

Collaborative Programme Development Process

1. Consideration of a collaborative programme proposal can take place after an organisation has been approved as a partner of the university.
2. A summary of the collaborative programme development process is set out in Appendix 1 at the end of this guidance. The process involves a number of stages, which each have associated milestones for completion. This guidance provides details about each of these stages and milestones.

Collaborative Programme Development – New programme with a new partner

3. If the proposed programme is to be the first programme with a new partner, some of the initial stages of programme development will have taken place as part of the Collaborative Partner Approval, such as the costing, pricing and the strategic endorsement of the programme by the Academic Planning and Fees Panel (APFP). Where this is the case, the next step following APFP confirmation of partner approval will be validation and development of the contract, please see *point 18*, below.

Collaborative Programme Development – New programme with an existing partner

4. If the proposed programme is to be established with an existing partner, the initial stages of development are as follows.

Stage 1 – Programme Costing and Pricing

5. To inform the costing activity, a set of details about the proposed programme will need to be prepared by the Liverpool John Moores University (LJMU) School, using a standardised set of questions, the Costing Assumptions. This will be informed by discussion with the partner organisation.
6. The Planning Proposal for the programme in Courseloop will be completed by the School in parallel with the costing/pricing activity, so that the financial proposals and academic proposals can then progress for consideration at the same time. An Associate Academic Registrar can provide support and guidance in completion of the Planning Proposal.
7. Once the Costing Assumptions have been completed, the lead proposer within the School should share them with Finance, and arrange a costing meeting. In instances where the proposed programme is with an international partner which has programmes across a number of different Schools/Faculties, the costing meeting may be arranged by International Relations, following completion by the School(s) of the Costing Assumptions.
8. The following representatives should be invited to attend the costing meeting:

- A representative from the link School(s)
- Finance
- *For international partnerships* – a representative from International Relations

In addition, the Associate Academic Registrars can be invited to costing meetings, for both UK and international partnerships, and/or can provide advice relating to the costing, however their input is optional and is not required for the activity to go ahead.

9. The Proposed Pricing Details, as an output of the costing meeting, will be agreed with input from each of the above stakeholders (the School, Finance and International Relations, where relevant).
10. When they are prepared, the School will submit the following documentation for endorsement by the Faculty Management Team (FMT) and by APFP:
 - the completed costing spreadsheet (including the Costing Assumptions and the Proposed Pricing Details), and
 - the Planning Proposal in Courseloop
11. **Milestone 1a** – FMT endorsement of the proposal to proceed to APFP.
12. **Milestone 1b** – APFP endorsement of the proposal to proceed to stage 2. APFP is responsible for ensuring that applications are consistent with the university's strategic and operational planning processes, as well as approving the financial arrangements for the proposal.
13. If the proposal is not approved (either by FMT or by APFP), this will be communicated to the partner by International Relations (International partners) or Academic Registry (UK partners).

Stage 2 – Agreement of the financial arrangements with the Partner

14. Following APFP agreement of the Planning Proposal and the associated pricing details, negotiation with the partner to reach an agreed price for the programme will be led by the Director of International Relations for international partners and by the Academic Registrar for UK partners.
15. A standard approach will be used for this communication, and will include the provision of:
 - A basic summary of payment terms and the way that charges are constructed – e.g., administration fees, validation fees, minimum fees, etc.
 - Details of the standard collaborative operating arrangements
16. **Milestone 2** – agreement between LJMU and the proposed partner organisation on the financial terms.
17. For a new programme with a new partner, confirmation of this milestone will be recorded within the wider partner approval paperwork. For a new programme with an existing partner, confirmation of the partner organisations agreement to the financial terms will be sent by the Director of International Relations / Academic Registrar to the Academic Quality and Standards team.

Validation and Contract Development

18. The validation and contract development processes are initiated when the Academic Quality and Standards team receive the agreed financial terms and a copy of the written confirmation from the partner of agreement to the financial terms.
19. Validation will take place in line with the [Guidance for Validation and Periodic Programme Review](#).
20. While the validation activity is ongoing, work will also take place to develop the contractual agreement or a variation to include the programme(s) within the existing contract (see [Management of Collaborative Contractual Agreements](#)).
21. Operation of the programme can start once validation has been completed and any associated conditions have been met, and, both organisations have signed the contract. This means that, until the contract is in place, the partner organisation cannot:
 - Advertise the proposed programme.
 - Make offers to students for the proposed programme.
 - Start delivery of the proposed programme.

In-Country approval

22. Programmes, operating in certain countries, will require approval from an in-country agency/body, for example the Chinese Ministry of Education. Depending on the specified requirements, in each instance, preparation for this approval can involve collation of evidence, completion of additional documentation and/or signed verifications from the university.
23. International Relations and/or the School will lead on the collation of evidence or completion of the required documentation, with support provided from colleagues across the university, as required.
24. If the additional documentation prepared for in-country approval is required in another language, other than English, verification of the non-English documentation will be required before anything is signed by the university or is submitted to the in-country agency/body. In the first instance, the arrangements for this verification should be agreed with Academic Registry.
25. Where additional documentation is required, to supplement the existing evidence developed through validation, Academic Registry will review this documentation prior to finalisation and submission to the partner, to ensure consistency with university policies and validation paperwork. Academic Registry will also arrange for any signed verifications by the university, as required.

Appendix 1

