

Procedure and Guidance for Transnational Education

Scope

- 1 This procedure and guidance applies to all award or credit bearing provision (undergraduate, postgraduate taught and postgraduate research) which is delivered by the University outside of the UK, i.e. transnational education (TNE). The procedure and guidance supports the University's Internationalisation Strategy and sets out the broad principles under which transnational education will be developed and approved by the University.
2. Transnational Education activity is overseen by the Transnational Education Group which is a subgroup of the Internationalisation Strategy Group. The TNE Group is chaired by the Vice-President for Teaching, Learning and Students and its remit is to ensure that the TNE Policy is applied appropriately and to oversee the approval, monitoring and review of any collaboration with external partners, UK-based or overseas, which leads to an award or credit of the University of Manchester. No TNE proposal can go forward without the written approval of the TNE Group.

Background

- 3 Transnational education (TNE) refers to the delivery of award or credit bearing educational programmes/units by HEIs in countries other than their own. TNE is also referred to as overseas collaborative provision; some examples of TNE are provided in Appendix 1 and Appendix 2 endeavours to provide further information on models of TNE and preferred locations. There are increasing opportunities for the University with regards to transnational education; providing they support the University's strategic vision outlined the University's strategic plan and Internationalisation Strategy
- 4 TNE activities require significant investment of time and resource by both parties if they are to be successful and must be fully and carefully costed to take account of the impact on academic and administrative time. It is also important to recognise that delivering our degree programmes (or parts of them) offshore carries risks in terms of finance, academic quality, reputation management and cultural and political sensitivities. Failure to control these risks may in turn impact on our ability to recruit international students and result in a decline in fee income.
- 5 The purpose of this procedure and guidance document is to provide clear principles to be used in determining whether or not to take forward a potential new TNE agreement. This procedure and guidance should also be used in conjunction with the guidance for the Quality Assurance of Collaborative Provision and guidance provided by the Teaching and Learning Support Office and Students Recruitment and International Development Division.

Procedure and guidance principles

- 6 The greatest opportunities for income generation, and the least risk to the University's brand, are through the recruitment of full-time and part-time international students to Manchester. An underlying principle of our TNE activities is that they must not risk the University's potential to maximise international student fee income.

- 7 Schools must take a proactive and strategic approach when selecting potential partners and developing TNE activities. Evidence shows that relationships are more productive if Schools focus on a small number of partnerships with potential not only for income generation but also longer-term collaboration in research and/or teaching.
- 8 Resources should be focused to the maximum benefit of the University and consideration should be given to the current quality of the student experience in Manchester before any TNE activity is started. If the student experience in Manchester is perceived as requiring significant improvement (as judged by the NSS and other surveys), staff energy should be focused on the student experience in Manchester before considering any TNE activities that take colleagues off campus.
- 9 The University is not prescriptive about what types of TNE activities may be undertaken although there are certain methods of delivery and types of collaboration that the University does not engage in i.e. Dual Awards. All potential TNE activities should be determined strategically by Faculties and Schools, with an oversight from the University. However when considering potential new TNE collaboration the following criteria must be considered:
 - In what ways would the programme support the University's strategic goals of research, higher learning, and social responsibility? However, it will only be in exceptional circumstances where TNE activity will be approved where Social Responsibility is the only strategic goal identified in the rationale for the activity.
 - Does it have the potential to generate a significant financial return, taking into account full economic costing of the programme? (Costings should be agreed with the Finance Directorate before any activity can proceed.)

Approval of new TNE activities

- 10 All new award or credit-bearing TNE activities must be approved at institutional level via the existing Institutional Approval process for the approval of new collaborative provision. This is detailed at:
<https://www.staffnet.manchester.ac.uk/tlso/quality/collaborative-validated-provision/>
- 11 Initial and final approval of any new undergraduate or postgraduate taught collaboration is given by the Vice-President (Teaching, Learning and Students) or the Associate Vice-President (Graduate Education) for a postgraduate research collaboration. In cases of TNE, at an early stage of its development the Vice-President (Teaching, Learning and Students) or Associate Vice-President (Graduate Education) will normally call a meeting of the following staff to help with the assessment of the proposal against the principles outlined in paragraphs 5-8 of this procedure and guidance (however this can be done at a meeting of the TNE Group):
 - Director of Finance or nominee
 - Director of Student Recruitment and International Development
 - Head of Teaching and Learning Delivery or Head of Graduate Education
- 12 Proposals which do not meet the criteria will be referred back to the School for further information or may be rejected.

Appendix 1: Examples of TNE activity

Articulation (Guaranteed and Non-Guaranteed)

The process by which a qualification and/or credits from a programme of study undertaken at an approved partner institution is recognised as giving advanced standing for entry to programmes at the University.

The partner institution is responsible for the recruitment and selection of students; for the registration and regulation of students (including complaints and appeals procedures); for the design of the programme; for its delivery; for the quality of the student learning experience; for the standards of the credit/award; and for financial matters.

The University is responsible for ensuring that the output standards set and achieved by students are equivalent to those set and achieved by University students taking the programme and entering the same stage of their studies.

The University currently has two types of articulation; the first is what is termed 'guaranteed articulation', and this guarantees progression to the University and this brings with it quality and standards requirements similar to that of a validation arrangement. The second (non-guaranteed articulation) does not guarantee progression to the University but allows the credits to be considered for advanced standing, through the usual admissions process. Both types of articulation require a signed agreement.

Joint Delivery

A Joint Delivery arrangement is one where one (or more) partner institutions provide teaching towards an award of the University of Manchester. In such cases, the provision (or intellectual property) is owned by the University.

A jointly delivered programme usually arises when the proposed partner does not have degree awarding powers (e.g. our arrangement with Mills and Reeve or the King's Fund).

The final award in this type of arrangement is an award of the University of Manchester and the University is accountable for the quality and standards of the provision. The University will also be responsible for administering admissions, registration and other student related processes including the production of the final transcript and degree certificates.

The student experience in the partner institution should be, as far as possible, equivalent to that of a student undertaking the programme on the University of Manchester campus. Policies and practices will be, and be promoted as being, the same as for Manchester-based students and students will be registered students of the University and the University rules and regulations will apply.

The extent of the partner involvement may vary considerably ranging from Marketing and recruitment, provision of student support and learning and teaching accommodation (including laboratories and workshops).

As the final award is a University of Manchester award, the University remains responsible for ensuring that output standards are equivalent to those for the same or a similar award for its own programmes.

Joint Awards

A joint award is a programme of study (usually at PG level) which has been jointly developed by two (or more) international universities. The two (or more) Degree-awarding institutions will collaborate to teach a programme, and the student may study in one or more of them. The student receives one award and one certificate, which carries the crests/logos of all participating universities.

In terms of the division of responsibilities, these arrangements are subject to individual negotiation. However there has to be clarity in terms of responsibilities for recruitment and selection, the registration of the student, the regulations governing the student including complaints and appeals procedures, the approval of programme design and arrangements for delivery, responsibility for the quality of the student learning experience, and financial matters.

The University has a separate operational framework for Joint Awards.

Flying Faculty

The process by which the delivery of provision is usually solely by University of Manchester staff at a partner institution either in the UK or overseas. 'Flying faculty' arrangements often require a level of support or services/facilities to be provided for students, by the partner institution, especially when University staff are not present at the delivery location.

Such input from a partner institution needs to be carefully defined from the outset to determine the specific nature of the arrangement and what, if any, approval processes may be required in relation to local support and delivery arrangements. The type of support required for 'flying faculty' delivery of University of Manchester provision may involve a partner institution making a contribution to teaching and assessment of students.

Consortium Awards

The process by which two or more awarding institutions, collectively provide and deliver units on programme of study. Students are given the option to register at one of the HEIs within the consortium and on completion of the programme the student will receive an award from the HEI they chose to register with (i.e. a single award from the registering Institution).

Validation

The process by which the University judges that a programme developed and delivered by another institution is of an appropriate quality and standard to lead to a University award.

The partner institution is responsible for the recruitment and selection of students. Students are normally registered at the partner institution and subject to its regulations in relation to discipline and complaints. The partner institution is responsible for the design of the programme, learning resources, student support, for the quality of the student learning experience, and for financial matters.

The University is responsible for approving entry standards to the programme, the design of the programme, arrangements for its delivery, and mechanisms for quality assurance and enhancement.

The University is also responsible for ensuring that the output standards of the award are equivalent to those for the same or a similar award for its own programmes. As the University is the awarding body, students have access to its appeal procedures in the final stages, once they have exhausted the registering institution's processes. These students are 'associate students' of the University, registered with a partner institution and having limited access to University resources.

Split-site and joint PhDs

A split-site PhD is one which leads to a University of Manchester award, and which involves a student undertaking a significant part of their research away from the University, at another organisation and under the supervision of a qualified member of staff at the partner institution. A joint PhD differs from a split-site PhD in that, in addition to conducting research and receiving supervision both in the University and in a partner institution, the candidate receives a joint degree from both institutions.

Hybrids

It should be noted that collaborative arrangements may involve combinations of the above. So, for example, there may be an articulation arrangement governing the first two years of a programme leading to a Diploma that is accepted for entry to the final year of study leading to an Honours degree. The final year may be delivered by the partner institution under an accreditation, franchise, or validation agreement. In such hybrids, the responsibilities of the partners would still correspond to those described above and be different in relation to the types of collaborative provision.

The University will not engage in the following collaborations:**Franchising**

A process by which a degree-awarding body agrees to authorise a delivery organisation to deliver (and sometimes assess) part or all of one (or more) of its own approved programmes.

Dual/double or multiple awards

Arrangements where two or more awarding bodies together provide a single jointly delivered programme (or programmes) leading to separate awards (and separate certification) being granted by both, or all, of them.

Appendix 2: Transnational Education Opportunities

One of the key strategies of the University's Internationalisation Strategy is to 'increase our off-campus teaching and learning'. It is expected that this will enhance the global reach of the University and provide quality teaching and learning to a greater proportion of the global society. However there are also potential risks to reputation inherent in some models of delivery. TNE activity from UK HEI's now exceeds traditional campus activity and is predicted to continue to grow at a rapid rate. The University wishes to capitalise on this market demand and develop a substantial, sustainable revenue stream that is complementary to campus-based core activities.

A major TNE opportunity for the University is to grow postgraduate provision delivered either direct or in partnership with other overseas institutions. The University is building capacity for online programmes in partnership with Pearson with the launch of the first programmes in 2016. However, in addition or as an extension there are opportunities for blended, offshore delivery.

Countries

After all considerations, a proposed third target banding for TNE activity for the University is shown below and more detailed information can be provided where necessary.

Country	UoM Student Recruitment Band	UoM International Engagement Band	British Council TNE Band
Band 1			
China	1	1	3
Malaysia	1	3	1
UAE	2	3	1
Band 2			
South Korea	2	1	2
Singapore	2	1	1
Hong Kong	2	1	1
Band 3			
Thailand	2	3	3
India	1	1	3
Brazil	3	1	4
Qatar	4	3	2
Indonesia	2	3	4
Turkey	3	3	4
Vietnam	3	3	4

Popular Subject Areas for TNE activity

Business and Management	Healthcare	Pharmacy	Law
Engineering and Technology	Computer Science	Education	Architecture
Medicine and Dentistry	Nursing	Mass Communications	Biological Sciences

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Supersedes	1 (approved by PRC on 7 December 2010)
Previous review dates	2010
Next review date	TBC
Related policies	Collaborative Provision Policy Contracts Governance Policy
Related procedures	Institutional Approval Management of major external partnerships
Related information	N/A
Policy owner	Head of Student and Academic Services (SAS)
Lead contact	Teaching and Learning Manager (Policies and Degree Apprenticeships), Teaching and Learning Delivery, Division of SAS <i>For any queries or questions relating to this document, please direct your email to teaching-policy@manchester.ac.uk</i>