



Collaborative Provision

Approval & Renewal Process

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1. Purpose of document

London Business School has an established process for the approval of new programmes and courses and their periodic review and renewal. This document outlines the School's approach to collaborative provision, any variation and/or additional approval process required for the approval and renewal of collaborative partners and collaborative provision arrangements.

2. Collaborative provision

2.1. School vision and strategy: the School's vision is to have a profound impact on the way the world does business, and as such has a strategic interest in developing and maintaining global partnerships with leading institutions around the world.

2.2. Definition: collaborative provision includes external delivery, assessment or support of courses and programmes which lead to academic credit which is required for the award of one of the School's degree awards, including research degrees. The School's definition of collaborative provision types is defined in its Collaborative Provision taxonomy, provided at Appendix A of this document.

2.3. School Collaborative Provision Policy: Management Board has approved the following School Collaborative Provision Policy:

"The School operates a small portfolio of collaborative provision which reflects its strategic priorities.

The School retains ultimate responsibility for academic standards and the quality of learning opportunities, irrespective of where these are delivered or who provides them. The School's expectations are that the standard of its award is constant wherever and however delivered, and students of its awards in collaborative partners enjoy a learning experience equivalent to that of students studying for awards at our London 'home' campus.

Where the School delivers and/or awards its programmes jointly with other institutions, it may be necessary to delegate some aspects of quality assurance to partner institutions. If this is the case, appropriate quality management and reporting processes should be designed alongside the programme, and which report into the School's normal governance structure.

The School recognises that arrangements for assuring the quality and standards of degree programmes delivered in collaboration with other partner institutions must be as rigorous, secure and open to scrutiny as those for programmes provided wholly by ourselves.

Underpinning all present and future collaborative activity is a set of key principles. These include, but are not restricted to, the following:

- Any new programmes should be consistent with the School's Strategic Priorities and must have clear benefits for the School.
- Any new programme must support the School's mission for excellence in research led teaching.
- Partnerships should only be agreed with other organisations of a similar quality as the School who can commit to deliver first rate courses.
- Partners should have equivalent quality and standards to the School and should be made aware of any QAA or other relevant benchmark information.
- They should also be comparable in student learning and support to those programmes based solely at the School.

This policy applies to all learning opportunities leading or contributing to academic credit for one of the School's awards that is delivered, assessed or supported through an arrangement with one or more organisations."

- 2.4. UK Quality Code for Higher Education:** the School's collaborative provision processes are aligned with the UK Quality Code for Higher Education, "Chapter B10: Managing Higher Education Provision with Others"¹, published by the QAA.
- 2.5. Governance:** the process described below governs all School collaborative provision.
- 2.6. Collaborative Provision Register:** the School's Associate Director, Global Partnerships in the Degree Programmes Office, maintains the School collaborative provision register.
- 2.7. Federal University of London arrangements:** QAA has confirmed that University of London arrangements are not 'collaborative' in the sense used in the Code², as they sit within a mature structure derived from University of London Ordinances that define the quality and standards relationships between the Colleges and the central University. The School maintains an overview of quality assurance for these courses through the sharing of information about quality assurance processes and arrangements, together with University of London and relevant external reports about the federal institutions concerned. However, as the University of London internal collaborations are different in kind to our collaborative provision, the governance and management arrangements described below do not apply to them.
- 2.8. Serial arrangements:** to ensure the integrity of its quality assurance mechanisms and its awards the School does not normally engage in *serial arrangements*, which is where a partner organisation delegates any of the responsibilities agreed with the School to another party through a separate arrangement. The School must agree to serial arrangements in advance and in writing, and will only do so in highly exceptional circumstances.

¹ "UK Quality Code for HE, Chapter B10: Managing HE Provision with Others", QAA, December 2012
<http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/quality-code-B10.aspx>

² Presentation by Dr Stephen Jackson, QAA, to a workshop for the University of London's Academic Quality Assurance Committee, 4 April 2014.

3. Approval & re-approval process

3.1. Overview:

The School's approval process is appropriate to the type, volume and assessed risk involved in the collaborative partnership proposed or subject to renewal. The below categories are normally used to determine the approval process to be implemented; where there is any doubt about which category a proposed collaborative provision arrangements falls under, then the School's Head of Quality Assurance will confirm the process.

Category of collaborative provision	Institution / organisation approval	Programme, course, resource approval
Category 1: New or renewal of: Joint, dual or multiple awards Transnational collaborative provision	Management Board	School's usual programme & financial approval / re-approval processes. <i>NB the programme and financial approvals must be submitted and approved separately, although they may be done concurrently.</i>
Category 2: New or renewal of: Exchange agreements Study abroad External course or resource providers	Management Board	Programme Office's usual academic & financial approval / re-approval processes.

In compliance with the QAA's Quality Code¹, the approval or renewal of a collaborative provision arrangement has two distinct and separate parts:

3.1.1. Institutional partnership approval

Management Board decides whether or not to approve or reapprove an institutional partnership for academic collaborative provision. The approval process includes consideration of whether institutional partnerships meet or continue to meet the School's strategic objectives and criteria, and ensures that appropriate due diligence and risk assessment has been undertaken and is satisfactory. This results in a legal contract being put in place, which includes the legal and any financial terms. The process thereby safeguards the School's academic, financial, legal and reputational position, and informs the on-going risk management of its collaborative provision arrangements. Institutional approval must be given before any academic collaborative provision arrangements can commence or continue.

3.1.2. Academic approval of collaborative provision arrangements

The School's normal approval process is used for academic approval of the collaborative provision arrangements. This includes joint or multiple programme awards, student exchange, study abroad and the external provision of courses or resources which contribute towards degree or programme credits for the School's awards.

Thus, the School's approval process for collaborative provision arrangements has several stages. The first stage is approval of the institutional partnership by Management Board. Dependent on the type of partnership and quality of information included in the proposal documents, this may be given in principle or in full.

The next stage involves approval of the academic collaborative provision, which may be undertaken concurrently with any further institutional approval, as described below and summarised in the table at Appendix B of this document.

A final stage is included where a School Approval Panel is making a recommendation to Management Board on whether or not to approve a partnership and/or Programme.

The following paragraphs describe the approval process for:

- 3.2: Joint or multiple award programmes and transnational education (such as Dubai EMBA).
- 3.3: Study abroad or exchange, UK exchange, external courses & UK-based provision of resources.

3.2. Joint or multiple award programmes and transnational education³

3.2.1. Stage 1

The first stage considers new or renewal of institutional approval only. The partnership proposal form is submitted to Management Board for approval in principle to establish the relationship and approval of a full institutional approval panel taking place; this must be given before the School undertakes its normal academic approval processes. The proposal documentation to be submitted is confirmed in Appendix B, and template forms are included in Appendix C.

3.2.2. Stage 2

3.2.2.1. *Institutional approval panel*

A panel is held and makes a recommendation to Management Board on whether or not full approval for the institutional partnership should be given. The Panel membership may also include representatives from the Partner institution(s).

3.2.2.2. *Academic collaborative provision approval*

The School's usual academic programme approval process is undertaken, and usually undertaken concurrently with the full institutional approval process.

Normally, a single approval panel meeting will be held for the academic and institutional approval, and includes an appropriate external expert on the panel. If a single meeting is held, then the first part of the agenda always considers institutional approval, followed by the academic approval panel process **only if** the panel agrees that institutional approval is to be recommended, including instances where this is subject to certain conditions. If approval is not recommended at all in the first part of the panel meeting, then academic approval of the collaborative provision cannot be recommended.

An institutional visit may also be included in the process to complete aspects of the due diligence and approval process, e.g. for facilities, resources, health and safety.

3.2.3. Stage 3

3.2.3.1. *Institutional approval*

The Panel's report and recommendation on institutional approval are submitted to Management Board and the partner's(s)' central authority for final approval. Final approval will lead to a formal written and legally binding institutional agreement, signed by all partners.

³ Transnational education for resources, eg EMBA Dubai.

3.2.3.2. Academic collaborative provision approval

The School's normal academic approval process is completed. Academic approval cannot be given before institutional approval. Courses cannot commence before full institutional and academic approval is given.

3.3. Study abroad & exchange, external courses, skills courses

3.3.1. Stage 1

The first stage considers institutional approval only. A proposal is submitted to Management Board for approval, including due diligence and risk assessment. The proposal documentation to be submitted is confirmed in Appendix B, and template forms are included at Appendix C.

The Board may decide:

- a) to fully approve the partnership,
- b) to approve it in principle if the Board requires any further information or due diligence to be submitted. Depending on the nature and extent of the information required, the Board may agree that:
 - the additional documentation is submitted to the Board for approval; or
 - Chairman's action can be taken to give final full approval of the partnership if satisfactory additional information is submitted.
- c) not to approve the partnership as it does not meet the School's criteria or presents too great a risk to the School.

Final approval will lead to a formal written and legally binding institutional agreement, signed by all partners.

3.3.2. Stage 2

3.3.2.1. Academic collaborative provision approval: the School's usual academic course approval process is undertaken. Academic approval cannot be given before full institutional approval is confirmed. Courses cannot commence before full institutional and academic approval is given.

3.3.2.2. Institutional approval: only where further documentation is required by Management Board: submission of further information as required. This is usually done at the same time as academic collaborative provision approval.

3.4. New academic proposals with an existing partner with a current agreement

Where a new arrangement is proposed with an existing collaborative provision partner, the approval process will depend upon the length of time left to run on Management Board's most recent approval of the institution, and the type of provision proposed. The below table confirms the approval process to use. Where there is any doubt, the School's Head of Quality Assurance will confirm the process.

Existing Management Board approval	Type of provision proposed	Approval process
12 months or more before Management Board approval expires	Dual / joint / multiple award Transnational resource proposal (eg EMBA Dubai)	- Proposal document, updated risk assessment & due diligence submitted to Management Board for approval. - Usual full academic approval process.
	Exchange, study abroad, external courses, skills courses	Normal Programme Office approval
Less than 12 months before Management Board approval expires	All types of provision	Include in the relevant partnership review and re-approval process described above.

3.5. Documents to be submitted: see Appendix C.

4. Financial Approval

Where collaborative provision arrangements include financial arrangements with a partner or additional staff resource or costs, then the School's usual processes for staff resource and budget approval must be followed.

When approving new collaborative provision arrangements that include a financial element, the budgets and academic provision must be considered and approved separately, although they can be approved concurrently.

For example, for a new collaborative provision programme, the academic approval process described above must be followed, while the financial arrangements will involve submitting a fully costed budget for approval through the School's usual budget approval processes. Approval of any additional School staff resource must also be approved in the usual way. Further information is available from the Head of Quality Assurance and the Associate Director, Global Partnerships. Contact the Accounts Department for advice on budgets.

5. Contracts

5.1. Authorised signatories: normally, the Dean and the School Secretary are the School's authorised signatories for academic collaborative provision contracts. This is to ensure that the School maintains a consistent approach and oversight of all contracts which we enter into. One of the above will sign the contract once all necessary internal approvals have been given as outlined below in 5.2. and when the external partner(s) has agreed to the terms of the contract. The Dean may decide to nominate another member of staff as signatory where appropriate.

5.2. Approval required before contracts are signed: contracts will not be signed until the following approvals have been given:

Contract type	School approvals required before contract is signed
Memorandum of Understanding	Management Board has agreed institutional approval in principle.
Memorandum of Agreement	Management Board has fully approved the institution ⁴ ; Academic and any financial approval has been given through the School's normal approval processes.
Additional schedule added to current Student Exchange Memorandum of Agreement with more than 12 months to run	Any required academic and/or financial approval has been given through the School's normal approval processes.

5.3. Exchange and study abroad contracts must be in the School's approved format, which has been determined with expert legal advice. The School's Associate Director, Global Partnerships (DPO) usually arranges new contracts, and should be contacted for further advice and if any variations to the standard contract are required.

5.4. Joint and multiple awards, transnational resource contracts will always involve seeking expert legal advice to produce a contract which is suitable to the specific arrangements. The School's Associate Director, Global Partnerships (DPO) will liaise with the School's legal advisers, and should be contacted for further information.

6. Publicity

Programmes managing a collaborative course and/or programme are required to ensure that they have approved the relevant partner's marketing and publicly available materials about the programme and the School, before it becomes publicly available. Moreover, a partner's use of the School's logo must be agreed with the School, as specified in the legal contract.

⁴ Where Management Board's approval is already in place and remains current, there is no need for Management Board to re-approve an institution where the same or a lower level of collaborative provision agreement is being entered into. Where the new arrangement is of a higher level than current arrangements, then Management Board's approval is required.

Appendix A

Collaborative Provision: Taxonomy

Collaborative Provision Type	Programme Management & Delivery	Quality Assurance	Admissions to the LBS Programme	Registration for the Programme and courses	Credit & Awards
Joint Award Programme: a programme jointly delivered with one or more partners which have degree awarding powers. The programme leads to a single joint award from LBS and the partner institution(s).	Joint	Joint	Joint	At LBS and partner(s)	Joint award
Dual Award Programme: a programme jointly delivered with one or more partners which have degree awarding powers. The programme leads to a separate award from LBS and each partner.	Joint	Joint	Joint	At LBS and partner(s)	Separate awards from LBS and partner(s).
Double Award Programme: a programme and single award at the School, followed by a one year programme and single award at one or more partner institutions that have degree awarding powers.	LBS for LBS programme & award. Partner for partner programme & award.	LBS for LBS programme & award. Partner for partner programme & award.	Joint	At LBS and partner(s)	Separate awards from LBS and partner(s).
Transnational education: an LBS programme, managed and delivered by LBS and where the programme location is in part or wholly at another organisation.	LBS	LBS	LBS	LBS	LBS
Study Exchange & Study Abroad: courses delivered by international partner institutions for students who wish to spend a period of time studying at another institution to take elective courses, earning credits to transfer back to their LBS programme.	Programme: LBS, Course: partner	LBS	LBS	Programme: LBS, Course: partner	LBS
External Skills Training: suppliers whose skills training course(s) contribute towards a credit-bearing course. e.g. MBA Leadership Skills, MiM Personal Development Programme	Programme & course: LBS, Skills training: partner	LBS	LBS	Programme: LBS, Course: LBS	LBS

University of London arrangements: *although not internally engaged in collaborative provision in the sense that the term is used in the QAA Code, the arrangements are included here for completeness.*

University of London Institution	Programme Management & Delivery	Quality Assurance	Admissions to the LBS Programme	Registration for the Programme and courses	Credit & Awards
King's College MBA Programme Language courses	Programme: LBS, Course: King's	LBS & King's	LBS	LBS	LBS
London School of Economics MRes courses	Programme: LBS, Course: LSE	LBS & LSE	LBS	LBS	LBS
UCL MRes courses MBA electives	Programme: LBS, Course: UCL	LBS & UCL	LBS	LBS	LBS

Appendix B

Summary of Collaborative Provision Approval & Review Processes			
	Process / Activity	Category 1: Joint, Multiple & Transnational Awards	Category 2: Study Abroad, Exchange, external courses or resources.
1	Preliminary discussions / visits	Preliminary discussions / visits	Preliminary discussions / visits
2	Preliminary exchange of information to inform partnership proposal, risk assessment & due diligence of financial, legal, academic & reputational aspects of partnership.	<p>Documents:</p> <ul style="list-style-type: none"> - risk assessment - due diligence form including initial financial & resource assessment <p>Partners should be made fully aware of the School's academic quality & standards requirements, including UK HE/QAA expectations.</p>	<p>Documents:</p> <ul style="list-style-type: none"> - risk assessment - due diligence form including any additional costs and resources. <p>Partners should be made fully aware of the School's academic quality & standards requirements, including UK HE/QAA expectations.</p>
3	Institutional / partnership approval or renewal - New partner - Review & renewal or extension of existing partnership e.g. to include other programmes	<p>Stage 1: Management Board</p> <p>Stage 2: Partnership Approval Panel includes external expert.</p> <p>Stage 3: Management Board</p>	Management Board
4	<p>Existing institutional partnership - proposals for additional academic provision e.g. new award or to include other programmes in an exchange agreement.</p> <p>Process depends on the length of time left to run on Management Board's approval & the type of provision proposed.</p>	<p>Approved institution with <u>12 months or more</u> before end date: Management Board & appropriate academic approval.</p> <p>Approved institution with <u>less than 12 months</u> before end date: Include in partnership review and re-approval process (see process in 3 above).</p>	<p>Approved institution with <u>12 months or more</u> before end date: Appropriate academic approval.</p> <p>Approved institution with <u>less than 12 months</u> before end date: Include in partnership review and re-approval process (see process in 3 above).</p>

5	<p>Legal contracts / agreements</p> <p>Signatory: Dean, School Secretary or Deputy School Secretary.</p> <p>The Dean may decide to nominate another member of staff where appropriate.</p>	<ul style="list-style-type: none"> - Following Stage 1 approval in principle: Memorandum of Understanding & confidentiality agreement. - Following full institutional approval: full legal contract, signed by all parties. 	<p>Following institutional approval: agreement signed by all parties.</p>
6	<p>Academic approval of the programme or course(s)</p> <p><i>NB academic approval cannot be given before institutional approval. Courses cannot commence before full institutional and academic approval is given.</i></p>	<p>Follows usual School programme approval / review process which usually runs concurrently with Stages 2 & 3 of institutional approval process.</p> <p>Additional for new partnerships: includes a visit to the partner to review facilities and resources for students, as part of the approval process.</p>	<p>Follows usual School new course or course review process.</p>
7	<p>Ongoing monitoring & Academic Quality Assurance</p>	<ul style="list-style-type: none"> - Programme governance structure - Student evaluations - Student academic performance / Exam Board reports - External Examiners' reports - Periodic due diligence & risk management - Included in Collaborative Provision Register - Periodic Review - Periodic contract review - Reports to Management Board 	<ul style="list-style-type: none"> - Student evaluations - Student academic performance - Programme level monitoring - Faculty approval of exchange courses - Periodic due diligence & risk management - Included in Collaborative Provision Register - Periodic review & renewal of contract - Annual update of CP register to Management Board
8	<p>Information & support for students</p>	<ul style="list-style-type: none"> - Clarity of partnership arrangements - first contact points for pastoral support, complaints, advice, disciplinary action 	<ul style="list-style-type: none"> - Information about courses, facilities, resources & support available. - Partnership arrangements, roles and responsibilities.

9	Operations	<ul style="list-style-type: none"> - partner comms/ visits - marketing & publicity - admissions - programme delivery - student support - assessment - awards - contingency plans in case of partnership failure / termination included in contracts. 	<ul style="list-style-type: none"> - partner comms - admissions / exchange - course info & delivery - assessment data - student support - contingency plans in case of partnership failure / termination included in exchange contracts.
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Collaborative Provision

Partnership proposal – new & renewal

All proposals for new collaborative provision partners, or renewal of partnerships, must be approved by Management Board, at least in principle, before any course or programme approvals process can commence. This proposal form should be submitted to Management Board, along with completed risk assessment and due diligence forms, to enable the Board to fully consider the proposal.

Further information about the collaborative partnership approval process is provided in the School's "Collaborative provision process document". Approval of the proposed programme or course is undertaken as a separate activity and follows the School's usual academic approval process.

1. **Partner name:**
 2. **New or renewal:**
 3. **LBS programme (DPO/Research):**
 4. **Proposed start / renewal date:**
 5. **Approval period requested (years):**
 6. **Expected student numbers⁵:**
 7. **Partnership type⁶ & brief summary of the collaborative partnership:**
-
8. **Rationale for the partnership, including key benefits to the Programme and/or School:**
-
9. **Assessment of financial & other resources required for the partnership, including partner visit(s); confirm whether additional resources are required.**

Proposer:

Name:

Title:

Date:

NB: Once Management Board has given at least Stage 1 approval, the academic approval process can be undertaken, and any initial Memorandum of Understanding signed.

A full partnership agreement must not be signed and academic arrangements should not commence until Management Board gives its full approval of the institutional partnership, and any conditions of approval have been met and signed off by Management Board.

⁵ For proposed Programme include total number; for exchange or study abroad include incoming & outgoing numbers as appropriate.

⁶ State whether it's joint award / Dual award / multiple award / transnational resources / exchange / study abroad / other. If 'other', then specify the nature of the collaborative provision.



Collaborative Provision

Due Diligence checks for institutional partnerships

Purpose of the due diligence checks

The due diligence process is in place for proposals for new partners and renewal of partnerships, so that the School can be satisfied about the good standing of its partners and their capacity to fulfil their role and responsibilities, and maintain required academic standards and assurance of quality. A risk assessment also forms part of the due diligence checks. Further information is available in the Collaborative Provision approval and renewal process document.

<p>1. Proposed / renewal partner details: <i>include name, address and website</i></p> <p>Is this a new or existing partner?</p>	
<p>2. Details of contact at proposed partner organisation: <i>include name, title, position, telephone number & email address</i></p>	
<p>3. Details of Head of Institution (if different from above): <i>include name, title, position</i></p>	
<p>4. Confirmation of the status of the proposed partner organisation <i>(please select one of the following & and include additional information as appropriate):</i></p>	
<p>Higher Ed. Institution with degree awarding powers</p>	
<p>Higher Ed. Institution without degree awarding powers</p>	
<p>Company or private training provider</p>	
<p>Other - please give details</p>	
<p>For non-Educational Institutions, please confirm when the institution was formed:</p>	
<p>5. What is the legal status of the proposed partner? Please include confirmation of the basis on which the organisation has the authority/legal right to enter into collaborative partnerships. <i>(e.g. University with appropriate authority for collaborative provision granted within its legal degree awarding powers and statutes).</i></p>	
<p>6. Are any country licences or permissions required to deliver the partnership? <i>(e.g. License required by overseas government or other regulatory body. Please include name of regulatory body.)</i></p>	
<p>7. Government, regulatory & external reports, professional body accreditations & rankings <i>External reports may include those from the British Council or NARIC.</i></p>	
<p>8. <u>For joint, dual, multiple awards & transnational partnerships:</u> Financial standing: <u>non-publicly funded entities only:</u> attach available evidence of the good financial standing of the partner institution. <i>(eg most recent Annual Report and Accounts which may be available from their website).</i></p>	

9. UK Bribery and Corruption Act (2010): it is the School's responsibility to prevent bribery and corruption amongst its own employees and also by any person or institution associated with the School and acting on its behalf anywhere in the world. <i>Please answer yes or no to the following questions:</i>	
a) Does the proposed partner have a policy on the prevention of bribery and corruption? Include web page details where available.	
b) <u>Overseas partners only:</u> Is there any relevant national legislation on the prevention of bribery and corruption?	
10. <u>Overseas partners only:</u> What is the proposed partner's policy or approach to equality of opportunity for staff and students? Is there any relevant national legislation?	
11. Does the proposed partner have any other current or previous links with London Business School? <i>If answering yes, please provide details.</i>	
12. Does the proposed partner have any other current or previous links with other UK or overseas HE institutions? <i>If answering yes, please provide details.</i>	
13. <u>For joint, dual & multiple awards only:</u> does the proposed partner have the legal authority to award joint degrees?	
14. <u>For joint, dual, multiple awards & transnational partnerships:</u> please provide confirmation that a site visit to the Partner institution has been undertaken, when and by whom, and that there are appropriate facilities and resources in place for London Business School students. If the site visit hasn't been done, please confirm when it will be undertaken⁷.	
15. <u>For exchange / study abroad only:</u> please provide confirmation that due diligence has been undertaken to ensure that there are appropriate facilities and resources in place for London Business School students.	
16. <u>For overseas partnerships only:</u> please provide information about any political or ethical issues associated with the country and/or institution which the School should be aware of; and any current FCO concerns about travelling to the partner's location.	
17. Other relevant information about the partner, such as cultural, academic or other issues to support the proposal or which may give cause for concern.	
18. Name and position of the School's proposer for the new/renewal of collaborative partnership. Date form completed:	

⁷ Management Board may decide not to fully approve the proposal until a satisfactory site visit has been undertaken.



Collaborative Provision

Risk Assessment

Purpose of the risk assessment

The risk assessment forms part of London Business School's due diligence and approval process for new collaborative partners and provision, and the renewal or extension of collaborative provision partners.

1. Partner name:
2. LBS programme(s) (DPO/Research):

Please tick the relevant box in the following sections:

Risk levels: 1 = low, 2 = medium, 3 = high, 4 = very high.

3. Partnership type: *tick the relevant box*

UK exchange / course provider	1	
Study abroad / exchange	2	
Joint / multiple award	3	
Trans-educational (eg Dubai)	4	

4. Location of partner:

UK	1	
EU	2	
Established overseas market	2	
New overseas market	3	

5. Partner's status:

Publicly funded HEI	1	
Private Education Institution	2	
Company or non-educational institution with substantial educational provision	3	
Other	4	

6. Partner's resources:

Large & generally well resourced	1	
Small & generally well resourced	2	
Any size with generally limited resources	3	

7. Partner's expertise:

Programmes at same level as LBS programme (MBA, MSc)	1	
Only has programmes at lower level than LBS programme	2	
Specialist training provider experienced in delivering courses at Masters level.	2	
No experience in this area	3	

8. Partner's quality assurance processes & accreditation(s):

Defined & comparable to those at LBS (EQUIS, AMBA, AACSB)	1	
Defined but with some areas not covered or of concern	2	
Not known	3	

9. Partner's existing or previous collaboration with LBS:

Long standing or strategic partner (3 years or more)	1	
New partner (less than 3 years)	2	
None	3	

10. Partner's existing or previous collaboration with other educational institutions:

At same programme level as LBS programme (MBA, MSc)	1	
Only at lower programme level than LBS programme	2	
None	3	

11. Partner's rankings & reputational standing: tick 1 box each for questions 1-4.

1	Some world rankings in top 30 during last 3 years	1	
	All world rankings below top 30 during last 3 years	2	
	All world rankings lower than 30 / no recent rankings	3	
2	No known disputes with other partners	1	
	There are known disputes with other partners*	3	
3	No known adverse publicity	1	
	There is known adverse publicity*	3	
4	Partner does not have any known links to partners with low reputational standing or adverse publicity.	1	
	Partner has known links to partners with low reputational standing or adverse publicity.*	2	

* Please attach details.

12. Strategic fit:

Aligns with the School's strategy	1	
Does not align with the School's strategy	2	

13. Total risk assessment score: (total of the scores ticked above):

Overall score	Risk level	Please tick & add score
12 - 18	low	
19 - 29	medium	
30 - 35	high	
36+	very high	

14. Comments on risk assessment:**15. Risk assessor & date of completion of assessment:**

Name:

Title:

Date: