a final decision whether or not to establish a formal link with the new Associate College. The Associate College's response to any conditions is submitted by the Executive Officer to all members of the Panel for initial comment before consideration by the Panel Chair who reports to the Senate whether or not the conditions have been met. The response to conditions must be submitted by a senior manager of the Associate College, thereby demonstrating endorsement of the response by the Associate College.

3.4 Review of Collaborative Links

- 3.4.1 All collaborative links are subject to an Institutional Review by Anglia Ruskin University, normally every five years (see Section 6 of this Code of Practice).
- 3.4.2 An Institutional Review may be undertaken earlier than the normal review schedule if the need is identified through Anglia Ruskin's ongoing quality assurance and/or monitoring processes or at the request of the Associate College.

4. **The Approval of Courses for Delivery by an Associate College**

4.1 Approval for Franchised Delivery of Existing Anglia Ruskin Courses

4.1.1 *Planning Approval*

A proposal for the franchised delivery of an Anglia Ruskin course at an Associate College requires planning approval. This process is coordinated by the Quality Assurance Unit of the Academic Office. An application for planning approval is submitted by the Anglia Ruskin academic staff member responsible for the proposal to the appropriate Faculty Management Team for consideration. If approved by the Faculty Management Team, the application is subsequently considered by CMT. A proposal from a Joint Venture partner is also considered by the appropriate Faculty Management Team. If it is approved, an application for planning approval is submitted to the JVCo Board of Directors.

- 4.1.2 Exceptionally, a proposal can be submitted for a franchised course where the curriculum to be delivered differs to that approved for delivery at Anglia Ruskin's core campuses but which leads to a similar (or exceptionally identically) titled award. The purpose of this exception is to: (a) facilitate the maintenance of current and vibrant curricula for delivery at all locations where the number of Associate Colleges delivering a curriculum in the same discipline is high and; (b) prevent management and administrative complexities caused by the requirements of appropriate governmental organisations in different jurisdictions (eg: the Malaysia Qualifications Authority) which can delay and/or unduly influence the design of the curriculum in other jurisdictions. It is expected that, in such circumstances, there is a single alternative curriculum for Associate College delivery, not several different versions.

Further details of the planning approval process (including the relevant forms) can be accessed at the following web address:

http://web.anglia.ac.uk/anet/academic/qad/curric_plan.phtml

4.1.3 *Franchise Approval Event*

Following successful completion of the planning approval process an 'approval event' to be held at the Associate College is scheduled by the Academic Office. As part of the preparation for the event, it is essential that the Associate College fully understands the rationale for the development of the intended learning outcomes for the course, the key academic features of the curriculum and the learning, teaching and assessment methods and strategies detailed in the Course Specification Form (CSF). Where the proposal is for the delivery of an existing Anglia Ruskin course, the Anglia Ruskin Course Leader is responsible for providing the Associate College at an early stage in preparations for the event with the detailed syllabus for the course and the Module Guides for each module. Close liaison is therefore required between the Anglia Ruskin Course Leader and a designated contact person at the Associate College.

An Executive Officer from the Quality Assurance Unit is allocated to service the event. The Executive Officer liaises with the designated Proposal Team Leader at the Associate College regarding the date of the visit, the required documentation and the arrangements for the event. The documentation is produced by the Proposal Team at the Associate College in collaboration with the relevant Course Leader at Anglia Ruskin. It is recommended that the approval event is held ten weeks after the submission of the documentation by the Proposal Team and involves a Panel of peers comprising a Chair, Anglia Ruskin academic staff and External Panel members (academic staff from another UK university(ies)), an Executive Officer, a Technical Officer and, where appropriate, a representative(s) from the relevant Professional, Statutory and Regulatory Body. The Panel undertakes a formal visit to all locations of delivery, assesses the learning resources available to support the course and meets teaching staff and the senior management team. Full details of the approval process, including the detailed documentary requirements, are contained in the *Senate Code of Practice on Curriculum Approval and Review* which can be accessed at:

www.anglia.ac.uk/codes

4.2 Development and Approval of Franchised Courses Where There is No Anglia Ruskin Subject Expertise

4.2.1 Occasionally, an Associate College seeks planning approval to develop a course in a subject area where there is no specialist subject knowledge at Anglia Ruskin University. In such cases, at the invitation of the appropriate Deputy Vice-Chancellor, the Dean of the Anglia Ruskin Faculty with the closest academic link to the subject concerned identifies an **External Subject Adviser** for the proposal (a subject specialist who is a full-time member of academic staff at another UK university) who is formally appointed for up to three years by the Senate, on the recommendation of the Faculty Board. The Dean may decline the invitation to the Faculty to take responsibility for the proposal but, in doing so, is required to give an explanation for that decision.

4.2.2 The External Subject Adviser's role is to:

- work with the Proposal Team in the Associate College in developing the proposal at the curriculum planning stage (normally during year 1 of the appointment) in accordance with Anglia Ruskin's *Academic Regulations* and quality assurance requirements, taking full account of the appropriate sections of the QAA's UK Quality Code for Higher Education;

- consult the appropriate Head of Department at Anglia Ruskin, as and when appropriate (e.g. for clarification of Anglia Ruskin's *Academic Regulations* and other requirements);
- provide ongoing specialist subject input to the teaching team (during years 2/3 of the appointment) in delivery of the course, if approved [*NB: This role does not usurp the separate and distinctive role of the External Examiner as set out in the relevant Senate Code of Practice*].

The External Subject Adviser is a formal member of the Proposal Team and is therefore expected to attend the Course Approval event in that capacity.

- 4.2.3 The appointment of the External Subject Adviser to the Proposal Team does not amend the constitution of the Course Approval Panel which is fulfilled in the normal way (as specified in the *Senate Code of Practice on Curriculum Approval and Review*)
- 4.2.4 During the first two years of delivery the External Subject Adviser provides six-monthly written reports to the Dean of the Faculty on the academic standards and quality of provision set for the course for presentation to the Faculty Board.
- 4.2.5 An annual fee and reimbursement of reasonable travel expenses is paid to the External Subject Adviser, funded by a Course Development Charge levied by Anglia Ruskin on any Associate College seeking to develop such a proposal.

4.3 Development and Approval of the Delivery of Awards Under a Validation Arrangement

4.3.1 *Planning Approval*

A proposal for the delivery of course at an Associate College under a validation arrangement requires planning approval. This process is coordinated by the Quality Assurance Unit of the Academic Office. An application for planning approval is submitted by the Associate College member of staff responsible for the proposal to the Associate College's Academic Board (or equivalent committee, as agreed with Anglia Ruskin) for consideration. If approved by the Academic Board, the application is subsequently considered by CMT. Further details of the planning approval process (including the relevant forms) can be accessed at the following web address:

http://web.anglia.ac.uk/onet/academic/qad/curric_plan.phtml

4.3.2 *Validation Approval Event*

Following successful completion of the planning approval process an 'approval event' to be held at the Associate College is scheduled by the Academic Office. As part of the preparation for the event, it is essential that the Associate College fully understands the rationale for the development of the intended learning outcomes for the course, the key academic features of the curriculum and the learning, teaching and assessment methods and strategies detailed in the Course Specification Form (CSF).

An Executive Officer from the Quality Assurance Unit is allocated to service the event. The Executive Officer liaises with the designated Proposal Team Leader at the Associate College regarding the date of the visit, the required documentation and the arrangements for the event. The documentation is produced by the Proposal Team at the Associate College. It is recommended that the approval event is held ten weeks after the submission of the documentation by the Proposal Team and involves a Panel of peers comprising a Chair, Internal and External Panel

members, an Executive Officer, a Technical Officer and, where appropriate, a representative(s) from the relevant Professional, Statutory and Regulatory Body. The Panel undertakes a formal visit to all locations of delivery, assesses the learning resources available to support the course and meets teaching staff and the senior management team. Full details of the approval process, including the detailed documentary requirements, are contained in the *Senate Code of Practice on Curriculum Approval and Review* which can be accessed at:

www.anglia.ac.uk/codes

4.4 Development and Approval of Dual Awards

4.4.1 A dual award is defined as a course which is jointly delivered by Anglia Ruskin and another degree awarding institution, in the UK or overseas, leading to separate awards conferred by each institution (see paragraph 1.6 above). The course may be developed by the two institutions collaboratively or be based on a mutual recognition of credit for the existing curriculum delivered by each institution. The responsibility for each award and for its academic standards and quality of learning opportunities remains with the awarding body.

4.4.2 *Planning Approval*

A proposal for the delivery of a dual award requires planning approval. This process is also coordinated by the Quality Assurance Unit of the Academic Office. An application for planning approval is submitted by the Anglia Ruskin academic staff member responsible for the proposal to the appropriate Faculty Management Team for consideration. If approved by the Faculty Management Team, the application is subsequently considered by CMT. Further details of the planning process (including the relevant forms) can be accessed at the following web address:

http://web.anglia.ac.uk/onet/academic/qad/curric_plan.phtml

4.4.3 *Defining Characteristics for a Dual Award (Type A)*

Type A dual award courses approved by Anglia Ruskin satisfy the following defining characteristics:

- A minimum of 1/3 of the course is studied at each awarding body

The sequencing of the order of study available to students at each awarding body is agreed at the approval stage and recorded on the CSF and outlined in the course student handbook.

- Curriculum mapping documentation

A detailed curriculum mapping document clearly identifying where equivalent learning takes place within each awarding body's provision is agreed at the approval stage. For both an undergraduate honours degree and a Masters award, this must include a Major Project of at least 30 credits.

- Marking equivalency tables

The adoption of country-specific marking equivalency tables is agreed at the approval stage in order to permit the entering of module marks achieved at the Associate College onto Anglia Ruskin's student information system. This enables the calculation of an award classification to be undertaken.

- Internal and external moderation of assessed work at the Associate College

The specific details concerning the operation of internal and external moderation of assessed work are agreed at the approval stage. This will either require the provision of samples of work from the Associate College for moderation prior to the Department Assessment Panel or a visit by relevant members of staff, including an external examiner to the Associate College to conduct the moderation in situ.

- Transcript and certificates

Both Anglia Ruskin and the Associate College agree that the award certificate explicitly states the nature of the dual award and includes the name both parties. The Anglia Ruskin transcript records all units of learning undertaken by the student, irrespective of whether the study was undertaken at Anglia Ruskin or the Associate College.

4.4.4 *Defining Characteristics for a Dual Award (Type B)*

Type B dual award courses approved by Anglia Ruskin satisfy the following defining characteristics:

- Statutory requirements and legal jurisdiction

Type B dual awards are only appropriate where there are differing obligations on each awarding body as a result of the requirements of statutory bodies operating under different legal jurisdictions (eg: the requirements of the Malaysian Qualifications Agency).

- A single course delivered entirely at one of the awarding bodies leading to co-dependent awards

The course is delivered in its entirety at one of the awarding bodies and is articulated on a single CSF agreed at the approval stage. Each award is co-dependent on the conferment of the other award. Neither awarding body can confer its award individually. Both awards are identical in terms of academic level, volume of study and course title.

- Marking equivalency tables

The adoption of country-specific marking equivalency tables is agreed at the approval stage in order to permit the entering of module marks achieved at the Associate College³ onto Anglia Ruskin's student information system. This enables the calculation of an award classification to be undertaken.

- Internal and external moderation of assessed work at the Associate College³

The specific details concerning the operation of internal and external moderation of assessed work are agreed at the approval stage. This will either require the provision of samples of work from the Associate College³ for moderation prior to the Department Assessment Panel or a visit by relevant members of staff, including an external examiner to the Associate College³ to conduct the moderation in situ.

³ The term 'Associate College' is used here in the generic sense to indicate a collaborative partner of Anglia Ruskin. However, in other documentation which is specific to an individual partnership, this term will be replaced with the term 'Partner University' when required by different jurisdictions

- Outcomes of the assessment process

Both awarding bodies operate their own assessment panels for the purpose of assuring appropriate academic standards and agreeing marks to reflect student performance. In the event of any disagreement between the assessment panels of the two awarding bodies, the decision of the Anglia Ruskin DAP is final.

- Transcript and certificates

Both Anglia Ruskin and the Associate College⁴ agree that the award certificate explicitly states the nature of the dual award and includes the name both parties. The Anglia Ruskin transcript records all units of learning undertaken by the student, irrespective of whether the study was undertaken at Anglia Ruskin or the Associate College⁴.

4.4.5 *Mapping the Curriculum*

Following successful Institutional Approval (during which Anglia Ruskin University assures itself that the Associate College⁴ is of good academic standing; see Section 1 above), Anglia Ruskin colleagues work closely with relevant staff at the Associate College⁴ to map the content of the Associate College's⁴ curriculum for the relevant course against that of the equivalent Anglia Ruskin course. The completed mapping exercise is considered by the QESC for approval of the proposed credit recognition. If the credit recognition is agreed, an Academic Agreement (Dual Award) is signed by both parties before the commencement of the arrangement. It is essential that both parties keep each other informed of any subsequent changes to the curriculum of the relevant courses leading to a dual award.

Further consideration of the arrangement may be required by the QESC where changes to the curriculum of either course are made. Anglia Ruskin colleagues also engage with any approval process required by the Associate College⁴. A five-yearly review of the mapping of the curriculum is required to determine whether the mapping of the respective curricula and the marking equivalency tables remain current.

5. **The Ongoing Management, Quality Assurance and Enhancement of Collaborative Provision**

5.1 Preamble

5.1.1 Once a course (or group of courses) has been approved for delivery by an Associate College, the course(s) is subject to a number of quality assurance policies and procedures. All courses delivered by an Associate College are required to engage with Anglia Ruskin's quality assurance policies and procedures.

5.1.2 During the first year of operation of any new collaborative arrangement (irrespective of the type of collaborative arrangement), or when an Associate College operating under a franchise arrangement moves to a validation arrangement, Anglia Ruskin undertakes additional oversight measures to assure itself that appropriate systems and policies are operating at the Associate College to assure academic standards

⁴ The term 'Associate College' is used here in the generic sense to indicate a collaborative partner of Anglia Ruskin. However, in other documentation which is specific to an individual partnership, this term may be replaced with the term 'Partner University' when required by different jurisdictions

and the quality of education and that any responsibilities delegated to an Associate College under a validation arrangement are being satisfactorily discharged. The exact nature of these additional oversight measures is agreed between the Associate College and Anglia Ruskin following successful Institutional and/or Course Approval/Review but normally manifests itself in a series of additional meetings between senior Academic Office staff and senior staff at the Associate College with responsibility for the provision being delivered. Regular reports on the progress of these additional measures are submitted to the CAC, as appropriate, during the first year of operation.

5.2 The Academic Agreement

Anglia Ruskin has developed a standard Academic Agreement for each type of collaborative arrangement. The agreements set out the expectations and responsibilities of both parties and are signed by the Vice-Chancellor at Anglia Ruskin and the Principal (or equivalent) of the Associate College as a standard condition of the Institutional Approval process (see Section 1 above). The agreement is subject to review by the Deputy Vice-Chancellor (Academic). The original signed copy of the agreement is held by the Deputy Vice-Chancellor (Academic) who is responsible for ensuring that each agreement is renewed annually.

5.3 Academic Governance

5.3.1 For all partnerships, except those operating under a Validation arrangement, the academic governance of all modules and courses delivered by Associate Colleges is managed through the relevant Anglia Ruskin Faculty Board and its standing committees.

5.3.2 For all modules and courses delivered under a validation arrangement, the Associate College's Academic Board (or equivalent committee) has delegated authority to act in the equivalent capacity to an Anglia Ruskin Faculty Board with regard to day-to-day responsibility for the oversight of academic standards, the quality of the education and the effectiveness of academic delivery of validated modules and courses for which Anglia Ruskin is the awarding body. This responsibility includes the management and operation of the Curriculum Revisions process (see paragraph 5.9.5 below).

5.3.3 The Academic Board (or equivalent committee) reports directly to the QESC with regard to Anglia Ruskin provision. In order to establish and maintain a link with Anglia Ruskin's academic community, the Academic Board membership includes at least one member of academic staff from the appropriate Anglia Ruskin faculty(ies).

5.4 Publicity and Marketing

As detailed in the Academic Agreement, the Associate College abides by Anglia Ruskin's prescribed guidelines and protocols in relation to marketing and promotion of the courses. Anglia Ruskin, at its sole discretion, monitors all advertising and promotional material relating to approved courses.

5.5 Admissions

As detailed in the Academic Agreement, the Associate College is responsible for the selection, admission and registration of students in accordance with the *Rules, Regulations and Procedures for Students* and the *Senate Code of Practice on Admissions*. These documents are available respectively at:

http://web.anglia.ac.uk/anet/staff/sec_clerk/rul_regs.phtml and www.anglia.ac.uk/codes

The QESC's Admissions Policy Subcommittee undertakes an annual audit of admissions decisions made by Associate Colleges. The Audit is conducted on a sampling basis according to a rolling programme maintained by the Subcommittee that incorporates each Associate College at least once every four years.

5.6 Information for Students

Anglia Ruskin provides copies (some may be electronic resources only) of the *Rules, Regulations and Procedures for Students (RRPS)*, the *Undergraduate Student Handbook* and a course-specific Student Handbook. Students are also provided with a Module Guide for individual modules. For all collaborative links (except those under the Validation category), this is supplied by the Anglia Ruskin Module Leader to the Module Tutor at the Associate College in advance of the delivery of the module (see the *Senate Code of Practice on the Assessment of Students* available at www.anglia.ac.uk/codes).

5.7 Rules, Regulations and Procedures for Students

5.7.1 Anglia Ruskin's RRPS detail non-academic related regulations with which students are required to comply during their period of registration as a student at Anglia Ruskin. Certain regulations contained within the RRPS do not apply to students registered at an Associate College as local arrangements are appropriate and therefore apply, as agreed between Anglia Ruskin and the Associate College and documented in the relevant written agreement. Associate Colleges are responsible for ensuring students are informed of those aspects of the RRPS which do not pertain to them and the local alternative arrangements that apply instead.

5.7.2 Students who are in breach of the RRPS (or any local alternative arrangements) may be liable to disciplinary action under Anglia Ruskin University's Student Disciplinary Procedures (full details of which are set out in the RRPS) or an Associate College's equivalent procedures.

5.8 Register of Teaching Staff

5.8.1 Anglia Ruskin University maintains a Register of Teaching Staff delivering modules leading to an Anglia Ruskin award at an Associate College.

5.8.2 The suitability of staff for inclusion on the Register is scrutinised at the initial approval event, based on the abbreviated CVs contained in the proposal documentation. It is the expectation that academic staff at Associate Colleges who either lead or make a significant contribution to the delivery of a module will be expected to have at least a degree at the appropriate academic level in the appropriate subject (or a closely related subject deemed appropriate by the approving Anglia Ruskin Head of Department) and some teaching experience. Where these criteria cannot be evidenced, the Associate College is required to provide additional information in support of the proposal to add the member of staff to the Register. Details of the process for subsequent changes to teaching staff in UK and international Associate Colleges are described in **Appendix 3** of this Code of Practice.

5.8.3 The Quality Assurance Unit of the Academic Office provides an updated version of the Register to the Principal of each Associate College in the Autumn of each academic year.

5.9 Assuring Academic Standards and the Quality of Education

The responsibilities of both parties in relation to the maintenance and assurance of academic standards are detailed in the Academic Agreement. The policies and procedures relating to the quality assurance and enhancement activities outlined below are described in Anglia Ruskin's series of Senate Codes of Practice.

5.9.1 *Assessment*

(a) *Courses and Modules Delivered by an Associate College Under a Validation Arrangement*

The assessment of all Anglia Ruskin courses and modules delivered by Associate Colleges under a Validation arrangement is governed and managed by a two tier assessment process. The first tier of the process is a Modular Board (equivalent to Anglia Ruskin's Departmental Assessment Panels (DAPs)). The operation and management of the Modular Board is delegated to the Associate College and is conducted at the Associate College. The membership comprises academic staff from the Associate College but includes at least one member of academic staff from the appropriate Anglia Ruskin faculty(ies). The second tier of the process is the Anglia Ruskin Awards Board. The Associate College convenes its own Student Review Subcommittee (equivalent to the Faculty Student Review Subcommittee) and Mitigation Panel (equivalent to the Anglia Ruskin Mitigation Panel) which make recommendations on mitigation claims, student progression and awards to the Anglia Ruskin Awards Board. The *Academic Regulations* and the *Senate Code of Practice on the Assessment of Students* provide full details of the assessment process and the implementation of relevant policies and procedures and are available at:

www.anglia.ac.uk/academicregs

www.anglia.ac.uk/codes

(b) *All Other Courses and Modules Delivered by an Associate College*

The assessment of all Anglia Ruskin courses and modules delivered by Associate Colleges is governed and managed by Anglia Ruskin's two tier assessment process (DAPs and the Anglia Ruskin's Awards Board). Modules delivered at Associate Colleges are considered by the relevant discipline-based DAP(s) that considers modules delivered at the main Anglia Ruskin campuses. However, when a curriculum is being delivered by an Associate College which differs to the curriculum delivered at the main Anglia Ruskin campuses, a separate DAP is established (after approval by the QESC) to consider the modules⁵. The *Academic Regulations* and the *Senate Code of Practice on the Assessment of Students* provide full details of the assessment process and the implementation of relevant policies and procedures and are available at:

www.anglia.ac.uk/academicregs

www.anglia.ac.uk/codes

⁵ This approach was introduced in the Lord Ashcroft International Business School (via the DAP for the Department of Leadership and Management) in the 2014/15 academic year

5.9.2 External Examiners

(a) Courses and Modules Delivered by an Associate College Under a Validation Arrangement

All assessed work completed by students on Anglia Ruskin courses and modules delivered by Associate Colleges under a validation arrangement is externally moderated by External Examiners appointed to an Associate College's Modular Board and Anglia Ruskin's Awards Board. External examiners for the Associate College's Modular Board are nominated by the Associate College for approval by Anglia Ruskin. The *Senate Code of Practice on External Examiners for Taught Courses* provides full details of the external examiner system and the implementation of relevant policies and procedures for collaborative provision; it is available at:

www.anglia.ac.uk/codes

(b) Other Courses and Modules Delivered by an Associate College

All assessed work completed by students on Anglia Ruskin courses and modules delivered by Associate Colleges is externally moderated by External Examiners appointed to Anglia Ruskin's Departmental Assessment Panels and Awards Board. Modules delivered at Associate Colleges are externally moderated by external examiners appointed to the relevant discipline-based DAP(s) that considers modules delivered at the main Anglia Ruskin campuses. When a curriculum delivered by an Associate College differs to the curriculum delivered at the main Anglia Ruskin campuses (see paragraph 5.9.1(b) above), separate external examiners appointed to a separate DAP undertake the external moderation of modules⁶. The *Senate Code of Practice on External Examiners for Taught Courses* provides full details of the external examiner system and the implementation of relevant policies and procedures for collaborative provision and is available at:

www.anglia.ac.uk/codes

5.9.3 Annual Monitoring

(a) Courses and Modules Delivered by an Associate College Under a Validation Arrangement

Between September and February of each academic year Anglia Ruskin University conducts an annual monitoring process for all taught provision. The main focus of the annual monitoring process is the Anglia Ruskin **Department**. Each Associate College which delivers modules and courses under a validation arrangement follows the same process for an Anglia Ruskin Department which involves a meeting, chaired by the Deputy Vice-Chancellor (Academic), Pro-Vice-Chancellor (Partnerships) or the Director of the Academic Office, which scrutinises performance at the Associate College for the appropriate academic year.

Full details of the annual monitoring process are contained within the *Senate Code of Practice on Curriculum Approval and Review* which is available at:

www.anglia.ac.uk/codes

⁶

This approach was introduced in the Lord Ashcroft International Business School (via the DAP for the Department of Leadership and Management) in the 2014/15 academic year

(b) Other Courses and Modules Delivered by an Associate College

Between September and February of each academic year Anglia Ruskin University conducts an annual monitoring process for all taught provision. The main focus of the annual monitoring process is the Anglia Ruskin Department. Each Associate College is required to complete a report as part of the annual monitoring process, according to a template provided by the Quality Assurance Unit of the Academic Office.

For those Associate Colleges which deliver ten or more Anglia Ruskin approved courses and/or have a student headcount in excess of 500, an Annual Monitoring meeting is convened, chaired by the Deputy Vice-Chancellor (Academic), Pro-Vice-Chancellor (Partnerships) or the Director of the Academic Office, which considers the written report and scrutinises performance at the Associate College for the appropriate academic year.

Full details of the annual monitoring process are contained within the *Senate Code of Practice on Curriculum Approval and Review* which is available at:

www.anglia.ac.uk/codes

5.9.4 *Periodic Review of Taught Courses*

All Anglia Ruskin courses are subject to a process of periodic review, normally operating on a five year cycle. The main focus of the periodic review process is the Anglia Ruskin curriculum management organisational unit known as the Department. The same process is followed for Associate Colleges delivering modules and courses under a validation arrangement and is managed by Anglia Ruskin. The Periodic Review process is not delegated under any circumstances. Full details of the periodic review process are contained within the *Senate Code of Practice on Curriculum Approval and Review* which is available at:

www.anglia.ac.uk/codes

5.9.5 *Minor Revisions to the Approved Curriculum*

(a) Courses and Modules Delivered By an Associate College Under a Validation Arrangement

Responsibility for managing the Curriculum Revisions process for modules and courses delivered under a Validation arrangement is delegated to the Associate College's Academic Board (or equivalent committee) using the same policies, processes and timescales as detailed in the *Senate Code of Practice on Curriculum Approval and Review*. All confirmed revisions to the curriculum are reported by the Associate College to the Academic Office after each committee meeting.

(b) Other Courses and Modules Delivered by an Associate College

Minor revisions to the approved curriculum for modules and courses not delivered by Associate Colleges under a validation arrangement are managed by Anglia Ruskin by the relevant Faculty Board Quality, Enhancement & Standards Subcommittee or the QESC's Curriculum Revisions Subcommittee, as detailed in the *Senate Code of Practice on Curriculum Approval and Review* which is available at:

www.anglia.ac.uk/codes

5.10 Academic Appeals

Anglia Ruskin University is responsible for considering any academic appeal lodged by a student studying for an Anglia Ruskin award at an Associate College. The procedures for academic appeals are detailed in Section 9 of Anglia Ruskin's *Academic Regulations*. Associate Colleges delivering modules and courses under a validation arrangement have delegated authority to receive all academic appeals related to their provision, to undertake the filtering process and to conduct Stage 1 of the Academic Appeals process (ie: the role of the Director of Studies and the Faculty). Subsequent stages are managed by Anglia Ruskin's Academic Office.

5.11 Assessment Offences

Anglia Ruskin University is responsible for considering any allegation against a student that an assessment offence has occurred at an Associate College. The procedures for managing alleged assessment offences are detailed in Section 10 of Anglia Ruskin's *Academic Regulations*. Associate Colleges delivering modules and courses under a validation arrangement have delegated authority to consider all alleged assessment offences related to their provision under Stage 1 of the Assessment Offences process (ie: the role of the Director of Studies and the Faculty). Subsequent stages are managed by Anglia Ruskin's Academic Office which also retains the responsibility for formal communication to students of any penalty imposed under any stage of the process.

5.12 Complaints

As detailed in the Academic Agreement, the Associate College is responsible for the administration of any student complaints and/or any student academic disciplinary matter in accordance with the *Rules, Regulations and Procedures for Students*. The Associate College's own regulations apply to non-academic disciplinary matters.

5.13 Certification

The Director of the Academic Office (or nominee) at Anglia Ruskin is responsible for the publication to students of all module results and decisions on student continuation, including the conferment of Anglia Ruskin Awards. The transcript and in some cases the award certificate (as agreed by the Senate) bear the full title of any Associate College(s) involved in the delivery of the course. In addition, the transcript and/or award certificate contains a reference to the principal language of instruction and/or assessment where it is not English: see Section 11 of Anglia Ruskin's *Academic Regulations* available at:

www.anglia.ac.uk/academicregs

5.14 Course Management Committees

All Associate Colleges convene a Course Management Committee (CMC), chaired by a senior member of staff at the Associate College, which provides an official forum for students to participate in the management and quality assurance of their modules and courses. The CMC meets at least once in each learning and teaching period (Semester or Trimester). Full details of the constitution of the CMC are available at

www.anglia.ac.uk/constitution

5.15 Link Tutors

Anglia Ruskin appoints a Link Tutor for all its Associate Colleges. The Link Tutor performs an essential function in ensuring appropriate liaison between Anglia Ruskin and the Associate College and maintains an overview of the operational aspects of the relationship, with particular responsibility for the student experience and quality assurance. The Academic Office publishes a *Guide to Managing Partnerships* document which includes information on the role of the Link Tutor and is available at:

<http://web.anglia.ac.uk/anet/academic/qad/collab.phtml>

5.16 Partnership Management Groups

For those Associate Colleges where there is:

- (i) multi-Faculty engagement (ie: the Associate College works with two or more of Anglia Ruskin's faculties) or;
- (ii) there is single Faculty engagement with over ten courses or a student headcount in excess of 500;

the Academic Office convenes a Partnership Management Group (PMG). The role of the PMG is to facilitate communication across the different Anglia Ruskin faculties and relevant Support Services in order to ensure that any operational issues relating to Anglia Ruskin's management of the link with the Associate College are identified and resolved. As the PMG is primarily an internal Anglia Ruskin management mechanism, it does not include representation from the relevant Associate College. The PMG meets twice per academic year and is chaired by a senior member of Academic Office staff (nominated by the Director of the Academic Office). The PMG reports to the CAC.

6. Institutional Review (of an existing Associate College)

6.1 Context

6.1.1 All Associate Colleges are subject to an Institutional Review, normally every five years (an extension to this period is agreed on an exceptional basis by the QESC).

6.1.2 Institutional Review focuses on the operation and success of the partnership and involves an examination of activities relating to both the Associate College and the relevant areas of Anglia Ruskin University. Although the intended outcome of the process is a formal decision by the Senate whether or not to continue the partnership for a further five years, the emphasis is different to that of Institutional Approval.

6.1.3 A forward programme for Institutional Review is maintained by the Academic Office.

6.1.4 Institutional Review is also convened to consider any Associate College seeking to amend the operation of some or all of its collaborative link with Anglia Ruskin to a validation arrangement (see paragraphs 1.6 above and 6.3 below).

6.2 Process

6.2.1 The purpose of Institutional Review is to enable the Senate to determine whether:

- the Associate College has retained its financial and legal status and an appropriate level of academic standing in the UK or overseas (depending on its location);

- the Associate College's educational objectives continue to be compatible with and complement those of Anglia Ruskin University;
- the strategic rationale for the collaborative link from the perspective of both Anglia Ruskin University and the Associate College remains valid;
- the business case for the collaborative link remains valid;
- the Associate College has continued to maintain an ethos and environment for inclusive learning, teaching and appropriate to higher education and has maintained an appropriate level of resource to support delivery of higher education;
- the Associate College has continued to maintain the organisational capacity to manage effectively and to a high level of competence:
 - the security of the academic standards leading to an Anglia Ruskin award, as prescribed by Anglia Ruskin University;
 - the quality of learning opportunities to enable students to achieve the academic standards set for a course leading to an Anglia Ruskin award, as prescribed by Anglia Ruskin University;
- the collaborative link continues to command the active support of senior managers and the appropriate academic and administrative staff within Anglia Ruskin University and the Associate College.

6.2.2 The key element of an Institutional Review is a formal visit to the Associate College (known as the Institutional Review Event), preceded by a ten week planning period which commences with receipt of a self-evaluation prepared by the Associate College. The specific tasks undertaken during the planning period are shown in a typical ten week timetable (see **Appendix 1** of this Code of Practice).

6.2.3 At the beginning of each academic year, the Head of Quality Assurance writes to the Principals of all Associate Colleges who are scheduled for an Institutional Review regarding a possible timetable for the event. When provisional dates have been agreed, an Executive Officer and Panel Chair are assigned and the detailed preparation begins.

6.2.4 Self-Evaluation Document

The Associate College prepares a self-evaluation document for submission to the Academic Office at least ten weeks before the date scheduled for the Institutional Review event. The document is presented in a consistent style and format (e.g. pagination and paragraph numbering).

6.2.5 Guidance on the content of the self-evaluation is as follows:

(a) Institutional context and background

- a brief history of the partnership with Anglia Ruskin including information on the date of original approval (and previous reviews) and an update on the soundness of the continuing current legal status and funding sources of the Associate College;
- the Associate College's Mission Statement (or equivalent);
- the Associate College's Strategic Plan;
- a management organisation chart;

- a list of course leading to an Anglia Ruskin award (award and award title e.g. Dip HE Business Management);
- a list of existing HE provision validated by other awarding bodies (award and award title e.g. Dip HE Business Management);
- detail of staff numbers, presented separately for academic and administrative staff, with CVs for relevant academic staff provided as an appendix.

(b) Statistical Information

- statistical information on students registered for Anglia Ruskin awards;
- student continuation and achievement data (with comparisons to continuation and achievement data of students on the same courses delivered at Anglia Ruskin University, where appropriate);
- the typical student profile (e.g. gender, age on entry, ethnic and geographical origin).

(c) Institutional management of academic standards and the quality of education

- a critical reflection and evaluation of the operation of the link with Anglia Ruskin over the period of the review, including an analysis of the statistical information provided in (b) above;
- an overview and evaluation of the Associate College's management of the collaborative partnership at institutional level (including the use of external examiner and annual monitoring reports) and a reflection on its effectiveness;
- an overview and evaluation of the operation of the links with Anglia Ruskin at other levels e.g. Faculty/Departmental links, the Academic Office, and a reflection on their effectiveness;
- a diagrammatic representation of the committee structures. This should be supported by the terms of reference and membership of key academic committees as an appendix;
- an overview and evaluation of the Associate College's quality assurance and enhancement policies and procedures, including student consultation/representation systems (including the Course Management Committee) and student feedback mechanisms, with relevant policy and procedural documents attached as an appendix;
- an overview and evaluation of the level of interaction between local quality assurance policies and procedures and those of Anglia Ruskin University (e.g. the series of Senate Codes of Practice);
- an overview and evaluation of the curriculum management structures;
- an overview and evaluation of the processes in place to manage the production of public information (including marketing materials); a selection of these to be provided as an appendix.

(d) Ethos and environment for learning, teaching and assessment

- an overview and evaluation of recruitment activities and the admissions process;
- an overview and evaluation of the Associate College's approach to learning and teaching, with relevant policy documents attached as an appendix;
- an overview and evaluation of the Associate College's approach to staff development and research, with relevant policy documents attached as an appendix;

- information on the welfare and support services available to students;
- information on the physical and learning resources available to support student learning at HE level.

(e) Relationships with other collaborative partners

a reflective summary of the operation of current collaborative partnerships with other higher education institutions.

(f) Additional information

any additional information which may assist the Institutional Review Panel in its deliberations.

[NB: It is important that the Associate College is the author of the self-evaluation document although guidance will be provided by the Academic Office and the sponsoring Faculty, where appropriate.]

6.2.6 An Institutional Review Panel considers the self-evaluation and conducts a formal visit to the Associate College arranged by the Academic Office (normally two days in length).

6.2.7 Additional Documentation

In order to triangulate the information contained within the self-evaluation, and that obtained from meetings held during the event, further documentary evidence is required for scrutiny by the Panel during the visit based on Anglia Ruskin courses delivered at the Associate College. The Executive Officer advises the Associate College of the specific documentation required at least **four weeks** before the event (see paragraph 6.2.18 below). Such information may include:

- a selection of appropriate Anglia Ruskin Module Definition Forms and Module Guides;
- details of assessment tasks (e.g. examples of essay questions, examination papers);
- examples of assessed student work, reflecting a range of student performance and demonstrating evidence of second marking/ moderation processes;
- marking and feedback sheets, evidencing written feedback to students on assessed work;
- a list of all marks for the relevant cohort of students related to the above examples;
- examples of systems for obtaining students' comments and views on the delivery and operation of Anglia Ruskin approved modules and courses.

Further information may also be requested after the Preparatory Meeting (see paragraph 6.2.17 below).

6.2.8 In addition to the above documentation, the Executive Officer provides the Panel with the following information:

- the report of the original Institutional Approval or most recent Institutional Review event for the Associate College under review;
- the minutes of Course Management Committee meetings.

6.2.9 Following submission of the self-evaluation, the Executive Officer provides the Panel with the following information:

- the report of the institutional approval meeting or most recent institutional review meeting;
- reports of any initial approval events for the delivery of Anglia Ruskin courses at the Associate College held since the original Institutional Approval or most recent Institutional Review event for the Associate College;
- where applicable, any QAA (or other external agency) reports on the Associate College for the period since the original Institutional Approval/most recent Institutional Review;
- relevant external examiner reports (for the last three years);
- relevant Annual Monitoring Reports (for the last three years);
- relevant annual monitoring data sets on student performance (for the last three years)
- analysis of module evaluation outcomes, specific to module delivery by the Associate College;
- local scores from Anglia Ruskin's annual Student Experience Survey ;
- the Associate College's Learning, Teaching and Assessment Strategy;
- the Associate College's Staff Development Strategy.

6.2.10 Periodic Review of Courses

The Institutional Review event does **not** normally include the periodic review of the course(s) delivered by the Associate College, except that, for international Associate Colleges, institutional review and the periodic review of course delivery **may**, for logistical and economic reasons, be undertaken concurrently. In such circumstances the two processes are distinct, are based on separate documentation and are conducted in accordance with an agreed timetable. For UK Associate Colleges additional days may be planned within the scope of an Institutional Review event to consider the periodic review of courses, subject to a successful outcome of the Institutional Review event.

6.2.11 Institutional Review: the Panel

The Executive Officer assigned to the Institutional Review event is responsible for convening the event and for identifying appropriate Panel members. The Institutional Review Panel membership is recommended by the Head of Quality Assurance to the Deputy Vice-Chancellor (Academic) for approval on behalf of the Senate.

6.2.12 The Panel comprises:

- a Chair (normally a member of senior staff with extensive experience of Anglia Ruskin's quality assurance policy and processes);
- two members of Anglia Ruskin academic staff;
- one senior member of Anglia Ruskin administrative staff, where appropriate;
- one external member who is a senior full-time academic member of staff from another UK university and has significant experience of collaborative activity and quality assurance processes at a UK higher education institution;
- an officer from the Quality Assurance Unit of the Academic Office who acts as Executive Officer and coordinates the arrangements for the Institutional Review event.

Appendix 2 of this Code of Practice details the arrangements for the payment of fees and other costs associated with the institutional review process.

6.2.13 The role of the Panel Chair is to ensure that the Panel undertakes its role effectively and objectively, providing guidance to members on policy issues and summarising the conclusions reached.

6.2.14 The particular role of the external panel member is to provide independent and objective advice and guidance on the partnership, including its continued academic desirability and benefit for Anglia Ruskin, based on his/her experience of collaborative activity.

6.2.15 The Planning Period

The documentation is sent to Panel members. Further information required from the Associate College may be requested by the Executive Officer on behalf of the Panel. The Executive Officer, in consultation with the Panel Chair, may also draw upon publicly available information about the Associate College (e.g. from the internet) which may be useful to include in the event pack.

6.2.16 At least **six weeks** before the event, panel members are required to submit to the Executive Officer comments on the documentation, particularly key issues for exploration during the event, and to identify any further information required in advance. The Executive Officer prepares a checklist of comments returned by Panel Members for initial discussion with the Panel Chair. This also enables the identification of any key themes requiring specific audit trails to be undertaken at the event.

6.2.17 At least **four weeks** before the event the Executive Officer arranges a Preparatory Meeting attended by the Panel Chair, Executive Officer and representatives of the Associate College. The Preparatory Meeting discusses any issues arising from the documentation (as informed by the checklist prepared by the Executive Officer), any further information or evidence identified by panel members and the structure and programme for the visit. The discussion includes the identification of groups of staff and students to meet with the Panel at the event. These prior discussions are designed to achieve a constructive dialogue rather than a confrontational approach during the event itself. Prior discussions with an international Associate College do not involve a visit to the Associate College and alternative arrangements are made (e.g. a meeting with senior academic managers from the Faculty(ies) linked to the Associate College and using an appropriate media such as video conferencing).

6.2.18 The Visit

The visit to the Associate College takes place at the site (or sites) of the Associate College in accordance with a standard programme which normally comprises:

- discussion of statements made in the self-evaluation;
- a tour of the physical and learning resources available to students;
- a meeting with representatives of the senior management team to discuss issues such as:
 - the institutional Vision/Mission and higher education strategy;
 - the ongoing strategic commitment to the collaborative link;
 - staffing and other learning and teaching resources to support students;
 - institutional oversight of academic standards and quality of education;
 - experiences of existing collaborative links with other awarding bodies (where applicable);

- a meeting with academic staff to discuss curriculum delivery including:
 - curriculum management structures;
 - assessment issues (e.g. operation of the assessment process including internal moderation, student feedback on assessed work);
 - student support and guidance;
 - student consultation/representation processes;
- a meeting with colleagues with specific responsibilities for:
 - learning resources and other student support services;
 - staff development and related activity;
 - staff research;
 - marketing;
 - student support and guidance (academic and pastoral) including issues relating to social, recreational and welfare facilities;
 - quality management and enhancement (including feedback from students about course delivery and curriculum relevance);
- a meeting with current and, if possible, former students for detailed discussion on a range of topics including:
 - pre-arrival information;
 - registration and induction;
 - provision of course-specific Student Handbooks (or equivalent);
- scrutiny of any further documentation requested in advance and linked to themes identified by the Panel, and notified to the Associate College, in advance. *[NB A list of any further information requested by the Panel is sent by the Executive Officer to the Associate College before the event: see paragraph 6.2.7 above]*

6.2.19 At a private meeting towards the end of the event the Panel determines into which of the following categories the review is placed:

- unconditional approval to renew the collaborative link for a further five year period;
- conditional approval to renew the collaborative link for a further five year period;
- suspension (if serious issues have emerged during the event which require further investigation);
- termination of the collaborative link (if the Panel has identified substantial issues which cannot be resolved).

6.2.20 Outcomes

At the end of the event the Panel Chair gives an oral summary of the Panel's conclusions and any conditions and/or recommendations. The definitive statement of the Panel's decisions is as set out in the written report prepared by the Executive Officer.

6.2.21 In recommending to the Senate the renewal of an existing collaborative link with the Associate College the Panel may set "conditions", which must be met by a specified deadline (as detailed in the written report of the event), or "recommendations" which the Associate College is required to consider, submitting a formal response via the Executive Officer.

- 6.2.22 For these purposes a “condition” is set when the Panel has identified an issue or area of concern where the Associate College’s current and/or likely future management of academic standards and/or the quality of education, as prescribed by Anglia Ruskin University, is at risk unless the condition is satisfied by the deadline. The deadline for satisfying any condition must be set before the renewal date of the collaborative link and before the admission of any students to courses leading to an Anglia Ruskin award.
- 6.2.23 A standard condition for the renewal of all collaborative links is the joint signing of a new Academic Agreement by the Vice-Chancellor (or appropriate Deputy Vice-Chancellor) of Anglia Ruskin University and Principal of the Associate College.
- 6.2.24 The Executive Officer sends the Associate College’s response to any conditions to all members of the Panel for initial comment, offering advice on the suitability of the responses where appropriate.
- 6.2.25 A “recommendation” is set when the Panel believes that the Associate College’s current and/or likely future management of the quality of education provided locally to students would be enhanced if the recommended action is taken.
- 6.2.26 The Associate College is required to provide a formal written response to any “recommendations” set by the Panel **within six months** of the Institutional Review event. The response is submitted by the Executive Officer to all relevant members of the Panel for initial comment and then to the CAC for formal consideration.
- 6.2.27 The Executive Officer prepares a draft “outcome report” within two working days of the event, identifying the agreed conclusions, conditions and recommendations and is approved by the Panel Chair. The “outcome report” is designed to provide immediate feedback to the Associate College, enabling work on responding to the conditions and recommendations to begin as soon as possible. It is not the formal record of the event and has no official status.
- 6.2.28 Within **15 working days** of the event the Executive Officer circulates a complete draft report, including any conditions and/or recommendations, to all panel members for comment. The unconfirmed report, approved by the Panel Chair and incorporating any comments from Panel members, is then circulated for information by the Executive Officer to the Principal and lead contact of the Associate College with an invitation to correct any factual inaccuracies. The confirmed report (incorporating the correction of any factual inaccuracies) is sent by the Executive Officer to the Principal and lead contact of the Associate College and the visiting Panel normally within **25 working days** of the event.
- 6.2.29 To ensure consistency and comparability in the conduct of events the written report follows a standard format prepared by the Academic Office. The format is updated annually by the Academic Office in the light of experience and in response to any new external requirements.
- 6.2.30 The confirmed report is submitted to the Senate for formal approval of the Panel's conclusions and a final decision whether or not to renew the collaborative link with the Associate College. The Associate College’s response to any conditions is submitted by the Executive Officer to all members of the Panel for initial comment before consideration by the Senate. The response to the conditions must be submitted by a senior manager of the Associate College, thereby demonstrating endorsement of the response by the Associate College.
- 6.2.31 All existing collaborative links are subject to further Institutional Review by Anglia Ruskin University, normally every five years.

6.2.32 An Institutional Review may be undertaken earlier than the normal review schedule if the need is identified through Anglia Ruskin's ongoing quality assurance and/or monitoring processes or at the request of the Associate College.

6.3 Approval of Validation Arrangements

6.3.1 As indicated in paragraph 6.1.4 above, the Institutional Review process is convened to consider any Associate College seeking to amend the operation of some or all of its collaborative link with Anglia Ruskin to a validation arrangement (see paragraph 1.6 above).

6.3.2 If the relevant Associate College's most recent Institutional Review has occurred within 24 months then the Senate can agree, on the basis of the outcome of the most recent Institutional Review, to the use of a more focused process for the purposes of approving validation arrangements.

6.3.3 An Institutional Review Event which is considering a proposal to amend a collaborative link to a validation arrangement is conducted as detailed in paragraphs 6.2.1- 6.2.32 above. In addition, the following criteria exist which, during the process, the Associate College is required to demonstrate it has satisfied through its written documentation and discussion at the Event itself:

- An existing Associate College of Anglia Ruskin University of at least three years;
- A UK-based partner only with at least five years' experience in delivering courses for UK based institutions with taught degree awarding powers;
- At least three cohorts of graduates from undergraduate and/or postgraduate courses with one or more UK HEIs including the graduation of at least one complete cohort of students in partnership with Anglia Ruskin;
- At least 200 current FTE HE students;
- An overall retention rate of students of 70% or over;
- Majority of external examiner reports for provision delivered at another UK HEI (where appropriate) and Anglia Ruskin are 'favourable' and that any academic standards that have been identified as at risk have been satisfactorily addressed;
- Proven experience of operating admissions processes on behalf of Anglia Ruskin and, where applicable, another UK HEI;
- Proven experience of operating assessment processes on behalf of Anglia Ruskin and, where applicable, another UK HEI;
- Proven experience of operating quality assurance processes on behalf of Anglia Ruskin and, where applicable, another UK HEI;
- Favourable outcomes from any engagements with the QAA, Professional, Statutory or Regulatory Body (PSRB) or other similar body for provision delivered on behalf of Anglia Ruskin and, where applicable, another UK HEI;
- Favourable outcomes from any survey(s) of student satisfaction (eg: NSS), where available for provision delivered on behalf of Anglia Ruskin and, where applicable, another UK HEI.

6.3.4 The written report to the Senate includes specific reference to each of the above criteria and the extent to which they have been satisfied. The decision to confirm the delivery of modules and courses by an Associate College under a validation arrangement is formally taken by the Senate on the recommendation of the Panel.

7. Approval of Outcentres

7.1 An Outcentre is the generic title for an off-campus site and the associated resources (whether in the UK or overseas), not owned and/or managed by Anglia Ruskin University, at which regular delivery of one of the following is undertaken:

- *Category A Outcentre*
a new or existing course leading to an Anglia Ruskin award (minimum of 60 credits)
- *Category B Outcentre*
a specified constituent module(s) for a new or existing course leading to an Anglia Ruskin award
- *Category C Outcentre*
a free standing module(s) **not** leading to an Anglia Ruskin award but for which an approved level and volume of Anglia Ruskin credit is awarded.

7.2 Curriculum delivery at an outcentre may be by existing Anglia Ruskin staff, by new staff appointed on Anglia Ruskin contracts specifically for this delivery point or by a combination of staff in both categories.

7.3 A signed Academic Outcentre Agreement is required for all approved outcentres to ensure that Anglia Ruskin University is able to fulfil its obligations in delivering the curriculum at the specified location using the associated resources, as defined in the Academic Outcentre Agreement.

7.4 The Role of the Faculty

All proposals for the use of an Outcentre in curriculum delivery must be approved by the Faculty Board (or the Dean acting on behalf of the Faculty Board) responsible for the course/modules to be delivered at the Outcentre. If approved by the Faculty Board, the proposed Outcentre is subject to the appropriate planning approval and academic approval processes set out below.

7.5 Associate Colleges are not normally permitted to deliver a course and/or modules leading to an Anglia Ruskin award or credit at an Outcentre (i.e. at a location which is not formally part of the Associate College).

7.6 Approval Process: Summary

The following is a summary of the planning and academic approval processes:

Outcentre Delivery	Planning Approval	Initial (academic) Approval
<u>Category A</u> a new or existing course leading to an Anglia Ruskin award (minimum of 60 credits)	Corporate Management Team	by an Approval Panel (appointed in accordance with the <i>Senate Code of Practice on Curriculum Approval & Review</i>) <i>NB The size of the Approval Panel is at the discretion of the Deputy Vice Chancellor (Academic)</i>

<p><u>Category B</u></p> <p>a specified constituent module(s) for a new or existing course leading to an Anglia Ruskin award <i>[NB the module may be a new or existing module]</i></p>	<p>Faculty Management Team</p>	<p><u>For a new course:</u></p> <p>by an Approval Panel, which may decide that a visit to the outcentre by a Subgroup of the Panel is required.</p> <p><u>For an existing course:</u></p> <p>by the relevant Faculty Board, which appoints a small panel to visit the Outcentre.</p>
<p><u>Category C</u></p> <p>a free standing module(s) not leading to an Anglia Ruskin award but for which Anglia Ruskin credit is awarded (less than 60 credits in total)</p>	<p>Faculty Management Team</p>	<p>by the relevant Faculty Board, which may decide that a visit to the Outcentre by a small panel is required.</p>

7.7 Approval Process for Category A Outcentre

Planning approval of a **Category A** Outcentre is considered by the CMT, based on an Outline Proposal (Outcentre) document, prepared by the Dean of the appropriate Faculty. The Outline Proposal (Outcentre) is either attached to the standard planning approval documentation (for Outcentre delivery of a **new** course) or submitted without additional documentation (for Outcentre delivery of an **existing** course). An electronic copy of the document template and advice on its completion is available from the Academic Office.

7.8 The Outline Proposal (Outcentre) contains the following information:

- the official title and address of the Outcentre;
- the outcome of due diligence investigations by the Dean of Faculty, in consultation with senior Anglia Ruskin staff (where appropriate), into the legal status, financial stability and good standing of the Outcentre, including its capacity in law to contract with Anglia Ruskin University as an education provider (a standard checklist of due diligence outcomes is used for this purpose);
- the title of the course to be delivered;
- the proposed implementation date (month, year);
- the strategic rationale for the collaborative link from the perspective of both Anglia Ruskin University and the Associate College;
- a statement of how the proposed collaboration is compatible and consistent with Anglia Ruskin's educational objectives;
- the business case for the collaborative link, including an estimate of the likely gross income to Anglia Ruskin University and the associated costs (including start-up costs);
- details of the Outcentre's current links with other HE awarding bodies and of any former links with such bodies which have been terminated, giving the reasons for such termination.

7.9 The Outline Proposal is formally considered by the CMT which determines whether or not to proceed in principle with the proposal. This decision is based on an evaluation of the following:

- the conclusions of the due diligence investigations;
- whether the new link is consistent with Anglia Ruskin University's educational objectives;
- the financial viability of the proposal.

7.10 If the CMT agrees to proceed in principle to establish the new collaborative link, the proposal moves to the initial (academic) approval stage.

7.11 Initial (academic) Approval

The approval of a Category A Outcentre for delivery of a new or existing course is formally considered by the Approval Panel appointed in accordance with the *Senate Code of Practice on Curriculum Approval & Review*. The Panel visits the Outcentre to discuss and evaluate the following issues which must be covered in the documentation submitted by the Proposal Team:

- strategic rationale for the specific location and/or use of Outcentre delivery;
- extent of proposal;
[minimum and maximum student numbers per intake; frequency of Outcentre delivery including proposed start dates (month and year)]
- curriculum information;
[the CSF(s) and MDFs for the course(s) to be delivered at the proposed Outcentre]
- student experience;
[selection and admission procedures; induction; assessment arrangements including the logistics for assignment submission and formal examinations; student support arrangements including academic guidance and advice; student travel to/from the Outcentre]
- learning and other resources;
[library, IT, classrooms, recreational, welfare, other student services. Reference should be made to the level of local physical and learning resources that will be available to students and the extent to which access to Anglia Ruskin resources/facilities will be required]
- staffing;
[the name of the Anglia Ruskin academic staff with primary responsibility for the Outcentre delivery and the names of any other Anglia Ruskin staff teaching the modules, with CVs and relevant experience to be provided for any new staff to be appointed on Anglia Ruskin contracts specifically to deliver modules]
- administrative support;
[the names and post/title of Anglia Ruskin staff who will be responsible for management of the module(s) at a distance; the name and title of any local staff at the Outcentre who can provide administrative support, as and when required]
- course management;
[the arrangements for student records and assessment; quality assurance including internal/external moderation of assessed work and related aspects of the Senate Code of Practice on the Assessment of Students]

- an Academic Outcentre Contract.
[using the standard template available from the Academic Office].

7.12 The Approval Panel undertakes its role and responsibilities in accordance with the Senate Code of Practice and incorporates its evaluation of the above issues into a written report which concludes with one of four possible outcomes:

- unconditional approval;
- conditional approval;
- suspension (if serious issues have emerged during the event which require further investigation);
- rejection (if the Panel has identified substantial issues which cannot be resolved).

7.13 Approval Process for Category B Outcentre

The Senate has delegated to Faculties responsibility for considering Outcentre delivery of a specified constituent module for a new or existing course leading to an Anglia Ruskin award (a Category B Outcentre).

7.14 Planning Approval

In considering planning approval the Faculty Management Team is required:

- to scrutinise the business case for Outcentre delivery, ensuring that the proposal is fully costed and that start-up costs and ongoing travel and associated costs incurred by staff delivering the module(s) have been included in the budget;
- to ensure that discussions have been held with a PSRB (where appropriate) and that approval in principle for Outcentre delivery has been given by the PSRB.

7.15 Initial (academic) Approval

The approval of a Category B Outcentre for delivery of a specified constituent module(s) for a **new** course is formally considered by the Approval Panel appointed in accordance with the *Senate Code of Practice on Curriculum Approval and Review*. The Panel decides whether or not a visit to the Outcentre is necessary to discuss and evaluate the following issues which must be covered in the documentation submitted by the Proposal Team which outlines the following:

- strategic rationale;
[for the choice of module(s) to be offered and for the specific location and/or use of Outcentre delivery]
- extent of proposal;
[minimum and maximum student numbers per module; frequency of Outcentre delivery including proposed start dates (month and year)]
- curriculum information;
[the approved MDF(s) for the module(s) to be delivered at the proposed Outcentre]
- student experience;
[selection and admission procedures; induction; assessment arrangements including the logistics for assignment submission and formal examinations; student support arrangements including academic guidance and advice; student travel to/from the Outcentre]

- learning and other resources;
[library, IT, classrooms, recreational, welfare, other student services. Reference should be made to the level of local physical and learning resources that will be available to students and the extent to which access to Anglia Ruskin resources/facilities will be required]
- staffing;
[the name of the Anglia Ruskin academic staff with primary responsibility for the Outcentre delivery and the names of any other Anglia Ruskin staff teaching the module(s), with CVs and relevant experience to be provided for any new staff to be appointed on Anglia Ruskin contracts specifically to deliver the module(s)]
- administrative support;
[the names and post title of Anglia Ruskin staff who will be responsible for management of the module(s) at a distance; the name and title of any local staff at the Outcentre who can provide administrative support, as and when required]
- module management;
[the arrangements for student records and assessment; quality assurance including internal/external moderation of assessed work and related aspects of the Senate Code of Practice on the Assessment of Students]
- an Academic Outcentre Contract.
[using the standard template available from the Academic Office].

7.16 The Approval Panel undertakes its role and responsibilities in accordance with the Senate Code of Practice and incorporates its evaluation of the above issues into its written report.

7.17 The approval of a Category B Outcentre for delivery of a specified constituent module(s) for an **existing** course is formally considered by the relevant Faculty Board which appoints a small panel to visit the Outcentre to discuss and evaluate the issues outlined in paragraph 7.15 above which must be covered in the documentation submitted by the Proposal Team.

7.18 The Panel incorporates its evaluation of the issues outlined in paragraph 7.15 above into a written report to the Faculty Board which approves one of four possible outcomes:

- unconditional approval;
- conditional approval;
- suspension (if serious issues have emerged during the event which require further investigation);
- rejection (if the Panel has identified substantial issues which cannot be resolved).

7.19 Approval Process for Category C Outcentre

The Senate has delegated to Faculties responsibility for considering Outcentre delivery of a free standing module(s) not leading to an Anglia Ruskin award but for which Anglia Ruskin credit is awarded (less than 60 credits in total) (a Category C Outcentre).

7.20 Planning Approval

In considering planning approval the Faculty Management Team is required:

- to scrutinise the business case for Outcentre delivery, ensuring that the proposal is fully costed and that start-up costs and ongoing travel and associated costs incurred by staff delivering the module(s) have been included in the budget;

- to ensure that discussions have been held with a PSRB (where appropriate) and that approval in principle for Outcentre delivery has been given by the PSRB.

7.21 Initial (academic) Approval

For initial approval of Outcentre delivery of a free standing module(s) the Proposal Team is required to submit for approval by the Faculty Board (or the Dean of Faculty acting on behalf of the Faculty Board) a proposal document outlining the following:

- strategic rationale;
[for the choice of module(s) to be offered and for the specific location and/or use of Outcentre delivery]
- extent of proposal;
[minimum and maximum student numbers per module; any expectations about progression to an Anglia Ruskin course leading to an award; frequency of Outcentre delivery including proposed start dates (month and year)]
- curriculum information;
[the approved MDF(s) for the module(s) to be delivered at the proposed Outcentre]
- student experience;
[selection and admission procedures; induction; assessment arrangements including the logistics for assignment submission and formal examinations; student support arrangements including academic guidance and advice; student travel to/from the Outcentre]
- learning and other resources;
[library, IT, classrooms, recreational, welfare, other student services. Reference should be made to the level of local physical and learning resources that will be available to students and the extent to which access to Anglia Ruskin resources/facilities will be required]
- staffing;
[the name of the Anglia Ruskin academic staff with primary responsibility for the Outcentre delivery and the names of any other Anglia Ruskin staff teaching the module(s), with CVs and relevant experience to be provided for any new staff to be appointed on Anglia Ruskin contracts specifically to deliver the module(s)]
- administrative support;
[the names and post title of Anglia Ruskin staff who will be responsible for management of the module(s) at a distance; the name and title of any local staff at the Outcentre who can provide administrative support, as and when required]
- module management;
[the arrangements for student records and assessment; quality assurance including internal/external moderation of assessed work and related aspects of the Senate Code of Practice on the Assessment of Students]
- an Academic Outcentre Contract.
[using the standard template available from the Academic Office].

7.22 After considering the proposal the Faculty Board (or Dean of Faculty acting on behalf of the Faculty Board) is required to complete a checklist of issues (see **Appendix 4** for details) and to approve one of three possible outcomes:

- unconditional approval;
- conditional approval;
- rejection (if the Faculty Board has identified substantial issues which cannot be resolved).

7.23 The Faculty Board may at its discretion appoint a small panel to visit the Outcentre whose written report is used to inform the Faculty Board in completing the checklist.

8. Termination of Collaborative Arrangements

8.1 It is recognised that from time to time collaborative arrangements come to an end for a number of different reasons (e.g. a natural end of the demand for provision, transfer of an Associate College to another awarding body, changes to the strategic plans of either Anglia Ruskin University or the Associate College, etc). To this end, the Academic Agreement between Anglia Ruskin and each Associate College specifies the required notice period to terminate the Agreement.

8.2 Either Party has the right to terminate the Academic Agreement on written notice being served to the other Party. Such notice is normally no less than one academic year which commences as of the immediately following academic year from the date upon which such notice is provided. In certain extreme cases a different notice period may be exceptionally required and/or agreed, as set out in the Academic Agreement.

8.3 In most cases, the date of termination is agreed between the two institutions. In some cases, it is necessary for Anglia Ruskin to ensure that alternative arrangements are made for existing students. These arrangements may include the transfer of students to Anglia Ruskin campuses or to other Associate Colleges with an on-going relationship with Anglia Ruskin University, thereby allowing such students to complete the course for which they originally registered. Alternatively, it may be necessary for Anglia Ruskin to organise the transfer of such students to another awarding body.

8.4 Any students affected by the termination of a collaborative agreement receive formal notification of the agreed arrangements, in writing. Anglia Ruskin approves the wording of any such communication with students.

8.5 For each course delivered at an Associate College on which there are current student registrations, and where termination of the partnership has been agreed, the Academic Office develops detailed exit strategies. These strategies detail the remaining years of each course that are still to be delivered, including information on the numbers of students and modules that will continue to be supported by Anglia Ruskin until the partnership is concluded. The CAC receives regular update reports on these exit strategies and monitors their implementation and the satisfactory completion of the collaborative partnership.

APPENDICES

INDICATIVE 10 WEEK TIMETABLE FOR INSTITUTIONAL APPROVAL/REVIEW EVENTS

Event: Institutional Approval/Review of [name of Partner]
 Executive Officer: [name of Executive Officer]

Event Date: [date]
 Documentation Due Date: [date]

AC: Associate College

10 w/c	9 w/c	8 w/c	7 w/c	6 w/c	5 w/c	4 w/c	3 w/c	2 w/c	1 w/c
<p>Receipt of Event Documentation</p> <p>Officer sends to Chair and arranges meeting/contact to discuss if documentation meets required standard</p>	<p><u>Meeting with Chair</u></p> <p>Chair and Executive Officer meet/make contact to:</p> <ul style="list-style-type: none"> • [for Institutional Approval] confirm CMT initial approval has been given to proceed • confirm documentation has met the threshold standard and event can proceed • discuss draft programme for event • discuss Event Pack contents • agree if scrutiny of additional material is appropriate at event itself and inform partner of decision <p>Executive Officer to contact AC regarding scrutiny of additional material at event (if relevant) and discuss process.</p> <p><i>For IRs only, agree themes for scrutiny with Chair of panel</i></p> <p>Arrange Preparatory Meeting with AC representative(s) – either on location or via more flexible means, particularly with respect to international ACs</p>	<p><u>Exec Officer Liaison with Panel</u></p> <p>Send to the Panel (including external):</p> <ul style="list-style-type: none"> • Documentation • Draft Event Pack, including guidelines on documentation content • Additional material, as relevant, obtained from public sources • Request comments from Panel within 2-3 weeks (i.e. by event minus 6 weeks) 			<p>Chair / Exec Officer Liaison</p> <p>Chair and Executive Officer to consider comments from Panel and to finalise the checklist of issues and any additional information required from AC</p>	<p>Preparatory Meeting (recommended)</p> <p>Chair and Executive Officer to attend Preparatory Meeting with AC representative/s, to discuss:</p> <ul style="list-style-type: none"> • The programme for the event • Groups of staff/students to be met • Draft Event Pack • Any initial issues identified • Any further information required from the AC, as agreed by Panel Members <p><u>Exec Officer Liaison with Partner</u></p> <p>Send to the AC:</p> <ul style="list-style-type: none"> • Request for additional information (if applicable) for receipt within two weeks • Any further information • Final Programme for the event (including the checklist of issues to be discussed) <p><u>Exec Officer Liaison with Panel</u></p> <p>Send:</p> <ul style="list-style-type: none"> • Final checklist of issues • Final Event Pack • Final details of logistical arrangements for event, if not described elsewhere. 	<p><u>Exec Officer Liaison with Panel and Partner</u></p> <p>Send Chair and Panel additional information received from partner (if applicable)</p>		

**Payment of Fees and Expenses for Panel Members:
Institutional Approval/Review**

A: UK-based Associate Colleges (for Anglia Ruskin-wide links/initiatives)

Type of expense	Academic Office staff	Internal Panel Members	External Panel members¹ (to Anglia Ruskin and Associate Colleges)
Travel, hotel and subsistence	Academic Office	Academic Office	Academic Office
Fee (only for external panel members)	n/a	n/a	Academic Office
Catering	Associate College	Associate College	Associate College

B: UK-based Associate Colleges (for single Faculty links/initiatives)

Type of expense	Academic Office staff	Internal Panel Members	External Panel members¹ (to Anglia Ruskin and Associate Colleges)
Travel, hotel and subsistence	Academic Office	Academic Office	Academic Office
Fee (only for external panel members)	n/a	n/a	Academic Office
Catering	Associate College	Associate College	Associate College

C: International Associate Colleges (for Anglia Ruskin-wide links/initiatives)

Type of expense	Academic Office staff	Internal Panel Members	External Panel members¹ (to Anglia Ruskin and Associate Colleges)
Travel, hotel and subsistence	Academic Office	Academic Office	Academic Office
Fee (only for external panel members)	n/a	n/a	Academic Office
Catering	Associate College	Associate College	Associate College

continued....

Appendix 2

D: International Associate Colleges (for single Faculty links/initiatives)

Type of expense	Academic Office staff	Internal Panel Members	External Panel members¹ (to Anglia Ruskin and Associate Colleges)
Travel, hotel and subsistence	Academic Office	Academic Office	Academic Office
Fee (only for external panel members)	n/a	n/a	Academic Office
Catering	Associate College	Associate College	Associate College

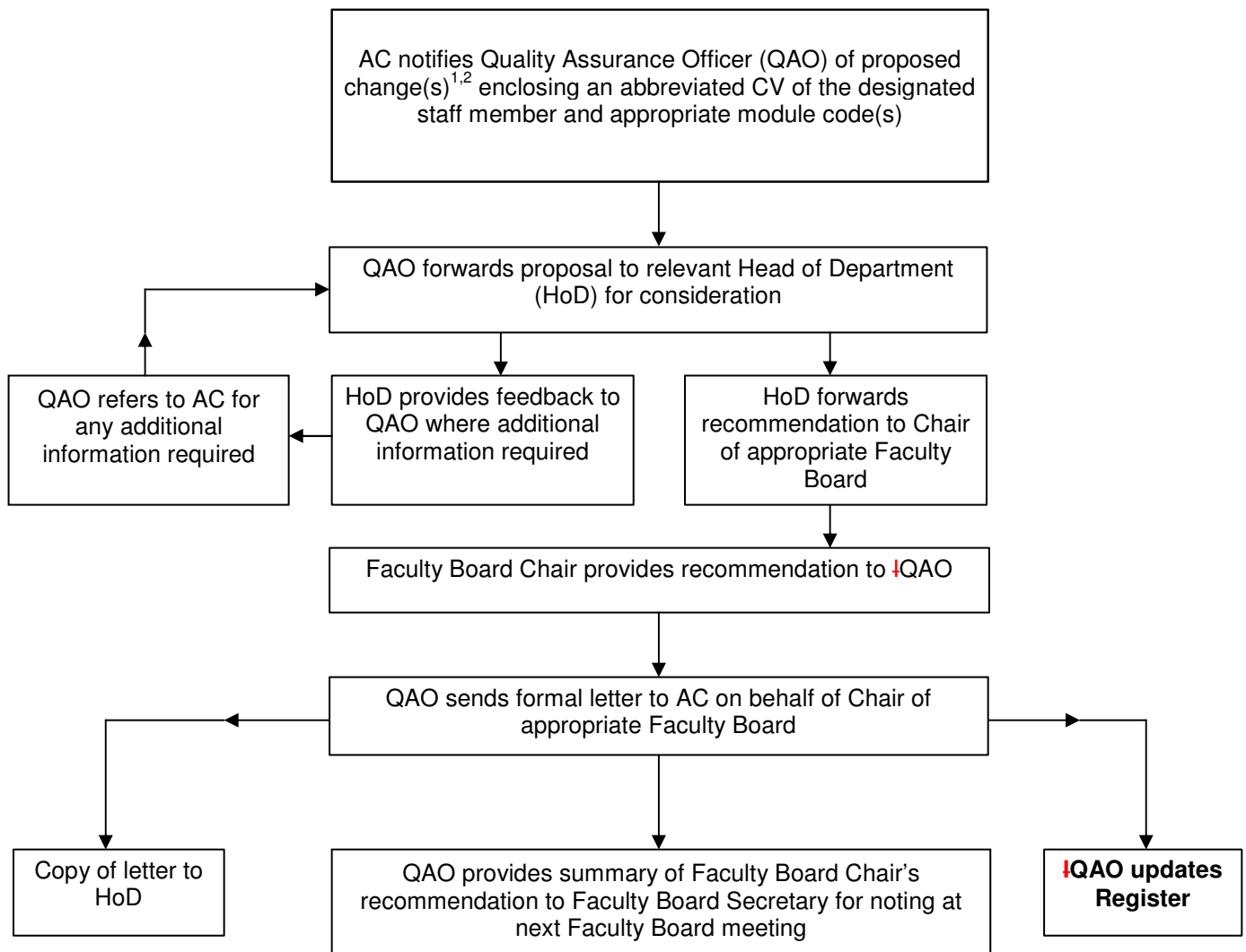
Standard Fee for External Panel Members¹: £350

¹ These are external panel members nominated by Anglia Ruskin, not external members nominated by a PSRB whose fees and expenses are paid by the PSRB

ANGLIA RUSKIN UNIVERSITY**The Senate****Flowchart for Proposed Changes to the Register of Teaching Staff at Associate Colleges**

Changes normally comprise one of the following:

- a new staff member teaching one or more modules
- an existing staff member teaching an additional module(s)
- a staff member leaving

START HERE

¹ A form is available for this purpose from http://web.anglia.ac.uk/anet/academic/qad/collab/teach_reg.phtml

² Changes involving staff leavers need to be notified using the form available from: http://web.anglia.ac.uk/anet/academic/qad/collab/teach_reg.phtml

AC: Associate College
 QAU: Quality Assurance Unit (of the Academic Office)
 QAO: Quality Assurance Officer
 HoD: Head of Department

The Senate

Quality, Enhancement & Standards Committee

Approval of a Category C Outcentre: Checklist

*[NB A Category C Outcentre denotes outcentre delivery of a free standing module(s) totalling less than 60 credits for which Anglia Ruskin credit is awarded (at an approved level and volume) but which does **not** lead to an Anglia Ruskin award.]*

This checklist is to be completed and signed by the Dean after the proposal has been considered by the Faculty Board (or by the Dean acting on behalf of the Faculty Board).

The Faculty Board may at its discretion appoint a small panel to visit the Outcentre whose written report is used to inform the Faculty Board/Dean in completing the checklist.

Module title (as stated on the approved MDF)	
Outcentre location (full postal address)	
Date of first delivery at outcentre (month, year)	
Anglia Ruskin academic staff member with primary responsibility for outcentre delivery of the module	
Has an acceptable rationale been given for the above outcentre delivery?	Yes/No *
Is the extent of the proposal, as outlined in the proposal document, acceptable to the Faculty Board?	Yes/No *
Does the student experience satisfy Anglia Ruskin's threshold requirements?	Yes/No *
Are the learning and other resources at an appropriate level for the module(s) to be delivered?	Yes/No *
Are the proposed teaching staff suitably qualified to deliver the module(s)?	Yes/No *
Is the administrative support sufficient to support outcentre delivery of the module(s)?	Yes/No *
Have appropriate logistical arrangements been identified to support outcentre delivery of the module(s)?	Yes/No *

Appendix 4

Decision (tick one box only)	
The proposed outcentre delivery is approved	
The proposed outcentre delivery is approved, subject to the following conditions (insert details) ----- ----- ----- ----- -----	
The proposed outcentre delivery is not approved	
<p>Dean's signature ----- Date -----</p> <p>Name (please print) -----</p> <p>FQAO's signature ----- Date ----- (confirming that the decision has been reported to Director, Academic Office)</p>	

* delete as appropriate. If 'No' give detailed reasons



Anglia Ruskin
University

Additional copies of the Senate Code of Practice on
Collaborative Provision are available from:

Director of the Academic Office
Anglia Ruskin University
Bishop Hall Lane
Chelmsford
CM1 1SQ

Tel: 0845 196 4931

www.anglia.ac.uk/codes