

Associate College Partnership
LIAISON MANAGER
GUIDE

2017-18

Academic Policy
& Quality Office

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1. Useful definitions

Collaborative provision can be defined as *any learning opportunities delivered at, by or with a partner organisation, which leads to a Brookes award or credit*. This means that the provision is delivered at a distance from Brookes, and this distance may have both geographical and cultural aspects to it. There are many different models of arrangements on the collaborative provision spectrum, generally classified according to the level of devolution of responsibilities to the partner. You can find an introduction to Collaborative Provision, within chapter 5 of the Quality & Standards Handbook on the APQO website at <http://www.brookes.ac.uk/asa/apqo/quality-and-standards-handbook/collaborative-provision/>. This chapter describes the approval monitoring and review processes that apply to provision delivered through all types of collaborative partnerships - please familiarise yourself with the University's requirements set out here, so that you are able to provide good advice to colleagues in the partner college/s with whom you work.

The **Associate College Partnership** is a group of colleges with whom the University has long-standing relationships, for the delivery of programmes leading to Brookes awards in a range of disciplines*. The seven college members of the ACP are:

Abingdon & Witney College
Activate Learning (City of Oxford College, Banbury & Bicester College, Reading College)
Bridgwater College
Brooklands College
Ruskin College
Solihull College
Swindon College

*information about the programmes available through the ACP can be found at <http://www.brookes.ac.uk/studying-at-brookes/courses/foundation-degrees-and-partnership-courses/>

A **Liaison Manager** (LM) is a member of Brookes staff appointed by the Head of the Department/School or PVC/Dean of the Faculty managing specified collaborative arrangements, to help the University ensure that the quality of learning opportunities offered through a collaborative arrangement is sufficient to enable students to meet the standard of the Brookes award for which they are studying. They are the key communication link between the University and its partners, and the role therefore carries significant responsibilities.

The role of LM can be very rewarding, as it gives colleagues the opportunity to work with a range of different partners, which can bring a new perspective to their own teaching. However, the LM role can also be quite demanding, and may require a significant amount of travelling. Faculties should ensure that staff taking on this responsibility are given a realistic time allowance in their workload plan to enable them to be effective in the role. Faculties also provide support, and a reporting mechanism, for their Liaison Managers, through LM forums or sub-committees of their Faculty Academic Enhancement & Standards Committees.

There are many different types of partners and collaborative arrangements, within the UK and overseas, so the Liaison Manager role is likely to vary across the range of partnerships. There are a number of models in use at the University, the standard one being where a single Liaison Manager links with a programme manager at a partner organisation, for a programme within their broad discipline area.

The purpose of this guide is to give an overview of the key responsibilities of LMs working with partners in the ACP, and the main sources of information and support for staff undertaking this role.

ACP staff can also access information about programme management requirements online at <http://www.brookes.ac.uk/staff/partnership-staff/>

2. Decision-making and management structures for CP

Collaborative arrangements have to go through a staged process in order to secure University approval to run (refer to chapter 5 of the Quality & Standards Handbook via the link in 1 above for the milestones in the process). Liaison Managers are very likely to be required to engage with the following bodies, through which formal decisions are made in relation to collaborative partnerships:

Faculty Executive

The **PVC/Dean of Faculty** is responsible for signing off proposals for new collaborative proposals, ensuring that appropriate due diligence and market analysis has been carried out and a strong business case drawn up to support the proposed provision. Proposals are usually considered by Faculty Executive Groups as a whole, which include the Associate Deans (Strategy & Development) and Associate Deans (Student Experience) as well as Heads of School/Department.

ADSDs are responsible for the strategic development of collaborative provision within the Faculty. They should play a key role in assisting PDTs with preparing submissions to the Faculty Executive and, subsequently, to LPAG (especially in respect of risk assessment). ADSDs are members both of Faculty Executive Groups and of LPAG (see below). PLs with responsibility for the development and management of collaborative provision (in some Faculties) can also provide advice on putting together new programme proposals.

ADSEs chair the Faculty AESCs and have overall responsibility for the ongoing monitoring of the academic quality and standards of collaborative provision within their Faculty, assisted by the Principal Lecturers for quality and validations. If you have any concerns about the quality of the learning opportunities being offered by a partner college which you have not been able to resolve with the delivery team, you should report them to your ADSE as soon as possible.

Learning Partnerships Advisory Group (LPAG)

LPAG reports to the Vice-Chancellor's Group, and is the group which assesses proposals for new partnerships and extensions or renewals of existing partnerships such as the ACP colleges. This enables the University to satisfy itself that it would wish to work (or continue to work) with the organisation concerned, and that there is a strong business case for doing so. Due to the established and open nature of the relationship with ACP members, a shorter submission is required to LPAG for new ACP proposals than for other partners (with whom more detailed due diligence enquiries need to be undertaken).

The membership of LPAG comprises a range of senior staff whose role includes particular expertise in different aspects of due diligence (academic, financial, legal, international, etc) and the management of partnerships, including the ADSDs. Their role is to advise the Chair - the PVC for Research & Global Partnerships - on their assessment of the merits and risks of a proposal. However, the final decision on whether to approve a proposed partnership to proceed to the next stage of programme delivery approval lies with the Chair, to whom the Vice-Chancellor has delegated executive authority for making such decisions.

Proposals are submitted to LPAG on the Collaborative Provision Proposal/Renewal Forms, which are usually presented to the Group by the PDT leader – who may or may not be the LM – along with the Head of Department/School and the Faculty Head of Finance & Planning. The key forms for submitting ACP proposals to LPAG are:

- CPPF2 – new provision for a college (even if it is already delivered by another ACP partner or at Brookes)
- CPRF2 – renewal of existing provision when it is due for periodic review

LPAG will wish to explore the rationale for a proposed new programme, or the renewal of an existing one for another five years, and will be particularly interested in:

- the market demand for the proposed programme;
- recruitment record of an existing programme and any changes in the environment since it was last approved;
- the robustness of the risk assessment and exit strategies;

- the availability of suitable work-based learning opportunities;
- the capacity of the programme team at the partner college to deliver the programme to an appropriate standard, and the sustainability of the staffing plan.

Preparing a submission to LPAG should not be the job of the LM alone, and you should seek advice and information from colleagues within the Faculty and around the University, as indicated on the CPPF2/CPRF2 forms. You should also refer to the guidance on risk assessment (G5.2, G5.3), available from the APQO website at <http://www.brookes.ac.uk/asa/apqo/quality-and-standards-handbook/collaborative-provision/forms/> and advice should be sought from your Faculty's Associate Deans (Strategy & Development) and (Student Experience) on the assessment of the risks identified, prior to submission of the documentation to an approval/periodic review panel. Faculty Heads of Finance and Planning are particularly important in helping you to develop a robust business case for your proposal (although there is a standard financial model which applies to most programmes delivered via the ACP colleges).

LPAG terms of reference and membership can be found on the University Committees [Google site](#). However, its business is confidential, and papers and minutes are therefore not publicly available – if you need access to a particular minute relating to the partnership arrangements you manage, you should request it from the Secretary (currently Diana Rayner, Quality Assurance Officer, APQO – email drayner@brookes.ac.uk).

ACP Steering Group and ACP Board

The ACP Steering Group is a forum in which HE managers and Brookes ADSDs, ADSEs and the UK Partnerships Team are able to discuss current issues and operational matters, including student recruitment, targets and market demand, sector developments impacting on the colleges, quality assurance, and other aspects of the ACP student and staff experience. The ACP Board has a more strategic focus – it is chaired by the Registrar and attended by the ACP college Principals. You can find more details about the membership of these groups at <http://www.brookes.ac.uk/staff/partnership-staff/acp-members/> or by contacting Kate Brazier-Tope, the Secretary of the ACP Steering Group on kbrazier-tope@brookes.ac.uk

3. Programme approval timelines

The procedures governing the approval, monitoring and review of the University's collaborative arrangements can be found in **Chapter 5** of the Quality & Standards Handbook at:

<http://www.brookes.ac.uk/asa/apqo/quality-and-standards-handbook/>

Elements of chapters 2, 3 and 4 are also relevant, and cross references are provided in Chapter 5 where this is the case.

Once LPAG approval has been secured for the partnership arrangements, an approval panel is convened by the APQO in order to consider the details of the academic programme. As with approval panels for home provision, they will be assessing proposals against the University's programme approval criteria (as set out in the Quality & Standards Handbook, Chapter 2), but they will also be assessing the partner college's ability to deliver the specified provision and to fulfil the responsibilities for delivery and quality assurance as set out in the Operations Manual.

LMs are responsible for working with the partner college to prepare the documentation for the panel, ensuring all members of the programme team are aware of the arrangements for the approval event, and attending the meeting with the panel as part of the proposing team.

Panels should engage proposing teams in a constructive dialogue, with both sides understanding that they have a shared responsibility for solving any issues that have arisen with the proposal, so that they can be addressed quickly and students on the programme will have a positive learning experience. Panels may set a series of conditions of approval, which must be met to the satisfaction of the panel before the legal agreement can be signed to allow the programme to commence. The LM should work with the partner college and the APQO to ensure that any conditions are met quickly after the event, so that approval can be confirmed.

As far as ACP is concerned, the key milestones in the approval process for the addition of Brookes programmes to a college's portfolio are:

Activity	Indicative timescale
Liaison Manager consults with colleagues at Brookes and at partner college, and completes the Collaborative Provision Proposal Form (CPPF2) for approval by Faculty Executive Group.	Aug/Sept
Project Development team (PDT) is formed and the CPPF2 is submitted to the Learning Partnerships Advisory Group (LPAG).	Sept/Oct
PDT works to produce the programme documentation for submission to the approval panel; APQO convenes a panel.	Sept/Oct
Approval event is held at partner premises - where several colleges are involved in the delivery of a new programme, the event may be held at any of the delivery sites, or at Brookes, provided that site visits to all other delivery locations (including meetings with students) have taken place prior to the event.	Oct/Nov <i>(Approval events must be held by end of Feb at the latest)</i>
Conditions of approval (if any) are addressed by PDT and signed off by APQO, Panel and Chair of Academic Enhancement and Standards Committee; 'Subject to validation' flag can be removed from marketing materials and offers to students can be made; UCAS code set up by Admissions Office; Details are passed to Legal Services so that legal agreement can be drawn up.	Dec/Jan
Programme delivery commences.	Sept

*For renewal through the five-yearly periodic review, the Collaborative Provision Renewal Form (CPRF2) is completed instead of the CPPF2, but the subsequent approval process is broadly the same (although it may begin later in the year). The key thing to remember is that the college may not recruit students for a start date beyond the expiry date of the current contract until a successful periodic review of the provision has taken place and a new contract has been prepared.

4. Key responsibilities of the LM

The underpinning principle of the management of collaborative provision is that 'the awarding institution is responsible for the academic standards and quality of learning delivered on its behalf wherever this takes place and by whomever this is undertaken' ([UK Quality Code](#)). Ultimate responsibility for the standards of its awards and the quality of provision leading to those awards remains with Oxford Brookes as the awarding body, but responsibilities for delivery and assessment will be delegated to the partner college, as specified in the Operations Manual.

The Liaison Manager is responsible for coordinating communications between Oxford Brookes University and a specified partner organisation (UK or International) on any issue relating to specific programme/s named in the Operations Manual, in order to ensure the provision of an excellent student experience, and to safeguard the academic standards and quality of any provision leading to an Oxford Brookes award or credit. This includes aspects such as University regulations and policies, programme delivery, learning support and administration. The Liaison Manager is responsible for ensuring that the programme is being delivered as approved by the University and that student records are accurate and up to date. They provide advice and guidance to the partner to enable them to meet the University's requirements and a substantive element of their role involves ongoing relationship management.

The LM's main duties are:

Communication, Visits and Relationship Management

- Regular communications with, and visits to, partner to ensure that the provisions of the Operations Manual are being implemented, and the programme is being delivered as approved.
- Meet with students and staff (separately, as appropriate) during visits
- Complete full and timely visit reports within one month of return

Problem Identification and Resolution

- Work with partner to resolve problems and issues with the delivery and management of the programme/s, as they arise
- Escalate any issues that cannot be resolved promptly, and at the earliest possible stage, in the first instance via the relevant School/Faculty Sub-Group. Ensure that FAESC is notified of any potential breaches in meeting expectations relating to academic quality and/or standards

Student Admissions

- Regularly monitor/audit admissions decisions and procedures (involvement as outlined in the operations manual)
- Ensure student records are accurate and up to date, in both partner and University systems

Annual Review Cycle/Risk Register

- Take part in the Annual Programme Review, and carry out an annual review of the programme documentation and resources supporting programme delivery
- Ensure the Operations Manual is kept up to date (at least once per year, through the Annual Review process). Update the Risk Register and Risk Improvement Plan, as appropriate.
- Ensure programme documentation is logged with APQO annually, and provide regular reports on the quality of provision to Faculty AESC.

Regulations

- Provide advice to partner staff on the implementation of new University policies and regulations applying to the programme.

Programme Change/Evaluation

- Provide advice on any minor/major changes required to any aspect of programme delivery and coordinate the approval process, as necessary.
- Coordinate preparations for Approval and Periodic Review events, and other QA exercises; and attend meetings with University panels, as required.

- With the support of the relevant Faculty and APQO (for UK partners) and OBI (for International Partners), monitor changes in statutory regulations that may affect any aspect of programme delivery

Assessment/Awards

- Coordinate the transfer of data from the partner to the University for the production of awards certificates and transcripts, and for the preparation of funding and other statutory returns
- Coordinate nominations for External Examiners, and ensure they are briefed on their role. Work with the partner to ensure that External Examiners are provided with sufficient information to carry out their role.
- Ensure all draft assignment briefs and examination papers are approved by the appropriate Brookes staff and External Examiner prior to issue to students.
- Ensure External Examiner Reports are forwarded to the partner and coordinate response to the External Examiner.
- Where appropriately qualified and trained, chair Examination Committees and/or attend as a permanent member.
- Attend Programme Committees.
- Maintain oversight of the process and decision making in cases of Mitigating Circumstances

Student Experience

- Monitor quality of teaching through peer teaching observation if appropriately qualified (please note there is no formal requirement to produce a written evaluation of this activity)
- Monitor collection and analysis of student feedback by the partner
- Ensure students participate in appropriate committees and forums
- Ensure all new members of teaching staff at the partner institution are formally approved via appropriate channels at the University
- Monitor the ongoing suitability of, and student access to, learning resources
- Assure the quality of work placements (if relevant)
- Carry out a formal site visit if partner teaching premises change or evolve and complete appropriate report

Marketing Material

- Ensure all publicly available marketing and other material about the partnership and programme of study is correct and up to date, and accurately represents the relationship with the University, the delivery of the programme and the awards available. This includes a regular check of web presence.

Financial Data

- Maintain an awareness of key financial data associated with the programme/s, including required minimum student numbers and fee levels. Report any concerns to the Head of Finance and Planning and/or the ADSD (specific to each School or Faculty).

Note: the Liaison Manager is not responsible for the collaborative provision business plan, ongoing marketing plan or financial negotiation/monitoring (this is the responsibility of the ADSD).

The Liaison Manager also has an important role to play in respect of students, who value the opportunity to meet with Brookes staff while studying on an OBU programme delivered by a partner, especially if the collaborative arrangement involves progression onto another University award at a higher level. Liaison Managers are expected to visit the partner organisation on a regular basis (as agreed with the partner, and as appropriate to the nature of the provision) and, in between visits, to maintain contact with the programme manager and other relevant partner staff. Where applicable, they should also facilitate communications between colleagues leading equivalent modules delivered at Brookes or other colleges, to ensure the comparability of standards and consistency of approach to delivery.

LMs are asked to report on these activities in the annual programme review report for the programme/s they manage. Any problems that arise in the delivery of a collaborative programme, requiring action beyond the limits of the LM's responsibility, should be referred to the ADSE within the Faculty, as an urgent matter.

5. Calendar of LM activities

The table below offers a detailed checklist of the key activities for the Brookes ACP LM and the College programme manager through the year.

Month	Oxford Brookes Liaison Manager	College Programme Lead/Manager
August	<ul style="list-style-type: none"> Chair/attend ACP Exam Committee (resits), approve June minutes. Ensure systems are advised of any changes to student completion dates. Ensure partners are aware of any changes to Brookes Regulations or Quality Processes. Ensure partners have systems in place to support Brookes Quality Processes-Mitigating circumstances, Academic Conduct, Appeals and Complaints. Advise on admission of students as appropriate. Agree and approve programme and Exam Committee dates for the academic year. 	<ul style="list-style-type: none"> Attend Exam Committee (resits) and ensure all marks and decisions are complete. Ensure decisions of Exam committee have been communicated to students. Ensure student records at the college are updated after decisions of Exam committee. Send membership list of College Programme Committee to LM and confirm all committee dates for the academic year. Check Brookes ACP staff pages for any relevant information to support you in your role or others in your team. Ensure confirmed minutes from June Exam Committee are sent to LM.
September	<ul style="list-style-type: none"> Receive confirmed minutes from June Exam Committee (if Chair) and forward to faculty admin. Facilitate the download of APTT data to pre-populate AR templates. Support partner in compiling AR ie; do they have copies of EE report/response, update from Faculty on last year's University action plan? As part of the AR process, review the risk register and update operations manual, in consultation with the HE manager and PL. Ensure the partner is aware of support and training available through Brookes Union for student representatives. Complete LM report for Faculty CPSC/FAESC as appropriate. Inform Course and Student Admin Team of Exam Committee dates. Ensure EE dates have been set and EE invited to Exam Committees. Co-ordinate preparations for periodic reviews as and when appropriate. Approve membership list of Programme Committee. Co-ordinate and attend student induction (PCA1). 	<ul style="list-style-type: none"> Complete Annual Review including suggestions for changes to the operations manual (ie staffing). Risk registers and risk improvement plans should also be reviewed and updated at the same time. Note that Brookes APTT data is available this month. Appoint student representatives and inform them of the support and training offered by Brookes. Ensure EE is aware of meeting dates and venues for the forthcoming year. Support students to attend Brookes induction (PCA1). Send membership list of Programme Committees including student reps to LM. Ensure new students attend a University induction event.
October	<ul style="list-style-type: none"> Attend S1 Programme Committee and AR meeting. Following discussion at the Programme Committee, support the PL to complete the appropriate paperwork for minor or major change and forward to the Faculty 	<ul style="list-style-type: none"> Chair S1 Programme Committee and table EE report and response along with the Annual Review. Ensure students are present. Table any minor/major changes for recommendation along with module leader reports from S2. Work with LM to compile Brookes minor/major

Month	Oxford Brookes Liaison Manager	College Programme Lead/Manager
	<p>Quality Officer.</p> <ul style="list-style-type: none"> • Ensure partner is aware of Brookes staff development opportunities. Update on Brookes annual training through OCSLD and on quality processes and systems. • Attend graduation as appropriate. • Update ACP course entries for Brookes website. • Attend graduation as appropriate. 	<p>change paperwork as appropriate.</p> <ul style="list-style-type: none"> • Provide information for Brookes marketing purposes to LM on request. • Respond to issues arising from Programme Committee liaise with LM as appropriate. • Attend graduation as appropriate.
November	<ul style="list-style-type: none"> • Co-ordinate and forward any new EE nominations for following academic year to APQO for approval. • Liaise with College HE Managers to check student lists for NSS return. 	<ul style="list-style-type: none"> • Liaise with College HE Manager to check Brookes student lists for NSS return. • Ensure confirmed S2 Programme Committee minutes are sent to LM.
December	<ul style="list-style-type: none"> • Receive confirmed S2 Programme Committee minutes and forward to faculty admin. • Ensure moderation process has been carried out in accordance with Brookes regulations, this may extend into next month according to assessment schedules. 	<ul style="list-style-type: none"> • Ensure moderation process has been carried out in accordance with Brookes guidelines, this may extend into next month according to assessment schedules.
January	<ul style="list-style-type: none"> • Liaise with PL to ensure assessment sample have been forwarded to EE. • Chair/attend ACP Exam Committee/ approve August minutes. • Support partner to conduct module evaluations and module leader report for S1 modules. • Having supported partner to complete minor or major change paperwork submit to FAESC deadlines throughout Jan/Feb. • Attend ACP conference. • Organise progression activities for FD Y2 students as appropriate. (PCA 2). 	<ul style="list-style-type: none"> • Attend Exam Committee and ensure all marks, interim awards and decisions are complete. • Ensure decisions of Exam committee have been communicated to students. • Ensure student records at the college are updated after decisions of Exam committee. • Ensure confirmed minutes from August Exam Committee are sent to LM. • Ensure student module evaluations for S1 and corresponding module leaders reports are produced. • Forward assessment samples to EE as appropriate. • Complete minor or major change paperwork with support of LM. • Attend ACP conference.
February	<ul style="list-style-type: none"> • Receive confirmed Exam Committee minutes from August resit exam committee (if Chair) and forward to faculty admin. 	<ul style="list-style-type: none"> • Send any new marketing material for following year to LM for approval.
March	<ul style="list-style-type: none"> • Complete LM report for FCPSC or FAESC as appropriate. 	<ul style="list-style-type: none"> • Attend Brookes staff development opportunity as appropriate.
April	<ul style="list-style-type: none"> • Attend S2 programme committee- agree next academic year's assignment briefs and exam papers. • Forward agreed examination papers/assignment briefs to the EE. • Remind partner colleagues of relevant 	<ul style="list-style-type: none"> • Send copy of draft examination papers/assignment briefs to the LM prior to the Programme Committee. • Respond to issues arising from Programme Committee liaise with LM as appropriate. • Chair S2 Programme Committee. Table next

Month	Oxford Brookes Liaison Manager	College Programme Lead/Manager
	Brookes conferences or other staff development opportunities.	academic year's assignment briefs and exam papers for agreement along with module leader reports from S1.
May	<ul style="list-style-type: none"> • Ensure internal moderation process has been carried out in accordance with Brookes regulations. • Co-ordinate PCA3 as appropriate. • Start the process for updating ACP handbooks for following year- inform PL of any changes to regulations or policies. • Receive confirmed S1 Programme Committee minutes and forward to faculty admin. 	<ul style="list-style-type: none"> • Ensure moderation process has been carried out in accordance with Brookes regulations. • Forward assessment samples to EE as appropriate. • Ensure confirmed S1 Programme Committee minutes are sent to LM. • Start the process for updating programme handbooks- update according to information received from LM, and changes that have been approved through Brookes minor/major change process. • Liaise with LM to ensure students are registered for Brookes graduation if appropriate.
June	<ul style="list-style-type: none"> • Check you have received awards list from Student Central (if Exam Chair). • Liaise with PL to ensure assessment sample have been forwarded to EE. • Chair or attend graduation Exam Committee- approve January Exam Committee minutes and ensure awards list is signed by EE. Ensure systems are advised of any changes to student completion dates. • Return signed student awards list to Student Central (if Chair). • Co -ordinate the process of data transfer and transcript production with Faculty Admin. • Inform PL of any changes required to examination papers/assignment briefs following checking by External Examiner. • Support partner to conduct module evaluations and module leader report for S2 modules. 	<ul style="list-style-type: none"> • Attend graduation Exam Committee and ensure all marks, awards and decisions are complete. • Ensure decisions of Exam committee have been communicated to students. • Ensure student records at the college are updated after decisions of Exam committee. • Ensure confirmed minutes from January Exam Committee are sent to LM. • Ensure student module grade information is forwarded to Brookes faculty administrative link responsible for raising final award transcripts. • Ensure student module evaluations for S2 and corresponding module leaders reports are produced. • Complete Programme Handbook for next academic year and forward to LM for approval. • Update Module Handbooks to include approved assignment briefs and any approved minor/major changes. Forward to LM for approval.
July	<ul style="list-style-type: none"> • Receive confirmed Exam Committee minutes from January committee and forward to faculty admin. • Receive External Examiner reports from APQO and forward to ACP HE Managers and PL. • Liaise with ADSEs and PLs to respond to EE reports. • Ensure EE report and response is shared with partner staff and students once approved through FAESC. • Check that staff are in place to teach the programme as validated the following year. 	<ul style="list-style-type: none"> • Forward CVs of any new staff for the following year to LM (use Brookes 'ACP CV Summary Template'). • Discuss the operational plans for the following year with the LM and implications of any modifications ie changes to resources, management, staffing or college processes. • Plan to incorporate Brookes student induction as part of College induction process. • Forward any programme marketing material to be used in the next academic year. • Ensure students have access to the EE report. • Attend graduation as appropriate.

Month	Oxford Brookes Liaison Manager	College Programme Lead/Manager
	<ul style="list-style-type: none"> • Forward new CVs to FAESC. Ensure they are on the Brookes 'ACP CV Summary Template'. • Approve Programme Handbook ensuring it is produced on the relevant template and is contextualised to the partner setting. • Approve Module Handbook, ensure they are up to date and include relevant module descriptions/ learning outcomes. • Plan student induction for the following year. • Discuss operational plans for the following year and implications of any modifications ie changes to resources, management, staffing or college processes. • Attend graduation, as appropriate. 	

Please note this Checklist is indicative of activities and there may be some local variations in their timing.

Abbreviations:

PL Programme Lead at the College
 PCA Programme Core Activity- delivered by Brookes.
 EE External Examiner
 AR Annual Review
 FAESC Faculty Academic Enhancement Standards Committee
 ADSE Associate Dean for Student Experience

LM Liaison Manager (Brookes)
 ACP Associate College Partnership
 S1 Semester one
 S2 Semester two
 FCPSC Faculty Collaborative Provision Sub Committee
 APTT Academic Performance Tracking Tool
 APQO Academic Policy and Quality Office

6. Recent developments in the ACP

6.1 Work done by the PL (Student Experience) for the ACP

The PL (Student Experience) for the ACP was a fixed-term post (from 2014/15 - 2015/16) established to address a series of objectives set by the ACP Board. It focused on identifying and addressing issues that were common across the ACP, for example, identifying support and development needs, raising awareness in the University about issues that impact on the ACP, providing clarity and consistency to the ACP on how Brookes' processes, systems and regulations should operate and reinforcing Brookes expectations - this work is now maintained through existing mechanisms, including LMs.

The PLSE for ACP achieved a range of enhancements in the Brookes/ACP partnership, including:

- an academic appeals and complaints process that works for the ACP and is clearly presented to students on college websites
- clarity on college complaint processes
- clarity on the way Brookes mitigating circumstances and academic conduct operates within the ACP with recommendations for enhancement
- distinct identity for colleges as part of Brookes NSS Live- reporting issues have been identified and cohort information is now more accurate
- an increase in the NSS response rates for Brookes ACP programmes
- clarity for the ACP on Brookes staffing and mentoring requirements
- a Deed of Agreement has been established to jointly recruit a Brookes PhD student alongside a fractional post to establish more sustainable staffing in areas that are hard to recruit to
- improved support and communication for ACP staff through more up to date and relevant information in Brookes ACP staff pages (see <http://www.brookes.ac.uk/staff/partnership-staff/>)
- improved communications with Brookes communities- Brookes Academic Conduct Forum routinely includes ACP members, Brookes Student Union has targeted support to the ACP
- Brookes Programme Core Activities coordinated by Liaison Managers have been embedded into Brookes ACP programmes and provide at least three points of contact to directly support students either during induction, whilst on programme or whilst in transition between levels
- enhanced support for Liaison Managers through regular updates- a Liaison Managers online Forum has been set up to continue to share best practice
- improved consistency of communication through an 'ACP Liaison Managers Activities' timeline which has been incorporated into the updated LM guide mapping activities to our expectations of a college Programme Lead. 'How to' guidance documents for Liaison Managers and College Programme Leaders have been published in the ACP staff pages for example: 'Chairing Exam Committees'
- bespoke training opportunities on appeals and complaints as well as an ACP training day supporting the NSS, APTT, ACO and the Annual Review Process
- enhanced opportunities for all ACP students through participation in the ACP Research Exhibition, Brookes Outburst Festival and as part of Brookes student research conference Get Published!

If you would like further information on any of these activities, please contact Helen Hall (Head of UK Partnerships) on hhall@brookes.ac.uk

6.2 Library Standards

In December 2017, CPSC approved a set of standards for Library Provision within ACP partners, which were drawn up in response to concerns about student satisfaction with library provision in some partner colleges. Implementation of the expectations set out below is intended to improve NSS scores for library/learning resources, so that they are comparable to the Brookes average. These expectations are also set out in the Operations Manual, so that any breaches of quality expectations in this area can be addressed through the improvement action planning process (see section 7 below).

- **Inductions:** All ACP partners will ensure that all Brookes students at their institution receive a learning resources induction which includes training on how to access Brookes' e-resources. To be delivered with support from the relevant Brookes faculty and/ or Academic Liaison Librarian.
- **Space:** The ACP partner will provide sufficient dedicated HE student quiet study space and reliable equipment including PCs and printing/ photocopying.

- **Resources:** The ACP partner will undertake to resource and update as required the Brookes course reading lists so there are adequate resources provided for all Brookes students' needs.
- **Support:** The ACP partner library service will be supported by an information professional to make sure standards are kept high, including providing sufficient online and hard copy user education material and information/ digital literacy teaching.
- **Evaluation:** The Brookes Associate Director of Learning Resources (Academic) will be invited to evaluate prospective ACP partners' library services, and will make sure Brookes Academic Liaison services provide ongoing support for established partners; this will include advice on reading lists and sharing best practice for embedding information literacy.

If you would like further information about these standards and how they should be evidenced, please contact Robert Curry (Associate Director of Learning Resources – Academic) on rcurry@brookes.ac.uk

7. Quality issues and improvement action planning

Liaison Managers are primarily responsible for identifying issues that may put the quality and standards of ACP provision at risk, and for bringing them to the attention of the Faculty AESC through the normal reporting mechanisms. Where it has not been possible to resolve issues via the normal QA procedures, the ADSE may recommend to the Faculty Executive that the improvement action planning process should be initiated. Please see the Quality & Standards Handbook (Chapter 5, section F/para. 21) for further details about improvement action planning: <https://www.brookes.ac.uk/asa/apqo/quality-and-standards-handbook/collaborative-provision/5f-closure-of-collaborative-arrangements/>

8. Recruitment issues: process for reviewing viability of courses

Each partner operates its own internal process of portfolio management which includes reviewing applications and making decisions on viable cohorts. The late application cycle and smaller cohorts for ACP programmes means that these decisions are often borderline and time sensitive. Application data is monitored throughout the UCAS cycle, through meetings between the Head of UK Partnerships and college HE Managers, UK Partnerships Steering Group (UKPSG), the ACP Steering Group (ACPSG) and through internal college mechanisms. The procedure described below is how decisions are made on whether to suspend or continue recruiting to programmes experiencing difficulties in respect of market demand.

Assessing viability

Following the first UCAS deadline for applicant responses in early May, programmes at risk of not recruiting a viable cohort are identified through meetings between the Head of UK Partnerships and HE Managers. Analysis of application and acceptance data, historical trends and current recruitment activity is used to assess the status of each programme. The outcome of this may be:

1. Applicant data indicates that a viable cohort will not be achieved and there is no evidence to suggest this will improve. Suspension of recruitment or course closure is recommended to the faculty.
2. Applicant data indicates that a viable cohort may not be achieved but specific opportunities have been identified to increase recruitment (e.g. planned conversion or recruitment activity with evidence of demand, commitment from employer). Programme continues to be monitored closely.
3. Applicant data indicates that a viable cohort will be achieved. Programmes with the potential to over-recruit are identified and a revised target is agreed in liaison with the faculty.

Applicants have until 30th June to substitute another institution in place of a withdrawn course, or change their response to another offer. Programmes that continue to recruit beyond this date should therefore intend to run even if the cohort does not exceed the current expected enrolments.

Suspension of recruitment

Where there is reason to believe that the issues underlying the decision to close to recruitment are temporary, suspension may be the preferred option. Where suspension has been recommended by the partner or faculty, a group should be convened to ensure that a suspension form (T2.19) and risk assessment (T2.18) are completed and submitted to Faculty Executive for approval. To allow applicants as much time as possible to consider their alternatives, this can be completed by correspondence rather than in person. The group should comprise:

- Associate Dean (Student Experience)
- Brookes Liaison Manager
- Faculty link Quality Assurance Officer
- Head of Admissions or nominee
- College HE Manager
- College Programme Lead

Consideration should be given at this stage to the action required in order to successfully recruit the following academic year. Alternatively, the group may make a decision to progress to course closure as set out in the [Quality and Standards Handbook, Chapter 2](#).

Re-opening to recruitment

Suspension of recruitment is a temporary measure and should be used for no longer than one academic year before a decision is made to actively recruit or progress to formal closure.

In order to open the programme to recruitment for the next academic year, partners will need to provide evidence of the actions being taken to increase recruitment. Increased demand should be demonstrated before a formal student number target is assigned.

For further details about this process, please contact Wendy Smith (Head of UK Partnerships) or your ADSD.

9. Key contacts

Faculties will manage collaborative arrangements in different ways, according to the nature and scope of the collaborative provision portfolio. The key postholders in each Faculty are detailed below:

Faculty	Post	Postholder
Business School	Associate Dean (Strategy & Development)	Andrew Halford
	Associate Dean (Student Experience)	Tracy Panther
	PL/ Head of International Partnerships	Sara Hannam
	Development Manager (UK partnerships) and liaison manager for ACP partnerships in OBBS	Sam Drew
	Head of Quality Assurance & Validation	Joy Butcher
	Faculty Head of Finance & Planning	Jason Jolliffe (acting)
Health & Life Sciences	Associate Dean (Strategy & Development)	Donald Ridley
	Associate Dean (Student Experience)	Ian Scott
	PL Teaching Partnerships (UK)	Jan Davison-Fischer
	PL Quality Assurance & Validation	Julia Winter
	Faculty Head of Finance & Planning	Katherine Doe
Humanities & Social Sciences	Associate Dean (Strategy & Development)	Michelle Montgomery
	Associate Dean (Student Experience)	David Ellis
	PL Quality Assurance, Quality Enhancement & Validation	Dominic Corrywright
	Faculty Head of Finance & Planning	Mike Henderson
Technology, Design & Environment	Associate Dean (Strategy & Development)	Sean Wellington
	Associate Dean (Student Experience)	Gina Dalton
	PL Collaborative Provision	vacant
	PL Quality Assurance & Validation	Lucy Turner
	Faculty Head of Finance & Planning	Leslie Henderson

Other key contacts from around the University who can advise on different aspects of the management of collaborative arrangements are as follows:

Head of UK Partnerships	Helen Hall	hhall@brookes.ac.uk
Deputy Director of Finance	Jennifer Hydari	jhydari@brookes.ac.uk
Deputy Director, Legal Services	Edwina Towson	etowson@brookes.ac.uk
Head of Academic Policy & Quality Office	Liz Turner	e.turner@brookes.ac.uk
Apprenticeship Lead	Wendy Smith	wsmith@brookes.ac.uk
Associate Director of Learning Resources	Robert Curry	rcurry@brookes.ac.uk

10. Useful links

APQO: Quality & Standards Handbook

<http://www.brookes.ac.uk/asa/apqo/quality-and-standards-handbook/>

Chapter 5 refers to collaborative provision – this section includes a range of guidance which you should find helpful.

Brookes Associate Colleges Partnership

<http://www.brookes.ac.uk/studying-at-brookes/courses/foundation-degrees-and-partnership-courses/>

Includes a dedicated area for staff teaching on ACP programmes – click on the ‘partnership staff’ link.

University Committees

<https://sites.google.com/a/brookes.ac.uk/university-committees/>

Faculty AESCs also have sites here

Council of Validating Universities

<http://www.cvu.ac.uk/>

Quality Assurance Agency

<http://www.gaa.ac.uk>

Recent Higher Education Review reports for partner colleges can be found via the ‘Reviews and reports’ tab.

If there is anything else you would like to see in this guide, please contact Liz Turner, Head of APQO
[**e.turner@brookes.ac.uk**](mailto:e.turner@brookes.ac.uk)