



Collaborative Education Services (International) Procedures

1. LEGISLATION/ENTERPRISE AGREEMENT/POLICY SUPPORTED

[Collaborative Education Services \(International\) Policy](#)

2. PROCEDURAL DETAILS

These procedures outline the assessment of new collaborative programs (section 2.1), the review of collaborative education services (section 2.2), and the variation or termination of collaborative programs (section 2.3).

2.1. ASSESSMENT OF NEW COLLABORATIVE PROGRAMS PROCEDURE

2.1.1. Aim of procedure

To provide a mechanism for the University to:

- (a) ensure that the proposed program can deliver its educational objectives and is comparable in standard to programs delivered at Curtin's Western Australian locations;
- (b) consolidate an overview of Curtin's collaborative activities and commitments, and ensure that all programs are operating with an approved contract;
- (c) assess and determine the suitability of any proposed collaborator.

2.1.2. Responsibilities

2.1.1.1 Faculty Offshore Program Manager (FOPM)

The Faculty Offshore Program Manager, as nominated by the Faculty Dean International, is responsible for:

- (a) following all relevant processes as outlined in Form 1 relating to all new proposed collaborative programs, including seeking information on tax implications and all necessary financial approvals;
- (b) collating relevant material for conducting an assessment of any prospective collaborator;
- (c) seeking approval for the proposed program through the Manager, International Business Development from the Deputy Vice-Chancellor, International; and the Chief Financial Officer;
- (d) developing a Collaborative Activity Business Plan and Quality Assurance Checklist (refer 2.1.6 'Assessment of Proposed Program' and Schedules 5a and 5b), and consulting Legal and Compliance Services in preparation of the contract;
- (e) liaising with relevant stakeholders, to ensure that all academic requirements have been met before engaging in educational services with a proposed collaborator;
- (f) where contract details are to be varied (e.g. course structure, trading name of collaborator, obligations under any clause), initiate a Deed of Variation or Letter of Exchange with Legal and Compliance Services, and provide a copy to Curtin International for recording; and
- (g) advising Courses Management that all required approvals have been secured and a contract has been fully executed, in order for the Faculty staff to initiate creation of course availability on Student One.

2.1.1.2 Head of School

The Head of School is responsible for:

- (a) liaising with the Faculty Offshore Program Manager (or nominee) in following all relevant processes as outlined in Form 1; (b) signing off Forms 5a and 5b as required.

2.1.1.3 Faculty Dean International

The Faculty Dean International may delegate to the Faculty Offshore Program Manager, but is responsible for:

- (a) ensuring that an assessment has been carried out on the proposed collaborator and making recommendations on its suitability as a Curtin collaborator;
- (b) certifying that the quality and standard of the proposed program meets the requirements of Schedule 8, and is comparable to its equivalent Home location program, or if no equivalent program exists, that it is adequate to meet the educational objectives of the program;
- (c) monitoring Faculty compliance with this policy and procedures with respect to financial arrangements, to ensure that the approved financial plan is complied with and any variations are advised to the relevant Faculty Pro Vice-Chancellor and to the Deputy Vice-Chancellor, International, with reasons;
- (d) signing off Forms 5a and 5b as required.

2.1.1.4 Faculty Pro Vice-Chancellor or Pro Vice-Chancellor and President (Curtin Sarawak, Curtin Singapore)

The Faculty Pro Vice-Chancellor or Pro Vice-Chancellor and President for Curtin's campuses in Sarawak and Singapore may consult with the Faculty Dean International, but is responsible for:

- (a) reviewing Forms 5a and 5b, and the contract, and certifying that the proposed collaboration will be implemented in compliance with this policy and procedures;
- (b) ensuring that Curtin retains control of the academic standards of the program;
- (c) ensuring that funds derived from the program are recorded and reported according to University guidelines;
- (d) monitoring Faculty compliance or compliance by Curtin's campuses in Sarawak and Singapore with this policy and procedures with respect to financial arrangements, to ensure that the University does not suffer a financial loss resulting from the activities.

2.1.1.5 Curtin International and Deputy Vice-Chancellor, International

2.1.1.5.1 The Manager, International Business Development is responsible for:

- (a) overseeing all relevant approval processes as outlined in Form 1;
- (b) reviewing Forms 3 and 4 to ensure suitability and reputation of the proposed collaborator, where relevant, before forwarding to the Director, Risk Management and DVC, International;
- (c) reviewing all documentation and approvals submitted as part of Forms 5a and 5b before making recommendations to the Deputy Vice-Chancellor, International for final review and approval (or rejection as appropriate) for all new programs to progress to contract.

2.1.1.5.2 The International Development Coordinator is responsible for:

- (a) forwarding Form 2 (and any related Statements for Cooperation or MOUs) to the Deputy Vice-Chancellor, International for approval, upon recommendation of the Manager, International Business Development;

- (b) reviewing all documentation submitted as part of Forms 3, 4, 5a and 5b for accuracy and completion, and clarifying any outstanding issues with the Faculty Offshore Program Manager before passing to the Manager, International Business Development for review and recommendation for approval by the DVC International;
- (c) requesting preparation of draft contract by the relevant Faculty staff member, and referral of final draft contract to the General Counsel, Commercial (or nominee) for review;
- (d) maintaining a list of collaborators and programs approved under this Policy and Procedures.

2.1.1.5.3 The Deputy Vice-Chancellor, International is responsible for:

- (a) approving and signing Form 2 to allow Faculties to proceed with negotiations with new or existing collaborators for new programs;
- (b) considering the recommendations of the Manager, International Business Development with respect to Forms 3 and 4
- (c) requesting due diligence (see 2.1.5) on the proposed collaborator, at a level to be determined as required;
- (d) providing final approval or otherwise for any proposed collaborator and/or program for delivery to international students through a collaborator;
- (e) providing final approval for Form 5 and preparation of a contract;
- (f) approving the final draft of the legal contract for collaborative programs, before it is forwarded to Legal and Compliance Services for signing by the authorised delegated officer.

2.1.1.6 Financial Services and Chief Financial Officer

The Chief Financial Officer (or nominee) is responsible for:

- (a) reviewing the financial background of the proposed collaborator to ensure that it is financially sound (and other aspects of the due diligence (see 2.1.5) as requested by the Deputy Vice-Chancellor, International);
- (b) reviewing and approving, or otherwise, Section 11: "Copyright and Statutory Compliance" (financial component only) of Form 5, and the Financial Plan for Collaborative Activity to ensure that all financial obligations have been accounted for, and hence signing off on the QA Checklist Coversheet;
- (c) reviewing the financial aspects contained within the draft contract; and
- (d) developing policies and procedures to regulate financial arrangements for collaborative education services to reduce the risk of the University suffering a financial loss resulting from the conduct of the activities.

2.1.1.7. Deputy Vice-Chancellor, Academic (DVC A)

The DVC A is responsible for signing off on requirements relevant to the academic portfolio, student services, support services, and library services. Relevant managers will provide their advice directly to the DVC A before sign off.

2.1.1.7.1 The DVC A is responsible for reviewing Section 2: "Academic Program Details", Section 4: "Assessment, Moderation and Examination Details", Section 7 "Support & Feedback", Section 8: "Educational Resources & Administration", and any other relevant section of Form 5 to ensure courses, language of delivery, location of delivery, and student support services and education resources are appropriate to facilitate efficient and effective

delivery of the program/s.

2.1.1.7.2 The Academic Registrar (or authorised Student Services officer) is responsible for: reviewing Section 3: "Admission and Enrolment Details"; Section 4: "Assessment, Moderation & Examination Details"; Section 5: "Completion and Graduation Details"; Section 6: "Fees & Refunds" of Form 5, to ensure all aspects are clearly defined.

2.1.1.7.3 The Director, Support Services, is responsible for: reviewing Section 7: "Support and Feedback" of Form 5 to ensure that all relevant aspects have been addressed.

3.1.1.7.4 The University Librarian (or authorised Curtin University Library officer) is responsible for: reviewing Section 10: "Library Services" of Form 5 to ensure that library resources and services required for the delivery of the collaborative education services have been addressed.

2.1.1.8 Chief Operating Officer (COO)

The Chief Operating Officer is responsible for signing off on requirements relevant to Information Technology (IT) services.

Relevant managers will provide their advice directly to the COO before sign off.

The Chief Information Officer (or authorised Curtin IT Services officer) is responsible for reviewing Section 9: "Information & Communication Technology (ICT) Services" of the Form 5 to ensure that any central ICT services (managed by Bentley campus) required in the delivery of the collaborative education services have been addressed;

2.1.1.9 Legal and Compliance Services

2.1.1.9.1 Legal and Compliance Services through the General Counsel, Commercial and the Copyright Officer is responsible for ensuring that all aspects of the contract relevant to copyright have been addressed, by reviewing Section 11: "Copyright and Statutory Compliance" (legal component only) of Form 5; and

2.1.1.9.2 Legal and Compliance Services through the General Counsel, Commercial (or nominee) is responsible for:

(a) ensuring that the final terms of the contract are consistent with the standard contract template, and is acceptable for signing on behalf of Curtin by the authorised delegated officer.

(b) ensuring that Form 5 has been signed by the relevant Executive Managers prior to sign-off by the General Counsel, Commercial.

2.1.1.10 Director, Risk Management

Director, Risk Management is responsible for:

(a) ensuring the Forms 3 and 4 completed by the Faculty Offshore Program Manager are appropriate;

(b) advising the Deputy Vice-Chancellor, International of the risk exposure, if any; and

(c) providing a recommendation on what level of due diligence (see 2.1.5) is required.

2.1.3. Request for approval to negotiate

A summary of any proposal to establish new education programs with a new or existing collaborator, as prescribed in Form 2, must be initiated by the Faculty Dean International or nominee, in collaboration with the Heads of School, and signed by the Pro Vice-Chancellor. It should then be forwarded to the Deputy Vice-Chancellor, International to obtain in-principle approval for any intended collaborations before detailed negotiations proceed.

2.1.4. Assessment of Curtin collaborator

If the proposed program is to be offered via a new collaborator, the Faculty Offshore Program Manager, in conjunction with the Head of School is required to complete Forms 3 and 4.

If the proposed collaborator is an existing Curtin collaborator, the Faculty Offshore Program Manager should consult with the Manager, International Business Development to determine the outcome of previous Annual Reviews of the collaboration before proceeding with the assessment of the proposed program (see 2.1.6 "Assessment of Proposed Program"). Where previous Annual Reviews of programs delivered by the collaborator have identified emerging or recurring risks that need to be addressed, the Manager, International Business Development will consult with the DVC International to determine if an updated Form 4 is required before development of Form 5 for the new program can proceed.

2.1.5. Due diligence

At the discretion of the Deputy Vice-Chancellor, International or on the recommendation of the Director, Risk Management, due diligence can be requested to determine whether the proposed collaborator is financially sound and professionally reputable. Information provided in Form 3 will be forwarded by the Deputy Vice-Chancellor, International (or nominee) to Financial Services for a review to be conducted as deemed appropriate by the Chief Financial Officer.

2.1.6. Assessment of proposed program

Upon approval from the Deputy Vice-Chancellor, International on the suitability of the proposed program and collaborator, Form 5 is to be completed and submitted by the Faculty Offshore Programs Manager to the Manager, International Business Development to obtain relevant approvals for the proposed program. Form 5 must be prepared and submitted in accordance with the steps outlined in Stage 3 of the flowchart in Form 1.

2.1.7. Preparation of contract (collaborative programs)

In accordance with Stage 4 of the flowchart in Form 1, the Faculty Offshore Program Manager (or nominee) will liaise with the Manager, International Business Development to produce a draft contract in accordance with the contract template. The draft contract is reviewed jointly by Legal and Compliance Services and the Manager, International Business Development to ensure it contains all the required elements and is consistent with the approved terms of Form 5. Written management approval is required from the Faculty Pro Vice-Chancellor, or Pro Vice-Chancellor and President, Curtin Sarawak, or Pro Vice-Chancellor and President, Curtin Singapore, before the contract is provided to the DVC International for subsequent management approval of the contract.

2.1.8. Signing of contract (collaborative programs)

The contract will be signed in accordance with the University's contract signing delegations.

2.2. REVIEW OF COLLABORATIVE PROGRAMS PROCEDURE

The review of collaborative programs consists of an Annual Review and a regular cycle of review consistent with the School and Area Review policy principles.

The Faculties are responsible for ensuring that the Annual Review of a collaborative program is conducted with the offshore collaborators. Curtin International oversees this process to ensure that such reviews are completed in accordance with this policy and procedures. The Faculties also provide Quarterly reports to Curtin International as progress updates on action items identified within the Annual Review.

Curtin International is responsible for the regular cycle of review for all collaborative offshore programs/locations that will be undertaken at least every seven years. This process will inform alignment to University vision and strategy, as well incorporate external assessment such as benchmarking and external referencing. The process will be consistent with the purpose and outcomes of the School and Area Review policy.

2.2.1. Aim of procedure

2.2.1.1. To establish an annual review mechanism which:

- (a) ensures that Curtin's collaborative education services are meeting policy requirements, that agreed essential elements maintain equivalence to those on-campus, and that educational objectives are being fulfilled;
- (b) provides a means of monitoring the quality of Curtin's collaborative education services;
- (c) provides ongoing assessment and management of risks associated with providing collaborative education services, with particular reference to safety and health, academic, financial, legal, social/cultural and reputational risks;
- (d) assures continuing suitability of any collaborator and the contractual arrangements governing Curtin's relationship with them;
- (e) ensures timely renewal or variation of contracts governing collaborative education services; and
- (f) provides for an orderly withdrawal from collaborative education services and termination of contracts as required.

2.2.1.2. To establish a regular, planned cycle of systematic program and location review which as agreed between the Deputy Vice-Chancellor International and Provost:

- (a) supports the ongoing quality assurance and improvement of international collaborative programs;
- (b) Examines the contribution of the program and location to the achievement of the University's vision and strategy;
- (c) incorporates external assessment such as benchmarking or external referencing;
- (d) has agreed terms of reference and documentation in relation to planning, conduction and following up of outcomes; and
- (e) will include a visit to the location by the Review Panel.

2.2.2. Responsibilities

2.2.2.1 Faculty Offshore Program Manager

The Faculty Offshore Program Manager, in consultation with the Head of School and relevant academic program managers, is responsible for:

- (a) ensuring the completion of the annual review templates as they relate to the range of collaborative education services offered and the associated academic, financial and legal arrangements;
- (b) liaising with collaborators to complete the annual review templates;
- (c) annually submitting annual reports to the Deputy Vice-Chancellor, International giving full details of financial transactions between collaborators and Curtin, including a Profit and Loss Statement (as in Form 9) and full student enrolment and survey data, as per Form 7c;
- (d) ensuring:
 - that appropriate line items are used to record income and expenditure;
 - to accrue income and expenditure;
 - to validate Faculty finalised accounts against enrolment numbers during the Annual Review procedure and;
 - provide a report to Financial Services, with a copy to Curtin International;
- (e) providing Financial Services with a copy of all correspondence, remittance advice from collaborators, or other documentary evidence of payment of withholding tax as soon as possible after receipt of the correspondence or processing of the payment;
- (f) signing off the Accountability Statement in Form 7a as Head of School's

delegate, after communicating with the Head of School on the annual review outcomes;

- (g) submitting the completed annual review documents to Curtin International on behalf of the Head of School and Pro Vice- Chancellor;
- (h) submitting Quarterly reports (Form 12) to Curtin International as quarterly progress updates on action items identified within the Annual Review.

2.2.2.2 Head of School

The Head of School is responsible for:

- (a) liaising with the Faculty Offshore Program Manager in following all relevant processes as outlined in Form 6;
- (b) ensuring all information represented in the annual review templates (Form 7c) is accurate;
- (c) discussing the review outcomes with the Faculty Dean International and relevant unit controllers;
- (d) delegating sign-off of the Annual Review coversheet's Accountability Statement (Form 7a) to Faculty Offshore Program Manager;
- (e) notifying the Faculty Offshore Program Manager of variations relating to any aspect of the delivery or management of collaborative education services that may affect the contract;

2.2.2.3 Pro Vice-Chancellor or Faculty Dean International

The Pro Vice-Chancellor or Faculty Dean International is responsible for: (a) reviewing the completed Annual Review template and communicating the outcomes with the Head of School before signing the Accountability Statement contained in Form 7a;

- (b) reviewing and approving the completed Form 10 and related documentation, in consultation with the Head of School as appropriate.
- (c) submitting annual reports to the Deputy Vice-Chancellor International including signing off on the Profit and Loss Statement (as in Form 9) and full enrolment data.

2.2.2.4 Financial Services

The Chief Financial Officer (or nominee) is responsible for:

- (a) providing assistance to the Faculty Offshore Program Manager in the completion of the templates as they relate to the financial information;
- (b) providing assistance to the Deputy Vice-Chancellor, International in the interpretation and analysis of the financial information.

2.2.2.5 Office of Strategy and Planning

The Executive Director, Office of Strategy and Planning (or authorised officer) is responsible for:

- (a) ensuring availability of required three-year time-series data for offshore Curtin-enrolled EFTSLs by School and level for Faculty Offshore Program Managers to include in the Annual Review of programs;
- (b) ensuring provision of feedback data from students in offshore programs derived from the Curtin Annual Student Satisfaction (CASS) Survey for Faculty Offshore Program Managers to consider in undertaking Annual Reviews of programs, with a copy of any reports to be provided to the Manager, International Business Development.

2.2.2.6 Legal and Compliance Services

The General Counsel, Commercial (or nominee) is responsible for providing legal advice where amendments to the standard contract template are made for variations, renewals or terminations of contracts, or drafting of alternative contract clauses, where applicable.

2.2.2.7 Curtin International

The Manager, Business Compliance is responsible for:

- (a) ensuring the annual review is undertaken in collaboration with the relevant Faculty and School;
- (b) seeking further information or evidence to support responses in the template;
- (c) communicating annual and systemic review outcomes to relevant parties for information or action;
- (d) providing recommendation to the Deputy Vice- Chancellor, International for management approval of any variations, renewals or terminations of contracts to proceed. Advice will be provided by the General Counsel, Commercial (or nominee) where appropriate.

The Deputy Vice-Chancellor, International is responsible for:

- (a) certifying the outcomes of the review;
- (b) making recommendations about the future of the reviewed program and/or collaboration;
- (c) reporting annual review outcomes and Quarterly report updates to the International Committee;
- (d) initiating timely site visits with collaborators where issues affecting the quality of Curtin's programs have been identified;
- (e) reviewing and providing final recommendation for any variations, renewals or terminations of contracts before the contract is signed in accordance with the University's contract signing delegations.

2.2.2.8 Faculty Dean International

The Faculty Dean International or nominee in each Faculty is responsible for:

- (a) ensuring that annual review meetings are held between Curtin and collaborators;
- (b) where appropriate, chairing annual review meetings between Curtin and collaborators;
- (c) ensuring that annual review meetings address the major areas of operations as listed in the Annual Review Process (Forms 6 to 9);
- (d) ensuring that Annual Review Report is prepared, certified and submitted to the DVC, International;
- (e) ensuring that Annual Review Action Plans are developed, followed-up and completed quarterly;
- (f) signing off the Accountability Statement in Form 7a.
- (g) signing off on Quarterly reports (Form 12) to Curtin International, which are quarterly progress updates on action items identified within the Annual Review.

2.2.3. Annual Review and Quarterly Reports on the Annual Review

The Faculties are responsible for ensuring that the annual review of a collaborative program is conducted with the offshore collaborators. Curtin International oversees this process (Forms 6, 7, 8, 9) to ensure that such reviews are completed in accordance with this policy and procedures. Quarterly Reports (Form 12) are to be carried out on the progress of the Annual Review Action Plan.

2.2.4. Statistics

Data collected from the annual review template are forwarded to Financial Services and Curtin International for use in forecasting and planning and to inform the budget process.

2.2.5. Curtin International site audit

Curtin International may conduct a site audit at relevant offshore locations on a needs

basis. The need for audits will be determined using risk factors that have been rated based on information obtained from Faculties via the annual review process, and issues raised by Faculties in previous reviews that have not been addressed. The forms used are Form 13a through to Form 13l.

Where appropriate, the Deputy Vice-Chancellor, International will discuss outcomes from an audit with the relevant Faculty Dean International and Heads of Schools, and agree on:

- (a) the need for supplementary information or evidence; and
- (b) the future of the collaboration.

2.3. VARIATION AND TERMINATION OF CONTRACTS PROCEDURE

2.3.1. Transnational Contract Management Coversheet (Form 10)

Form 10 must be supported by separate documentation (including the draft contract) as determined by the Faculty Offshore Program Manager, after discussions with the Head of School; Faculty Dean International; Financial Services; Legal and Compliance Services; and Manager, International Business Development, before submission to the Faculty Dean International; Chief Financial Officer; and Deputy Vice-Chancellor, International for approval.

Faculty Offshore Program Managers are to use Form 10 to review, in conjunction with the relevant Head of School, which elements of an existing or expiring contract are to be varied. Where a contract is to be terminated, Form 11 should also be used to ensure all relevant matters are dealt with. The Faculty Offshore Program Manager and/or Heads of School will discuss the proposed variation/renewal/termination with their Pro Vice-Chancellor; Legal and Compliance Services; and Manager, International Business Development, as appropriate.

2.3.2. Collaborative Program Non-Renewal or Termination Checklist (Form 11)

Faculty Offshore Program Managers are to use Form 11 to review, in conjunction with the relevant Head of School, what exit strategies need to be put in place where a contract is not to be renewed, or is to be terminated. Faculty Offshore Program Managers and/or Heads of School will discuss the proposed non-renewal or termination with their Faculty Dean International; Legal and Compliance Services; and Manager, International Business Development, as appropriate.

3. RESPONSIBILITIES

Responsibilities are as set out in section 3.

4. SCOPE OF PROCEDURES

These procedures apply to all staff.

The following education services are excluded from the provisions of this policy:

- (a) Distance, online and mixed mode education services delivered without a collaborator;
- (b) Regional (Australia) contracting, where Curtin programs are delivered through a collaborator on behalf of Curtin.
- (c) Articulation arrangements involving students who are not Curtin-enrolled students and are covered by the 'Process for establishing international articulation (Credit Transfer) agreements'.
- (d) Joint doctoral programs, Open University Australia programs and consultancy agreements.
- (e) Collaborative (joint) award programs offered solely within Australia with another Australian educational institution, where the award is issued in joint names (refer to Collaborative Awards Procedures).

5. DEFINITIONS

(Note: Commonly defined terms are located in the [Curtin Common Definitions](#). Any defined terms below are specific to this document)

Appropriate Standard

Means services are provided at a level of quality that is sufficient to achieve the educational objectives of the relevant education services.

Collaborative Education Services (International)

Means education programs and services (including teaching, supervision, examinations, professional development, training, moderation, educational support services, and library) provided to international students or collaborators overseas.

Collaborator

Means an organisation with which Curtin engages in the delivery of education services.

Curtin's Western Australian Locations

Means campuses in Western Australia where academic control for an academic program is based.

Curtin Programs

Are those where the students are enrolled in the University's Student One system but, within the scope of this policy and procedures, are not studying at Curtin's Western Australian locations.

Faculty Offshore Program Managers (FOPM)

Are officers appointed by Faculties with responsibility for liaison with the Manager, International Business Development in regards to the administration of collaborative education services delivered offshore. Their position title may not necessarily be "Faculty Offshore Program Manager".

Mixed Mode

Refers to the provision of education services in part by distance or online education and in part by face-to-face teaching offshore (usually via intensive teaching visits from Curtin teaching staff or tutorial support by local tutors).

Quality Assurance

Means the review and improvement of processes and outcomes to ensure a high level of quality is maintained.

6. SCHEDULES

Nil

7. RELATED DOCUMENTS/LINKS/FORMS

Nil

Policy Compliance Officer	Bronwyn Bartsch , Director, Curtin International CI Compliance and Student Services
Policy Manager	Deputy Vice-Chancellor, International
Approval Authority	Chair, International Committee
Review Date	1 st April 2014

REVISION HISTORY *(Previous version of this document are available from Legal and Compliance Services)*

Version	Approved/ Amended/ Rescinded	Date	Committee / Board / Executive Manager	Approval / Resolution Number	Key Changes and Notes
	Amended	27/11/2015	Academic Board	AB 208/15	Attachment A to Item 16.2 (the actual Policy and Procedures were rescinded at the same meeting)
	Administratively Updated	18/01/2017	Director, Legal and Compliance Services		Review date updated