

INSTITUTIONAL PARTNERSHIPS PROCEDURES

Section	University Management
Contact	Office of the Deputy Vice-Chancellor Students and Global Engagement Office of the Provost
Last Review	August 2023
Next Review	August 2026
Approval	SLT 23/07/73
Effective Date	August 2023

Purpose:

The Institutional Partnerships Procedures complement the related Institutional Partnerships Policy and support its operationalisation.

Te Kunenga ki Pūrehuroa Massey University will establish living guidelines and systems, hosted on One Massey, for the proposal, due diligence, approval, management and renewal of Institutional Partnerships and Institutional Agreements.

Key Roles

There are three key roles linked to university partnerships, including:

- Strategic Leaders;
- Relationship Managers; and
- Partnership Managers.

The **Strategic Leaders** are responsible for:

- Setting the strategic direction and providing oversight of Institutional Partners and Institutional Agreements.
- Assigning the management of Institutional Partnerships in their area of responsibility to authorised staff.
- Establishing criteria against which new and renewing Institutional Agreements are assessed. These will be subject to change, dependant on Partnership Type and published online as part of the guidelines. These will be developed in consultation with College Pro Vice-Chancellors, Relationship Managers, and stakeholders across the University.
- Determining tiers of Institutional Partnerships and the engagement requirements for each level.
- Setting and reviewing "Risk Levels" for Partnership Types.
- Reviewing and either endorsing or rejecting the Proposals against the criteria, adding commentary as required. All relevant Strategic Leads must endorse the Proposal for it to proceed.
- Signing or approving the Institutional Agreements, depending on delegations.

Aligned with the University delegations, the Strategic Leaders are as per the policy. The Strategic Leaders may further delegate their roles where appropriate and within the University delegation framework.

The **Relationship Managers** are responsible for:

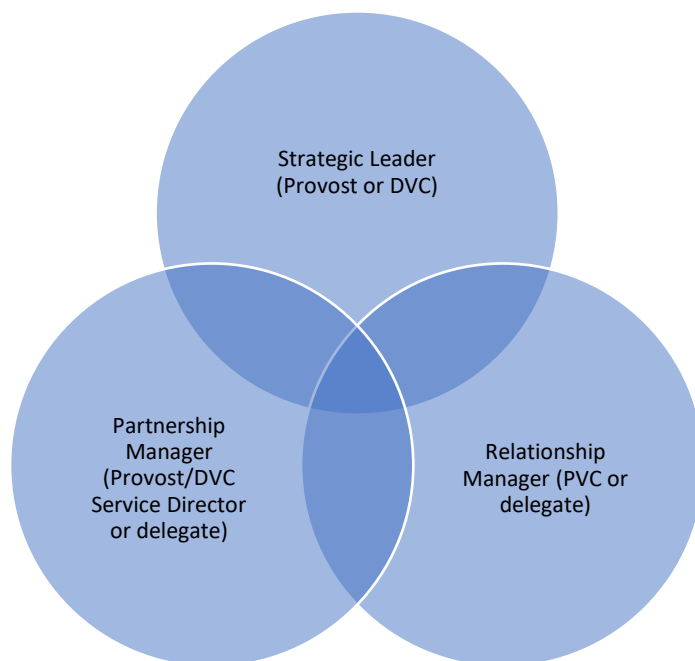
- Engaging with relevant academic, research and professional services stakeholders and/or collaborators regarding the establishment of the Institutional Partnership and/or Institutional Agreement.
- Consulting with the relevant Partnership Manager or delegate during the process, including ensuring the Partnership Manager is informed of the initiation of discussions with the Institutional Partner.
- Liaising with the Institutional Partner to establish the areas of cooperation and type of Institutional Agreements being sought.
- Ensuring appropriate tikanga and mātāpono for each Institutional Partnership are established and upheld.
- Where required, coordinating the completion of course or programme equivalence assessments and the Institutional Agreement programme schedules as required.
- Determining the financial and resource commitment required by the University to establish and implement a successful Institutional Agreement.
- Ensuring alignment and adherence with any College specific strategies, priorities, and approval processes.
- Completing the due diligence (outlined below and in the guidelines), alongside the Partnership Manager or delegate.
- Completing a Proposal for the Institutional Partnership and/or Institutional Agreement.
- Ensuring the quality assurance and monitoring of relevant Institutional Partnerships.
- Contributing towards the records for an Institutional Partnership or Institutional Agreement as relevant.
- Undertaking reviews, variations, and terminations in alignment with these procedures.

The responsibility of Relationship Managers will be supported by the relevant Partnership Manager or delegate (e.g., Partnership Coordinator).

The Relationship Manager is a Senior Leadership Team endorsed senior staff member of a sponsoring College/Department who sponsors the Institutional Partnership and is in a position to perform the relevant obligations in these procedures and associated guidelines. They are responsible for being the primary point of contact for matters relating to the Institutional Agreements and will liaise with and coordinate appropriate College staff, key stakeholders, and the Partnership Manager regarding the establishment of the Institutional Partnership and/or Institutional Agreements.

The **Partnership Managers** are responsible for:

- Providing cross-university partnership management for tier one Institutional Partnerships.
- Managing the business process for Institutional Partnerships including Institutional Agreement templates, workflow, approvals, CRM, and systems.
- Providing guidance and advice on establishing Institutional Partnerships and Institutional Agreements, including establishing risk management plan templates.
- Supporting the relevant Relationship Manager to complete the Proposal and monitoring established Institutional Partnerships, this could be by assigning Partnership Coordinators where relevant.
- Reviewing and either supporting or rejecting the Proposals against the criteria, adding commentary as required.
- Seeking legal and financial advice and/or review from relevant internal or external advisors.
- Ensuring that the requirements of the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021 (“the Code”) are adhered to for each Institutional Agreement.
- Ensuring there is no conflict with existing Institutional Agreements.
- Creating Project Teams or appropriate governance structures where the risk level for the Institutional Partnership and/or Institutional Agreement has been identified as high.
- Reporting on Institutional Partnerships, Institutional Agreements, and compliance with the Code annually.



Proposal of Institutional Partnerships (including Due Diligence and Approval):

Proposal:

Strategic Leaders, Relationship Managers, and/or Partnership Managers may propose the establishment of Institutional Agreements.

Proposals will be considered against the partnership principles in the policy and endorsed or rejected by the Strategic Leader(s).

Due Diligence:

All University policies, procedures and regulations will apply unless specifically exempted as part of an Institutional Agreement. Any exemption must ensure the University's reputation and academic quality are not diminished.

All Institutional Partnerships are subject to due diligence and formalised by an Institutional Agreement, the complexity of which is proportionate to the Partnership Type and identified risk level.

- Financial (if relevant):
 - The Strategic Leader will determine the appropriate structures (governance/legal) for a Partnership Types and in turn each Institutional Agreement, having regard for the preferences of the Institutional Partner and internal/external advice from relevant advisors and meeting the financial management requirements of both institutions.
 - All financial arrangements will follow current legislation, regulations, guidelines, and policies.
 - All financial arrangements must comply with TEC funding rules and other relevant external requirements.

- The Partnership Manager is responsible for ensuring that they seek external advice from the relevant IP/tax/financial advisor on IP/tax/financial matters related to partnership arrangements for both the University and any relevant staff.
- Compliance:
 - The Relationship Manager will be responsible for checking alignment with relevant regulations, policies, procedures, specifically those related to qualification delivery, recognition, or research.
 - The Partnership Manager is responsible for ensuring that they seek advice from the relevant advisor on legal matters related to partnership arrangements, including requests to draft or review Institutional Agreements, or to seek external advice. External legal review is required for high-risk Institutional Partnerships, where Institutional Partnerships involve new countries, a new Partnership Type or if an Institutional Agreement is not on a university template.
 - The requirements of the Code must be adhered to for each Institutional Agreement.
 - The Partnership Manager is responsible for ensuring that there is no conflict with existing Institutional Agreements.
 - Any Massey University award delivered offshore must be recognised in the Institutional Partner's country.
 - Any programme delivery by the University offshore must be permitted in the Institutional Partner's country.
 - Internal quality assurance and external CUAP requirements must be adhered to.
- Academic:
 - Further to the above compliance checks, the Relationship Manager is responsible for ensuring all relevant academic regulations and requirements are met. Including coordinating the completion of course or programme equivalence assessments and the Institutional Agreement programme schedules as required.
 - Where the risk level on the Partnership Table is "High" or the delivery of the Institutional Agreement will be outside of current academic regulations and requirements, the Relationship Manager shall engage with relevant Academic Directors from the College and Office of Academic Assurance in order to ensure relevant due diligence and approval steps are undertaken (including internal committee and CUAP approval where required).
- Risk Management:
 - Where the risk level is high or risks have been identified as an outcome of due diligence, the Relationship Manager is responsible for ensuring a risk management plan is completed (templates are available in the guidelines).
 - Where the risk level is high or risks have been identified as an outcome of due diligence, the Partnership Manager is responsible for the creation of a Project Team or appropriate governance structure for at least the development and initiation stages of the Institutional Partnership.

Endorsement and Approval:

Formal negotiations regarding the obligations of a proposed Institutional Agreement can only be undertaken with the prior approval of the Partnership Manager and are always subject to formal approval and signature. No University employee shall make any promise to another party which purports to bind the University, whether verbally or in writing, outside of an approved Institutional Agreement or variation (as per the University Delegation Policy).

The Relationship Manager is responsible for ensuring that the Proposal and all due diligence is completed in order for the Proposal to have a smooth transition through the approval process. This includes ensuring that any academic approvals have been considered and obtained.

To ensure a proposed Institutional Partnership meets the requirements of the University, the Partnership Manager is responsible for ensuring appropriate advice and approvals from all relevant sections of the University have been obtained before entering into an Institutional Agreement.

Proposals may be paused or not endorsed at any stage of the due diligence and approval process. Reasons for the non-endorsement must be provided. Proposals which are not endorsed will go back to the Partnership Manager for determining the next steps. The Proposal will be able to resume once any concerns are rectified.

Institutional Partnerships may be established with an MOU; however, an Institutional Agreement is required when any obligations are legally binding on a party. The form the Institutional Agreement takes may differ between Institutional Partners and will depend on the Partnership Type. All Institutional Agreements must include robust arrangements for the protection of the rights of individuals, including for safety, security, and the assurance of appropriate arrangements for students in the event of the unexpected cessation of an Institutional Partnership and/or the Institutional Agreement.

The Partnership Manager will manage Institutional Agreement templates and associated materials for their area of responsibility. Where the partner requests variations to the Institutional Agreement template, the Partnership Manager will work with the relevant legal advisor.

The term of the Institutional Agreement will normally be for a period of between three (3) and five (5) years.

Following endorsement to execute an Institutional Agreement, the Partnership Manager arranges for the final approval and signature of the Delegated Authority.

The Delegated Authority to enter any Institutional Partnership is the Vice-Chancellor. This authority may be sub-delegated on a standing or specific basis, refer to the Delegations of Authority Policy.

The Partnership Manager is responsible for ensuring records of fully executed Institutional Agreements are lodged in the approved systems, with appropriate metadata.

Quality Assurance, Monitoring and Reporting

Institutional Partnership arrangements undergo continuous quality assurance, monitoring, and improvement cycles. This means that:

- a quality and standards review cycle for all Institutional Agreements is established where the frequency of review will align with the risk level of the Institutional Partnership.
- all third-party delivery of teaching activities involves regular contact and collaboration between the parties.
- all parties are required to provide immediate notification of any issues that require remediation for the protection of students, staff, quality assurance or formal notifications under policy or legislation.

Quality Assurance:

Arrangements for the quality assurance and governance of Institutional Partnerships will vary according to the Partnership Type.

Researchers are required to comply with the Massey University Code of Responsible Research Conduct at all times. Researchers and consultants, in particular, need to ensure and monitor adherence with the Institutional Agreement obligations and timelines.

Where the Institutional Partnership includes students enrolled in Massey University programmes and/or courses, quality assurance will include reporting and analysis of student outcomes and Code compliance. They are also

included in standard course and/or programme monitoring activities, in addition to the specific quality assurance measures outlined in the Institutional Agreement.

For high-risk teaching partnership types, an Academic Programme Director from each party must be appointed for each programme prior to delivery. The Academic Programme Director is responsible for oversight of the day-to-day delivery of the programme and escalating issues as necessary to the Relationship Manager and Partnership Manager. A Joint Management Committee or equivalent (JMC) will also convene. The JMC is responsible for oversight of the quality and strategic development of programmes under the Institutional Partnership.

Monitoring:

For all teaching Institutional Agreements, the Relationship Manager will undertake monitoring and improvement of arrangements. This will include:

- Student academic performance data.
- Student and graduate survey data.
- Graduate employment and outcomes data.
- Comparison data from similar student cohorts.
- The status of relevant professional body accreditations and issues.
- Compliance with relevant regulatory or legislative requirements.
- Where applicable, compliance with Graduating Year Review, or other review, requirements.
- Analysis of cohort outcomes which may also result in required adjustments to credit arrangements and precedents.
- Regular review of credit precedents to ensure the consistency of credit decisions between like courses with the University regulations and policies.
- Monitoring the teaching performance of the Institutional Partner's staff members and will discuss unsatisfactory results with the Institutional Partner.

Where a resolution of the issues or mitigation of risks are not achieved, the Relationship Manager will refer the matter to the Partnership Manager.

Reporting:

The Partnership Manager will manage reporting for Institutional Partnerships, however, the relevant Relationship Manager for each Institutional Partnership and/or Institutional Agreement will enter their activities and information into the approved system, including, where applicable:

- Evidence of the continued strategic value of the Institutional Partnership and/or Institutional Agreement to the University.
- Student numbers/participation/outcomes and/or research outputs.
- Visits and interactions.
- Financial performance.
- Issues, risks, and recommended actions, including details of progress against these.
- JMC activities (where applicable).
- Recommendations for continuation or termination of any Institutional Partnership and/or Institutional Agreement.

The Partnership Manager is responsible for keeping accurate and relevant information (in accordance with the Records Management Policy) necessary to appropriately manage the partnerships in accordance with all regulatory, legislative, and good practice guidelines.

The Partnership Manager is responsible for reporting on compliance with the Code annually, as well as reporting to SLT, Council as required.

Varying an Institutional Agreement:

Where changes or additions are required to an existing Institutional Agreement, the Strategic Leader must be notified as early as possible. Consultation must occur with all relevant stakeholders and the Institutional Partner to ensure that resourcing and other requirements can continue to be met under the proposed variations.

The documentation required to vary an existing Institutional Agreement will depend on the level of change required:

- A new Institutional Agreement and revision of associated documentation may be required where a substantive change to accountabilities or terms of an arrangement is proposed.
- A Variation Agreement including updates to any relevant schedules or other associated documents will suffice where the change to terms is not substantive.

Renewing an Institutional Agreement:

Preparations for the renewal of an Institutional Agreement should commence well in advance of the expiry of the current Institutional Agreement, timelines will be dependent on the nature of the Institutional Agreement.

The Relationship Manager will normally commence renewal. Renewals of arrangements require the same approval processes and considerations as new Institutional Agreements. Proposals for renewals must consider the current academic quality, equivalency, research outputs, regulatory compliance, any transitional arrangements and student and financial performance.

Following a review, the Relationship Manager may commence formal negotiations with the Institutional Partner and consultation with internal stakeholders for any revisions to the arrangements.

Existing Institutional Agreements may be extended by a Variation Agreement for up to 5 years where the obligations and terms of the current Institutional Agreement meet all the current regulations.

Termination:

Institutional Agreements can be terminated only in accordance with its terms. All Institutional Agreements must include an exit strategy.

Initial discussions in relation to terminating an Institutional Agreement will occur between the Relationship Manager and Institutional Partner. The Relationship Manager liaises with the Partnership Manager in relation to a proposal to terminate. The Partnership Manager will determine process and accountabilities in relation to the termination of Institutional Partnership and/or Institutional Agreement arrangements, as this will need to be specific to each Institutional Partnership.

When making decisions on the termination of an Institutional Agreement, the University will consider:

- Protection of the interests of students including teach out responsibilities to students.
- Protection of the interests of staff.
- Legal, financial, and reputational implications.
- Other areas of the University involved in the Institutional Partnership.
- Compliance with relevant regulatory and legislative requirements.

Definitions:

Institutional Agreement(s) refers to any formal instrument or document entered by the University and another party which sets out the respective rights and responsibilities of the parties (including financial obligations and deliverables) in respect of a partnership. For the purposes of this Policy Institutional Agreements include Memorandums of Understanding and only relate to Institutional Agreements in scope. By example, some of the main types of Institutional Agreements that are currently used at the University are MOU's, Letters of Intent, Non-Disclosure Agreements, Collaboration Agreements, Study Abroad and Student Exchange Agreements, Articulation and Pathway Agreements, Internship Agreements and Scholarship Agreements.

Institutional Partner includes institutions and organisations providing education and/or research activities/services (such as university, private training establishment, wānanga, schools, museum, business, kura, zoo's, iwi organisations, defence force).

Institutional Partnership(s) means any formal relationship between the University or a University subsidiary and an Institutional Partner to achieve specified objectives in scope of this Policy.

Memorandums of Understanding (MOU) are institution-to-institution framework documents used for the purpose of formalising an Institutional Partnership. MOUs are legally non-binding, high-level, non-specific relationship documents. It is important to note that Institutional Partners may interpret the form and function of MOUs differently.

Offshore Agreements are agreements where the teaching, research or other services are provided outside New Zealand.

Partnership Category includes activities categorised as: research, international and/or Māori.

Partnership Coordinator is a staff member who supports the Partnership Manager and Relationship Managers to perform their obligations in these Procedures and Guidelines (e.g., College International Advisor).

Partnership Manager is a senior staff member of a Strategic Leader's portfolio, usually Associate Director level or above who is in a position to perform the Partnership Manager's obligations in these procedures and guidelines (e.g., Associate Director Global Partnerships).

Partnership Types [Partnerships Types Table.pdf](#)

Research or Consultancy means the provision by the University staff of expert or professional advice, information and/or service to individuals or organisations (whether internal or external), or research (as defined in the Code of Research Conduct) as agreed by contract and resulting in the receipt of a negotiated remuneration.

Relationship Manager is a senior staff member of a sponsoring college/department, usually at Director/Associate Head of Department level or above who endorses the Institutional Agreement and is in a position to perform the Relationship Manager's obligations in these procedures and guidelines (e.g., College International Director).

Strategic Leader refers to the SLT member deemed as the primary/strategic leader of a Partnership Category. The Strategic Leaders are listed in this policy and in the procedures alongside their responsibilities and accountabilities.

Audience:

All staff.

Related procedures / documents:

[Institutional Partnerships Policy](#)
[Subcontracting of Teaching Activity Policy](#)
[Approval Pathways and Quality Assurance Guidelines for Domestic and International Subcontracting of Teaching Activity](#)
[Contract Management Policy](#)
[Contract Management Procedures](#)
[Massey University Qualifications Policy](#)
[Research and Consultancy Contract Policy](#)
[Teaching and Learning Policy](#)
[Teaching and Learning Framework](#)
[Delegations of Authority Policy](#)

Document Management Control:

Prepared by: Business Executive Manager
Authorised by: Deputy Vice-Chancellor Students and Global Engagement and Provost
Approved by: SLT 23/07/73
Date issued: August 2023
Next review: August 2026