

## University Of Glasgow

## Academic Standards Committee – Friday 25 May 2012

## Framework for Academic Collaborations

## Procedure for Terminating an Academic Collaboration or Partnership

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## 1. Terminating an Academic Collaboration or Partnership

1.1 There may be a number of reasons for wishing to terminate an academic collaboration or partnership, which may include:

- end of natural life of the programme;
- the business case is no longer viable;
- a change in the University's or the partner's strategic priorities;
- the programme ceases to be delivered at the University;
- the School/RI no longer has expertise in the subject;
- the School/RI or partner institution no longer has the capacity to deliver the programme(s);
- programme re-approval or partnership review has identified reasons and concerns to end the collaboration;
- academic standards and quality of the student experience are threatened and the partner institution is unable or unwilling to take remedial action;
- political instability in the region;
- evidence of serious concerns identified through feedback from: External Examiner(s); Professional or Statutory body; QAA or SFC; or through the University's annual monitoring processes.

1.2 Ideally, the decision to end an academic collaboration or partnership will be reached and agreed mutually by all partners, although it is recognised that this is not always possible. The procedures for terminating a collaboration or partnership are outlined below. There are different pathways depending on which party instigates the termination.

- **Pathway A** - where either the University instigates the termination or both parties agree to terminate.
- **Pathway B** - where the partner institution requests termination.
- **Pathway C** - where the arrangement expires naturally.

Early contact should be made with the College Business Development Manager (BDM) and the Collaborations Unit in the Senate Office for guidance on the termination procedure. In the case of international arrangements, the Senior International Officer (SIO) in RIO should also be contacted.

1.3 There are a number of principles that must be adhered to regardless of which institution instigates termination:

- The students' best interests are of primary concern and must be safeguarded in any plans.
- The quality of programme delivery and associated academic standards must be maintained during the termination period.

- The University of Glasgow's reputation, both in the UK and in-country where appropriate, must be protected during termination planning and implementation.
  - All informal and formal discussions and decisions, whether internal within the University or with external partners or agencies, must be documented and held as part of the document trail.
- 1.4 The following also applies when either the University instigates the termination or both parties are in agreement.
- Formal communication with the partner(s) regarding full or partial termination of a partnership must only be made after approval by the Vice Principal/Head of College.
- 1.5 The Memorandum of Agreement (MoA) will set out the permissible grounds for termination, required notice period, any provision for the partner to rectify the problems and other legal requirements for terminating the collaboration or partnership. It is, therefore, important to refer to and adhere to the obligations of the MoA.
- 1.6 A Termination Action Plan (TAP) has been developed to address the principles in 1.3 above and other issues relating to the termination and to help support colleagues during the termination period. A TAP should be completed in all cases. [\[Embed Link\]](#)
- 1.7 In the case of PGR degree arrangements, some of the steps outlined below may not apply.
- 1.8 The Collaborations Unit can provide guidance on this procedure.

**Pathway A - the University instigates the termination or both parties agree to terminate.**

- A.1 The initial request to terminate may be made by either the University or by a partner institution requesting mutual termination. In either case, the request should state the reasons for termination and should be discussed within the sponsor School/RI. Any decision reached should be endorsed by the Head of School and submitted to the College. In the case of a large scale collaboration that involves more than one School, the decision should be endorsed by the relevant Head(s) of College.
- A.2 The academic lead for the collaboration and the College Business/International Development Manager (BDM) should review the MoA to establish the obligations on all parties. The BDM will also assist with the termination process at College level. The [Collaborations Unit](#) can provide further guidance on the termination process and legal implications of termination, particularly if termination is before the expiry of the MoA.
- A.3 The Dean of Learning and Teaching and/or the Dean of Graduate Studies and College International Lead should also be informed of events.
- A.4 For international arrangements, the Senior International Officer (SIO) in RIO will, once approval has been confirmed, inform the appropriate British Council office that the programme is being withdrawn, with confirmation to the College and the partner institution.
- A.5 A recommendation for the termination of the collaboration/partnership should be submitted in writing to the relevant College Committee<sup>1</sup>. The recommendation for termination should include:

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<sup>1</sup> The BDM can advise on the relevant committee within your College.

- the reasons for the termination;
- confirmation that the legal obligations of the MoA have been considered and complied with;
- details of any consultation undertaken (e.g. with students on programme); and
- the proposed teach-out arrangements to ensure the maintenance of academic standards and the quality of the learning experience of students who remain on the programme (or to whom an offer has been made).

Where more than one School is affected by a termination, agreement should be reached by all parties on the termination process and teach-out arrangements.

A.6 Depending on the nature of the collaboration or partnership, the relevant College Committee should submit its recommendation for approval either at College or University level (via the Academic Standards Committee (ASC)). The table below outlines the appropriate level of approval. In essence, arrangements involving an award of the University will require University level approval.

College Approval	Academic Standards Committee Approval
<ul style="list-style-type: none"> <li>• Student Exchange/Study Abroad programme</li> <li>• Articulation arrangement<sup>2</sup>: [eg 1+3; 2+2]</li> <li>• Recognition of other HEIs' courses/modules</li> </ul>	<ul style="list-style-type: none"> <li>• Distance Delivery</li> <li>• Jointly awarded degrees (<i>Taught and Research</i>)</li> <li>• Double(Dual)/Multiple degrees (<i>Taught and Research</i>)</li> <li>• Validated institutions</li> <li>• Joint Delivery (leading to UoG award)</li> <li>• Hybrids</li> </ul>
<p>The relevant College Committee should submit its recommendation to the VP/ Head of College for approval</p>	<p>The relevant College Committee should submit its recommendation to VP/Head of College for approval and onward submission to ASC.</p> <p>ASC will report onwards to Senate and, when required, Court<sup>3</sup></p>

A.7 Where termination has broader implications, such as a wider impact on the global region, the proposal will also be passed to the Collaborations Group.

A.8 Following approval of the termination the following should take place:

- The College/School/RI should liaise with the partner institution regarding the issues outlined in the TAP which must be agreed formally with the partner. This will include full details on:
  - how all students will be informed of developments and the mechanisms in place for completion of the programme;
  - how the partner will inform the School of the names of all students offered a place on the programme(s);
  - predictions for progression; and
  - the final intake.

<sup>2</sup> Accepting students from an approved institution with particular approved qualifications/credits on a standard and regular basis to a programme leading to a University of Glasgow award.

<sup>3</sup> Court will only be notified of termination in cases where Court's approval was required in setting up the partnership.

- b. Whatever the grounds are for terminating the agreement they should be made clear to the partner and should be clearly documented and identifiable.
  - c. The BDM should confirm with RIO and the partner in writing that advertising and marketing of the programme(s) must cease.
  - d. It should be agreed with the partner institution that it will be responsible for informing the relevant in-country authorities (for example the Ministry of Education) about the termination of the programme and the arrangements for students, with written confirmation to UoG that this has been done.
  - e. The College/School/RI and partner institution should agree the arrangements for consultation with the students affected by the termination. The Collaborations Unit can provide further guidance on this.
  - f. The College/School/RI should inform [Registry](#), [Planning Services](#), [Library](#), [IT Services and Corporate Communications as appropriate](#), as well as the College Finance and HR Managers.
- A.9 Once approval has been granted, a copy of the completed TAP should be sent to the Collaborations Unit who will arrange to amend the Collaborations Database and University Calendar, as appropriate, to reflect the termination of the collaboration.
- A.10 The College/School/RI should make arrangements for the continued monitoring of academic standards and the quality of the student experience for the duration of the teach-out period to ensure that standards and quality are maintained.

**Pathway A - the University instigates the termination or both parties agree to terminate.**

<b>Step 1</b>	Head of College/School/RI (as appropriate) approves initial request
<b>Step 2</b>	College/School/RI alerts the Collaborations Unit; RIO; College; Deans of Learning and Teaching and/or Graduate Studies and International Dean of intention to terminate
<b>Step 3</b>	Academic lead and Business/International Manager review the MoA to assess legal implications
<b>Step 4</b>	College/School/RI submits proposal to relevant College Committee
<b>Step 5</b>	College submits recommendation to ASC and Senate for approval and, where appropriate, the Collaborations Group. ASC will report onwards to Senate.
<b>Step 6</b>	Following approval, Senior International Officer informs British Council (as appropriate)
<b>Step 7</b>	College/School/RI develops a Termination Action Plan in liaison with the Partner Institution which should include agreement on the arrangements for: <ul style="list-style-type: none"> <li>i) consultation with current students;</li> <li>ii) the arrangements to allow students to complete the programme(s);</li> <li>iii) cessation of marketing; and</li> <li>iv) communication with in-country agencies (as appropriate)</li> </ul>
<b>Step 8</b>	College/ School/ RI informs relevant UoG services

<b>Step 9</b>	College/School/RI forwards TAP to Collaborations Unit to amend Database and Calendar
<b>Step 10</b>	College/School/RI monitors academic standards and quality of student experience throughout teach-out period

### **Pathway B - the partner institution requests termination**

- B.1 When the University receives a request from a partner to terminate an academic collaboration or partnership, the academic lead should make early contact with the College Business/ International Development Manager and the Collaborations Unit in the Senate Office.
- B.2 the partner should be asked to state the reasons for termination if this has not been done and particularly if the termination is before the expiry of the MoA.
- B.3 The academic lead and College Business/ International Development Manager should review the Memorandum of Agreement (MoA) to establish the implications for and obligations on each party.
- B.4 A Termination Action Plan (TAP) (see 1.6 above) should be completed. The School/RI should liaise with the partner institution regarding the issues outlined in the TAP and, if possible, agreed with the partner. This will include full details on:
- how all students will be informed of and consulted on developments
  - the arrangements to allow students to complete the programme(s);
  - how the partner will inform the School of the names of all students offered a place on the programme(s);
  - predictions for progression; and
  - the final intake.
- B.5 It should be agreed with the partner institution that it will be responsible for informing the relevant in-country authorities (for example the Ministry of Education) about the termination of the programme and the arrangements for students, with written confirmation to UoG that this has been done.
- B.6 The BDM should confirm with RIO and the partner in writing that advertising and marketing of the programme(s) must cease.
- B.7 The College/School/RI and partner institution should agree the arrangements for consultation with the students affected by the termination. The Collaborations Unit can provide further guidance on this.
- B.8 The College/School/RI should inform [Registry](#), [Planning Services](#), [Library](#), [IT Services and Corporate Communications as appropriate](#), as well as the College Finance and HR Managers.
- B.9 The relevant College Committee and/or ASC should be informed when the partner institution requests termination. The report should include
- the reasons for the termination;

- confirmation that the legal obligations of the MoA have been considered and complied with;
- details of any consultation undertaken (e.g. with students on programme); and
- the proposed teach-out arrangements to ensure the maintenance of academic standards and the quality of the learning experience of students who remain on the programme (or to whom an offer has been made).

B.10 A copy of the completed TAP should be sent to the Collaborations Unit who will arrange to amend the Collaborations Database and University Calendar, as appropriate, to reflect the termination of the collaboration.

B.11 The College/School/RI should make arrangements for the continued monitoring of academic standards and the quality of the student experience for the duration of the teach-out period to ensure that standards and quality are maintained.

### Pathway B - the partner institution requests termination

<b>Step 1</b>	Head of School notifies VP/Head of College and Business/International Development Manager that partner wishes to terminate collaboration
<b>Step 2</b>	Academic lead and Business/International Development Manager review the MoA to assess the implications of early termination
<b>Step 3</b>	College advises ASC that partner wishes to terminate collaboration. ASC informs Senate
<b>Step 4</b>	College/School/RI develops a Termination Action Plan in liaison with the Partner Institution which should, where possible, agreement on the arrangements for: i) consultation with current students; ii) the arrangements to allow students to complete the programme(s); iii) cessation of marketing; and iv) communication with in-country agencies (as appropriate)
<b>Step 5</b>	College/ School/ RI informs relevant UoG services
<b>Step 6</b>	College/School/RI forwards TAP to Collaborations Unit to amend Database and Calendar
<b>Step 7</b>	College/School/RI monitors academic standards and quality of student experience throughout teach-out period

### Pathway C – Natural Expiry

C.1 A partnership or programme may come to a natural end, and is one possible outcome of partnership review (link), which will take place in the year prior to the expiry date. Even if the partnership comes to a natural end, a number of actions are still required. These are outlined below.

### Pathway C – natural expiry

<b>Step 1</b>	College advises ASC that the arrangement has expired. (This may be an outcome of partnership review). ASC informs Senate of the expiry.
<b>Step 2</b>	College/School/RI develops a Termination Action Plan which should, where possible, include the arrangements for:

	<ul style="list-style-type: none"> <li>i) consultation with current students;</li> <li>ii) the arrangements to allow students to complete the programme(s);</li> <li>iii) cessation of marketing; and</li> <li>iv) communication with in-country agencies (as appropriate)</li> </ul>
<b>Step 3</b>	College/ School/ RI informs relevant UoG services
<b>Step 4</b>	Senior International Officer informs British Council (as appropriate)
<b>Step 4</b>	College/School/RI forwards TAP to Collaborations Unit to amend Database and Calendar
<b>Step 5</b>	College/School/RI monitors academic standards and quality of student experience throughout teach-out period

## 2. Termination Action Plan

Once a decision is taken to terminate a collaborative agreement, either a partnership or a collaborative programme, a Termination Action Plan (TAP) should be completed. The TAP helps to ensure that all the actions required are completed and within the correct timescale. A copy of the TAP should be sent to the Collaborations Unit, and, where appropriate, the relevant Senior International Officer. **It is the responsibility of the academic lead, in liaison with the Business Development Manager, to maintain the TAP and to ensure that all actions required are expedited by the target dates.**

### Section One: General Information

Detail of Collaboration	
UoG School/RI	
Partner Institution (s)	
Programme (s)	
Effective Date of Termination	<i>(Note: The date by which all students should have completed the programme or transferred)</i>
Nature of Termination	<i>(Does the termination relate to a programme or the entire partnership?)</i>
Who Initiated Termination	<i>(Please state whether this was UoG; the partner institution or another party e.g. The Ministry of Education)</i>



Where UoG is terminating the arrangement, complete the following information if known:

<b>Formal letter sent to partner institution:</b>	Yes/No*	<b>Date sent:</b>	DD/MM/YY	<b>Name and Status of signatory<sup>4</sup>:</b>	
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\* Please delete as appropriate

Where the partner is terminating the arrangement, complete the following information if known:

<b>Formal letter received from collaborative institution:</b> <i>In the event the partner is terminating the partnership they should do so formally in writing in line with the arrangements specified in the Memorandum of Agreement (MoA). Please complete the details in this section.</i>	Yes/No*	<b>Date Received:</b>	DD/MM/YY	<b>Name and status of Signatory:</b>	
	<b>Response letter sent to partner institution:</b> <i>UoG should respond in writing to any letter received from the partner. These details should be completed here. Email correspondence is not appropriate.</i>	Yes/No*	<b>Date sent:</b>	DD/MM/YY	<b>Name and status of Signatory:</b>

<b>Date Action Plan created</b>	<i>Insert the date when the plan was started (this should be at the earliest opportunity)</i>
<b>Created by</b>	<i>Please enter your name and job title</i>
<b>Date(s) Action Plan updated and by whom</b>	<i>Insert the date each time the plan is updated and the name of the person who has carried out the update.</i>

<sup>4</sup> The Collaborations Unit can advise on the appropriate signatory

## Section Two: Action Plan

Areas For Consideration	Actions Required	Responsibility	Target Date	Progress
<p>1 Formal Communication to Partner Institution (if not already sent/or received and acknowledged)</p> <p><i>If a formal letter has not been sent but the decision has been made to terminate a collaborative programme or partnership, please state here who will write the letter and when and who will sign it. The letter should be signed by a senior representative of the University. Where a partner has decided to terminate, the same information must be entered here in relation to both the termination letter from the partner, and the formal acknowledgement of the termination from UoG.</i></p>				
<p>2 Communication with Students</p> <p><i>It is important that students are kept as fully informed as is appropriate of any changes that may affect them in relation to the termination. Students should not be disadvantaged in any way by it. This includes any students resubmitting; repeating or intercalating students. It is important that an action plan for communication with students is put in place to clarify where the responsibilities lie, UoG or the partner. <b>It is critical that individuals in both UoG and the partner approve any communications sent to students and that a full record of the communications is kept.</b></i></p>				
<p>3 Marketing</p> <p><i>The School/RI should liaise with the partner(s) and RIO to ensure that advertising and marketing of the programme(s) ceases.</i></p>				
<p>4 External Examiners</p> <p><i>The contracts of relevant External Examiners should be reviewed to ensure that they do not end before the end of the programme. This is especially important if the programme is not run at UoG or separate External Examiners are used from the home programme. It may be necessary to review and extend a contract, or appoint new externals for the duration of the termination period.</i></p>				
<p>5 Staffing</p> <p><i>The School/RI must liaise with partners to ensure there is consistency and appropriate levels of staff to support the programme during the teach-out period.</i></p>				
<p>6 University Services</p> <p><i>Relevant University Services should be informed of the termination, e.g. Planning Services; Registry; Library; Corporate Communications and IT services.</i></p>				

7	<b>Board of Examiners</b> <i>Agreements should be reached regarding the final assessment process including a plan to deal with students who are asked to resubmit or repeat.</i>				
8	<b>Professional Bodies</b> <i>Notify and consider the advice of any professional bodies regarding the closure.</i>				
9	<b>The Memorandum of Agreement (MoA)</b> <i>If the MoA is due to expire before students complete consider putting in place an interim MoA or an amendment to the existing MoA with appropriate financial modifications to safeguard University income during this time. Advice on creating an addendum to the existing MoA can be obtained from the Collaborations Unit. The MoA can only end when the last student completes their programme.</i>				
10	<b>Associated Teachers</b> <i>Once the collaboration has terminated the staff at the partner institution must be formally notified in writing that they are no longer associated teachers of UoG. Their access to IT and Library services will be discontinued on advice from the School/RI.</i>				
11	<b>International Collaborations</b> <i>Notify the relevant International Officer in RIO with responsibility for the global region in which the collaboration takes place. They will in turn inform the relevant International Dean and British Council office.</i>				
12	<b>Finance and HR</b> <i>The College Finance and College HR Manager should be informed.</i>				
13	<b>Student Transfer Arrangements<sup>5</sup></b> <i>If the partner is entering into a partnership with a new institution, and existing students have agreed to transfer, then UoG has a duty or care to ensure that there is a fit with the current programme in terms of teaching, curriculum etc. The following should be considered: 1) The partner should have mapped the relevant Glasgow programme curriculum to that of the new institution to confirm that the students are able to progress appropriately. 2) State who, in the current partner; new partner or UoG, is responsible for this and the target date relevant to the transfer. 3) Are there any Intellectual Property issues?</i>				
14	<b>Data Protection</b> <i>Before agreeing to pass on student records, consider the supply of student data in relation to the Data Protection Act. The Data Protection and Freedom of Information Office can offer guidance on this.</i>				

<sup>5</sup> Steps 13 and 14 are relevant where students are transferring to another institution.

**Section Three: Commentary**

**Lessons Learned**

*Please complete this section as the termination progresses or when the termination is complete. Any information that can assist colleagues in the future will be reviewed by the Collaborations Unit and used for guidance.*

**Further information/  
comments**

*Please complete, as you feel appropriate. This section should be used to conclude the action plan once the collaboration has ended.*