****

**QUEEN’S UNIVERSITY BELFAST**

**Business Plan Template**

**International Partnerships (Education)**

1. **Has the Faculty Executive Board approved the corresponding Triage Document (Key Issues)?**

|  |  |
| --- | --- |
| Yes | **☐** |
| No | **☐** |
| Other *(please specify):* | |

1. **General Background**

2.1 Queen’s University Belfast (QUB) Lead

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

School/: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   
 Directorate:

Job title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact No: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.2 Please identify other Schools / Institutes involved:

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(If required, please add additional lines)*

2.3 Has a Partnership Management Plan been considered and who needs to be involved?

Yes/ No

**3. Details of Proposed Partner**

3.1 Contact information

Name of Organisation: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Main Contact: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact No: \_\_\_\_\_\_\_\_\_\_\_\_\_ Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

URL: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3.2 Does the proposed partner have the legal capacity to contract with QUB?

(*Please mark)*

|  |  |
| --- | --- |
| Yes | **☐** |
| No | **☐** |
| Don’t know | **☐** |

3.3 Identify the type of Institution / Organisation

*(Please mark)*

|  |  |  |
| --- | --- | --- |
|  | **YES** | **NO** |
| Higher Education Institution – Public | **☐** | **☐** |
| Higher Education institution - Private | **☐** | **☐** |
| Other Educational Institution (e.g. FE College, Teaching College) | **☐** | **☐** |
| Research Institution | **☐** | **☐** |
| Third sector organisation (e.g. charity, voluntary group) | **☐** | **☐** |
| Registered Company | **☐** | **☐** |
| Government body or agency | **☐** | **☐** |
| Other *(please specify)*: | | |

# 3.4 What Degree Awarding Powers does the proposed partner hold, if any? *(Please mark)*

|  |  |  |
| --- | --- | --- |
|  | **YES** | **NO** |
| Degree Awarding Powers |  |  |
| Undergraduate degrees |  |  |
| Postgraduate taught degrees |  |  |
| Postgraduate research degrees |  |  |
| Joint Award - UG |  |  |
| Joint Award - PG |  |  |
| Other *(please specify)* |  |  |

3.5 What is the academic standing of the proposed partner?

*For example their position in global league tables such as Times Higher World University Rankings (Please provide evidence). Please also comment on any direct experience of student quality/performance at Queen’s.*

3.6 Does the partner operate within an established / recognised Quality Framework regime *(e.g. QAA in the UK or regulated education provider)*?

3.7 Strategic fit with QUB, the Faculty and School

*(Please state how this partnership will help to achieve University/Faculty/School objectives and contribute towards Strategy 2030* and other key strategic considerations*)*

3.8 Strategic fit and/or benefit for the proposed partner?

3.9 Outline previous relevant experience of the proposed partner in the education and with other partnerships, including details of any existing or former (expired/failed) engagements or formal arrangements with Queen’s or other universities

*(Please provide details, including, but not limited to, information on any prior student exchange activity, summer school(s) and/or study abroad).*

3.10 Does the proposed partner have any agreements you are aware of with other universities? If so, which ones and for what purpose. Please indicate where any arrangements have been withdrawn with the proposed partner at the request of another institution *(if known).*

3.11 Due Diligence

3.11.1 Is the partner organisation listed on the UK government website as a Proscribed Terrorist Groups or Organisations?

<https://www.gov.uk/government/publications/proscribed-terror-groups-or-organisations>

YES/NO

3.11.2 Is the named contact listed on the UK government website on the current list of designated persons, terrorism and terrorist financing?

<https://www.gov.uk/government/publications/current-list-of-designated-persons-terrorism-and-terrorist-financing>

YES/NO

3.11.3 Is the partner organisation or named contact on the UK’s list for organisations or individuals subject to financial sanctions?

<https://www.gov.uk/government/publications/financial-sanctions-consolidated-list-of-targets/consolidated-list-of-targets>

YES/NO

3.11.4 Is the partner organisation or named contact on the OFSI Consolidated List?  
<https://sanctionssearch.ofsi.hmtreasury.gov.uk/>

YES/NO

* + 1. Is the partner organisation or named contact on the US Consolidated Screening List (CSL)? The CSL is a list of parties for which the United States’ Government maintains restrictions on certain exports, re-exports or transfer of items.    
       <https://www.trade.gov/consolidated-screening-list>

YES/NO

* + 1. Is the partner organisation or named contact on the UN Security Council Consolidated List?

<https://www.un.org/securitycouncil/content/un-sc-consolidated-list>

YES/NO

* + 1. Did the partner organisation’s official website raise any cause for concern?

YES/NO

* + 1. Did an online search of news articles relating to this partner organisation cause any concern?  **Media searches can be conducted via use of Google News and/or Nexis UK accessible via our online Library Databases.**

YES/NO

* Please attach any potentially concerning articles
* Please provide information/evidence of any potentially concerning articles either by providing web links or attaching documents.
* Please include the terms below alongside your media search.  Please add any additional search terms which may be relevant to the region/geographical location etc.  
  *Abuse, academic freedom, bribery, controversy, corporate manslaughter, corruption, discrimination, exploitation, extremism, financial irregularity, fraud, freedom of speech, health and safety breach, human rights, illegal, litigation, slavery, safeguarding, arms trade, defence, embargoes, sanctions, tobacco, national security*

3.11.9 Please comment on any issues arising from the due diligence in questions 3.11.1-9 above?

3.12 What is the proposed duration of the partnership?

3.13 Please outline broad timescales for implementation of the partnership.

3.14 What are the key responsibilities of each partner in the proposed arrangement?

3.15 Does the proposed partnership relate to the following? *(Please mark)*

|  |  |  |  |
| --- | --- | --- | --- |
|  | **YES** | **NO** | **Proceed to** |
| Education | **☐** | **☐** | Section 4 |
| Student Recruitment | **☐** | **☐** | Section 5 |
| Student Exchange |  |  | Section 6 |

**4. Proposed Education Partnership**

4.1 **Programme(s) and award(s) involved:**

4.1.1 Please select the type(s) of partnership under consideration

|  |  |
| --- | --- |
|  | **Please mark** |
| Articulations (including 2+2) | **☐** |
| Double Master’s (1+1+1 or 1+1) | **☐** |
| Validation / franchise | **☐** |
| Flying faculty | **☐** |
| Joint / dual / double awards | **☐** |
| Other *(please specify)* | **☐** |

4.1.2 What type of award will be covered by the proposed partnership?

|  |  |
| --- | --- |
|  | **Please mark** |
| Undergraduate (UG) | **☐** |
| Postgraduate Taught (PGT) | **☐** |
| Pre – degree or Foundation | **☐** |

4.1.3 Please provide a broad outline of the proposal.

4.1.4 Name of Queen’s University Belfast (QUB) programme(s) involved or to be proposed:

4.1.5 Is the programme(s) new?

(*Please mark)*

|  |  |
| --- | --- |
| Yes | **☐** |
| No | **☐** |

4.1.6 If the programme(s) already exists, will any changes be required to facilitate the proposed arrangement (e.g. programme delivery, mode of study, new or revised modules or programme specification)? If so, please explain the changes:

4.1.7 Has the proposed programme (if new) been considered against relevant Subject Benchmark Statements and is it compliant with FHEQ and relevant QAA Qualification descriptors

4.1.8 Has appropriate curriculum matching/mapping been undertaken (e.g. in the case of a proposed articulation (2+2), has partner content been assessed and deemed equivalent to level 1 study at QUB for the relevant programme ) – please append details/evidence

4.1.9 Is the programme(s) subject to professional, statutory or regulatory body (PSRB) recognition? If so, will approval from the PSRB be required?

4.1.10 How does the proposed programme fit with the suite of programmes currently being offered by the Faculty?

4.1.11 In the case of proposed new programmes of study, please confirm that the relevant Faculty Dean of Education has consulted with other Faculty Deans of Education concerning potential overlap with existing programmes, or new programmes being developed, elsewhere in the University.

YES/NO

Where it is the case that similarities exist, the School should provide a short statement:

(i) justifying the complementarity of the new programme to the other programme

(ii) commenting on any planned savings from shared resources, e.g. modules, lectures etc., and if so commenting on the added value gained from a cross-Faculty approach

4.1.12 Structure of the programme(s) under the proposed arrangement (CATS, years of study, number and name of modules). Please also highlight any proposed use of partner content/courses.

4.1.12 Mode of delivery of the programme(s) (e.g. part/full-time study, distance learning):

4.1.13 Proportion of credit for the award assessed by QUB and proposed partner:

4.1.14 What teaching arrangements will be required for the proposed partnership e.g. where and who?

4.1.15 Will students from the proposed partner institution require English language support/provision or other additional support (e.g. an academic bridging programme/course)? Please outline anticipated requirements / interventions.

4.1.16 What market research has been undertaken and by who? Please provide a copy of the Market Intelligence Report / NARIC, if applicable.

4.1.17 What were the results of the market research? Please provide a summary.

4.1.18 In the case of a proposed joint, dual or double award, please comment on how the proposed partner/arrangement meets the following key principles (University’s Policy on Dual and Joint Awards).

(i) The proposed partner institution must be of equivalent academic standing to Queen’s with a compatible mission and ethos.

(ii) Where the partner institution is in a country with Higher Education accreditation and/or quality assurance requirements then it should be able to demonstrate that it meets those requirements.

(iii) The proposed partner institution should be recognised as excellent in the relevant discipline area(s).

(iv) The partnership proposal should support the University’s strategic goals and should provide strategic value as determined by the Faculty Executive Board. The proposal must be supported by the Faculty Executive Board.

(v) There should be clear benefits for the University and for the students on the proposed joint/dual award.

(vi) Dual degree arrangements should be entered into only where a joint degree is not legally possible (for example in China) or where the dual degree is of benefit to Queen’s.

**4.2 Management and administration:**

4.2.1 Ownership of students i.e. will the students be QUB students, students of the proposed partner or both? *(Please provide detail)*

4.2.2 Expected student numbers

*Please indicate expected new student intake numbers and provide evidence/justification for your projections?*

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **UG** | **PGT** | **PGR** |
| Year 1 (e.g. 2022-23) |  |  |  |
| Year 2 (e.g. 2023-24) |  |  |  |
| Year 3 |  |  |  |
| Year 4 |  |  |  |
| Year 5 |  |  |  |
| **Total** |  |  |  |

Evidence / justification:

4.2.3 What are the minimum number of students required each year and the maximum number of students that can be accommodated each year under the arrangement? *Please add more rows as required.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Year**  **(e.g. 2022-23)** | **UG** | **PGT** | **PGR** |
| Year 1 Minimum |  |  |  |
| Year 1 Maximum |  |  |  |
| Year 2 Minimum |  |  |  |
| Year 2 Maximum |  |  |  |
| Year 3 Minimum |  |  |  |
| Year 3 Maximum |  |  |  |

4.2.4 What is the marketing and promotion plan for the initial recruitment of students?

4.2.5 What is the marketing and promotion plan for the lifetime of the proposed partnership?

4.2.6 Who will be responsible for marketing and promoting the provision offered under the arrangement? How will this be managed?

4.2.7 Is the quality of student learning opportunities and experiences at the partner institution considered, or likely to be, comparable to those at QUB and adequate to enable students to achieve the appropriate academic standards expected for a QUB award?

(*Please comment)*

**4.3 Selection and Recruitment**

4.3.1 By whom will the students be selected and recruited?

If by the partner organisation, what will be QUB involvement?

*(Details are needed for reference in the legal agreement).*

4.3.2 What will be the admissions criteria and English Language requirements?

*(Note: international students will be required to fulfil UKVI English Language and other requirements)*

4.3.3 Will Disclosure and Barring Service checks be required?

*The answer should be ‘yes’ if students will be in contact with anyone under the age of 18 and/or vulnerable adults. If yes, which organisation will be responsible for ensuring that the checks have been carried out?*

4.3.4 Please confirm and provide appropriate evidence that the following services have been consulted and visa requirements clarified to ensure that it is possible for international students to undertake the proposed programme of study.

Admissions and Access Service yes/no

Immigration Support Service yes/no

**4.4 Programme Operations**

4.4.1 Applicable regulations – QUB / Partner / Bespoke?

Please also outline any concessions that may be required to accommodate the proposed arrangement, providing a supporting rationale where appropriate.

4.4.2 How will student conduct, discipline and appeals be managed?

4.4.3 How will QUB Module Review and APR processes be accommodated?

4.4.4 Have arrangements for student engagement been considered, i.e. SVC/SSCC, University and National Surveys

4.4.5 Please provide a broad outline of arrangements to support examination and assessment? Are there any likely impediments to achieving compliance with QUB regulations / expectations / standards?

4.4.6 Will partner staff be required to deliver the programme and therefore require approval as Recognised Teachers of the University?

4.4.7 What arrangements will be required for student support and how equivalent will these be to QUB expectations/requirements?

**4.5 Finance**

4.5.1 Has the excel business plan template been completed (Annex 1)? *If so please indicate the forecasted 5 year net contribution.*

|  |  |
| --- | --- |
| **Year**  **(e.g. 2022-23)** | **Surplus / (Deficit)** |
| Year 1 |  |
| Year 2 |  |
| Year 3 |  |
| Year 4 |  |
| Year 5 |  |
| **Total** |  |

4.5.2 What fee rate will be applied to the new programme? How has this been determined?

*Please indicate the appropriate assigned fee rate as outlined in the Tuition Fee Schedule which can be found at* <http://www.qub.ac.uk/directorates/sgc/finance/TuitionFees/>

*Please tick the relevant box below which specifies the  appropriate Fee Rate for this programme*

***UG: Fee Rate 1*  *Fee Rate 2* *Fee Rate* 3 *Fee Rate 4***

***PGT: Fee Rate 1*  *Fee Rate 2* *Fee Rate 4***

4.5.4 Where the programme, or an element of the programme, is to be delivered remotely to students based outside of the UK, please confirm that there has consultation with the Taxation Section (Finance) and any financial/ reporting implications agreed and included in the Business Plan.

4.5.3 What discounts / scholarships will be applied or made available (standard University scholarship package or bespoke arrangement)?

4.5.4 Please note key assumptions used in Annex 1*(i.e. pay cost, travel, student waivers etc.)*.

4.5.5 How much travel is required per year to the proposed partner, for how many people and the duration per trip?

4.5.6 How will marketing costs be funded?

4.5.7 How will incremental direct costs relating to maintaining the proposed partnership be funded (i.e. new investment or re-allocation of current funds/resources)?

4.5.8 If students from the proposed partner institution require English language support/provision or other additional support (e.g. an academic bridging programme/course), how will this be funded?

**5. Proposed Student Recruitment Partnership**

5.1 **Programme(s) and award(s) involved:**

5.1.1 Please select the type(s) of partnership under consideration

|  |  |
| --- | --- |
|  | **Please mark** |
| 3+1+1(Third Year UG Study Abroad with linked progression to PGT) | **☐** |
| 4+1 (PGT recruitment) | **☐** |
| Other *(Please specify)* | **☐** |

5.1.2 What type(s) of award or level(s) of study will be covered by the proposed partnership?

|  |  |
| --- | --- |
|  | **Please mark** |
| Undergraduate (UG) | **☐** |
| Postgraduate Taught (PGT) | **☐** |
| Pre–degree or Foundation | **☐** |

5.1.3 Please provide a broad outline of the proposal?

5.1.4 Name of Queen’s University Belfast (QUB) programme(s) involved:

5.1.5 Will any programme changes be required to facilitate and/or support students recruited to the University under the proposed arrangement? If so, please explain the changes:

5.1.6 Has appropriate curriculum matching/mapping been undertaken/considered to ensure students can undertake study at QUB (e.g. pre-requisite study for Level 3 modules)

*(Please provide details/evidence)*

5.1.7 Will students from the proposed partner institution require English language support/provision or other additional support (e.g. an academic bridging programme/course)? Please outline anticipated requirements / interventions and any associated requests for concessions (including supporting rationale).

**5.2 Management and administration:**

5.2.1 Expected student numbers

*Please indicate expected new student intake numbers and provide evidence/justification for your projections?*

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **UG** | **PGT** | **PGR** |
| Year 1 (e.g. 2022-23) |  |  |  |
| Year 2 (e.g. 2023-24) |  |  |  |
| Year 3 |  |  |  |
| Year 4 |  |  |  |
| Year 5 |  |  |  |
| **Total** |  |  |  |

Evidence / justification:

5.2.2 What are the minimum number of students required each year and the maximum number of students that can be accommodated each year under the arrangement? *Please add more rows as required.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Year**  **(e.g. 2017-18)** | **UG** | **PGT** | **PGR** |
| Year 1 Minimum |  |  |  |
| Year 1 Maximum |  |  |  |
| Year 2 Minimum |  |  |  |
| Year 2 Maximum |  |  |  |
| Year 3 Minimum |  |  |  |
| Year 3 Maximum |  |  |  |

5.2.3 What is the marketing and promotion plan for the initial recruitment of students?

5.2.4 What is the marketing and promotion plan for the lifetime of the proposed partnership?

5.2.5 Who will be responsible for marketing and promoting the provision offered under the arrangement? How will this be managed?

**5.3 Selection and Recruitment**

5.3.1 By whom will the students be selected and recruited?

If by the partner organisation, what will be QUB involvement?

*(Details are needed for reference in the legal agreement).*

5.3.2 What will be the admissions criteria and English Language requirements?

*(Note: international students will be required to fulfil UKVI English Language and other requirements.)*

5.3.3 How will non-standard applications be handled?

5.3.4 Will Disclosure and Barring Service checks be required?

*The answer should be ‘yes’ if students will be in contact with anyone under the age of 18 and/or vulnerable adults. If yes, which organisation will be responsible for ensuring that the checks have been carried out?*

5.3.5 Please confirm that the following services have been consulted:

Admissions and Access Service yes/no

Immigration Support Service yes/no

**5.4 Finance**

5.4.1 Has the excel business plan template been completed (Annex 1)? *If so please indicate the forecasted 5 year net contribution.*

|  |  |
| --- | --- |
| **Year**  **(e.g. 2022-23)** | **Surplus / (Deficit)** |
| Year 1 |  |
| Year 2 |  |
| Year 3 |  |
| Year 4 |  |
| Year 5 |  |
| **Total** |  |

5.4.2 What fee rate will be applied to the proposed partnership? How has this been determined?

*Please indicate the appropriate assigned fee rate as outlined in the Tuition Fee Schedule which can be found at* <http://www.qub.ac.uk/directorates/sgc/finance/TuitionFees/>

*Please tick the relevant box below which specifies the  appropriate Fee Rate for this programme*

***UG: Fee Rate 1*  *Fee Rate 2* *Fee Rate* 3 *Fee Rate 4***

***PGT: Fee Rate 1*  *Fee Rate 2* *Fee Rate 4***

5.4.3 What discounts / scholarships will be applied or made available (standard University scholarship package or bespoke arrangement)?

5.4.4 Please note key assumptions used in Annex 1 *(i.e. pay cost, travel, student waivers etc.)*.

5.4.5 How much travel is required per year to the proposed partner, for how many people and the duration per trip?

5.4.6 How will marketing costs be funded?

5.4.7 How will incremental direct costs relating to maintaining the proposed partnership be funded (i.e. new investment or re-allocation of current funds/resources)?

5.4.8 If students from the proposed partner institution require English language support/provision or other additional support (e.g. an academic bridging programme/course), how will this be funded?

6. **Proposed Student Exchange Partnership**

6.1 Expected number of students to be exchanged per academic year

*(numbers to/from the partner should normally be equal)*

|  |  |  |  |
| --- | --- | --- | --- |
|  | **UG** | **PGT** | **PGR** |
| *Example* | *2 x one semester* |  |  |
| From Queen’s |  |  |  |
| To Queen’s |  |  |  |

6.2 What is the language of instruction and assessment at the partner university? Are courses available in English?

(Please comment)

6.3 Students on which Queen’s degree pathways/subject areas will be able to participate in this student exchange?

(Please comment)

6.4 Is the quality of student learning opportunities at the partner institution considered, or likely to be, comparable to those at Queen’s and adequate to enable students to achieve the appropriate academic standards expected for a Queen’s award?

(*Please comment)*

6.5 Is the quality of student support at the partner institution considered, or likely to be, comparable to those at Queen’s, for example academic guidance; immigration support service and orientation; wellbeing and disability services?

(*Please comment)*

6.6 Is university accommodation guaranteed for exchange students and what is the average cost?

(Please comment)

6.7 Are there any other fees charged by the partner university to incoming exchange students?

(*Please comment)*

**7. Approval to Proceed**

|  |
| --- |
| **Proposed by:**  **Signature and date:** |
| **Head of School/Director of Institute (or nominee):**  **Signature and date:** |
| **Confirmation for Approval in Principle:**   * **I confirm that the above details are correct.** * **I have considered the academic and resource implications of this new programme/arrangement and have sought advice from colleagues in the Directorates of Finance, and Global Marketing, Recruitment and Admissions.** * **A satisfactory Business Plan has been approved and a Market Intelligence Report is attached (where appropriate).** * **The proposal has the Faculty Executive Board’s support.**   **Chair of Faculty Executive Board (or nominee):**  **Signature and date:**  **Additional Comments (if required)**  Further information can be found at:  <http://www.qub.ac.uk/directorates/AcademicStudentAffairs/AcademicAffairs/ProgrammeApprovalandReview/ProgrammeManagement/>  https://www.qub.ac.uk/directorates/AcademicStudentAffairs/AcademicAffairs/CollaborativeArrangements/ |