

V1 – Jan 2026

Educational Partnerships Management Policy



BATH SPA
UNIVERSITY

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1. Purpose and Scope

- 1.1. An educational partnership is a formally approved arrangement in which Bath Spa University (the University) works with one or more external organisations to design, deliver, assess, or support some or all elements of teaching, learning, assessment, or the wider student experience on provision leading to a Bath Spa University Award. Such arrangements may be wholly delivered by the partner or delivered jointly with the University. Educational partnerships delivered wholly or partly outside the UK are classified as Transnational Education (TNE).
- 1.2. Educational partnership arrangements play a central role within the University's strategic mission, particularly in discharging its widening access and participation ambitions. The strategic value and rationale for the development, renewal, or withdrawal of partnership arrangements are set out in the University's *Strategy 2035* and *Educational Partnerships Strategy*.
- 1.3. This Policy establishes the University's principles and risk-based framework for the management of educational partnerships. It sets out the rationale for processes that govern the full lifecycle of partnership activity, including initial approval, programme development, delivery, ongoing monitoring, review, and any variation or termination of arrangements.
- 1.4. This Policy applies to all approved educational partnership arrangements leading to a Bath Spa University Award, regardless of partnership model, location, or mode of delivery. While regulatory requirements may apply differently to specific partnership models, the University applies a consistent framework of oversight, governance and assurance to all educational partnership arrangements, with proportionality determined through supporting procedures.

- 1.5. This Policy will not apply to any study abroad, work-based learning (placement), articulation or progression agreements that the University may enter into from time to time.

2. Principles

- 2.1. The University manages its educational partnership arrangements under the following principles. This policy ensures:

- a) *Proportionate oversight and control* - The University maintains effective institutional oversight, governance and risk management from the point of developing the educational partnership arrangement and across its lifecycle to (1) protect the interest of students; (2) meet regulatory requirements and University regulations, frameworks, policies and procedures, and (3) ensure the suitability and ongoing capability of the educational partner in alignment with the University's strategic objectives.
- b) *Transparent and accountable relationships* – The University and its educational partners operate on a foundation of openness, clarity and accountability, ensuring compliance with contractual and regulatory obligations and safeguarding both student and public interests.
- c) *Consistent assurance of academic standards* - All partners operate within the University's regulatory frameworks, ensuring secure and comparable academic standards across all provision leading to a Bath Spa University Award.
- d) *Equitable and high-quality academic experience* - The University assures itself that its educational partners deliver an academic experience for students that is comparable to that which is delivered directly by the University. The University will also assure itself that its educational partners support students to achieve positive student outcomes, and the University will monitor and address any significant differential outcomes between partner-delivered and University-delivered provision.

- e) *Clear roles, responsibilities and accountabilities* - Partnership activity is underpinned by defined responsibilities, decision-making routes and lines of accountability consistent with sector and regulatory expectations.
- f) *Accurate information and student protection* - Information for students is reliable, accessible and accurate, with appropriate arrangements in place to protect students in the event of risk, disruption or partnership change.

2.2. The principles of this policy have been mapped against the following regulatory requirements, and other key external reference points:

- a. Office for Students (OfS) Conditions of Registration
 - B Conditions: Quality, reliable standards and positive outcomes for all students
 - C Conditions: Protecting the interests of all students
 - D Conditions: Financial sustainability
 - E Conditions: Good governance
- b. Sector agreed principles of the Quality Assurance Agency (QAA) UK Quality Code for Higher Education, 2024 and its supporting advice and guidance documents.
- c. Universities UK (UUK) Franchise Governance Framework.

3. Partnership Lifecycle

The University recognises that educational partnership arrangements operate across a defined lifecycle comprising the following stages:

- Development and approval of new educational partnership arrangements
- Ongoing Management and Delivery of Educational Partnership Arrangements
- Ongoing risk management
- Institutional oversight and governance

- Reviewing and renewing or exiting existing educational partnership arrangements

The University is committed to ensuring the effective academic and operational delivery of its educational partnership provision in support of its strategic vision. The sections that follow set out the University's policy position across each stage of the partnership lifecycle, embedding the principles of this Policy within each stage and reflecting the University's commitment to managing educational partnerships as ongoing institutional relationships requiring sustained oversight, assurance and governance, rather than as discrete or transactional activities.

The sections also explain how supporting procedures and processes are used to ensure that the principles of this Policy are applied consistently, proportionately, and in line with regulatory and governance requirements.

3.1 Development and Approval of Educational Partnership Arrangements (Including New Sites)

- 3.1.1. The University's rationale for engaging in and developing educational partnership arrangements is to support its strategic vision – particularly widening access and participation ambitions – as articulated in the University's strategy, *Educational Partnerships Strategy* and *Widening Participation Strategy*. When developing and approving new educational partnership arrangements or approving new provision to be delivered with an existing partner, the University will ensure due consideration is given to the principles set forth in this Policy.
- 3.1.2. When considering engagement with a new educational partner, the University will assure itself that the proposed educational partnership arrangement is appropriate, sustainable and capable of delivering provision leading to a Bath Spa University Award. This assurance will be proportionate to the nature, scale and risk profile of the proposed arrangement and will take account of partner suitability, capability,

governance, and alignment with University's strategy. The processes through which development and assurance are achieved are set out in the University's *Partnership Approval Procedure*, which includes related processes for due diligence, risk assessment, contract management, operational responsibilities and site approval.

- 3.1.3. Where the initial scoping and establishment of an educational partnership arrangement is approved, the University will engage with the educational partner to ensure that the development of academic provision is subject to appropriate academic design, approval and quality assurance processes. This includes assurance that programmes leading to a Bath Spa University Award meet the University's academic regulations and quality standards, regardless of the mode or location of delivery. Programme development and approval will be undertaken in accordance with the University's *Programme Design and Approval Procedures*, with oversight and scrutiny being proportionate to the nature, scale and risk profile of the partnership arrangement and through the appropriate governance channels.
- 3.1.4. The approach set out in 3.1.3 will also apply where an existing educational partnership arrangement is expanded, including through the development of additional franchise or validated provision with an established educational partner.
- 3.1.5. It is recognised that some partners will operate across a number of delivery sites. In such situations, the University will require formal approval for any proposed additional delivery sites associated with an educational partnership arrangement. Approval will be subject to appropriate due diligence and assurance to ensure that academic standards, quality of provision, and student support arrangements can be maintained. Further detail is set out in the University's *Procedure for Consideration of Additional Location(s)*.

3.2 Ongoing Management and Delivery of Educational Partnership Arrangements

3.2.1. The University will maintain ongoing oversight of educational partnership arrangements to ensure the effective delivery of provision, the maintenance of academic standards, and the provision of a high-quality and equitable student experience. Management and delivery arrangements will operate in accordance with the principles of this Policy and will be subject to proportionate monitoring and assurance throughout the partnership lifecycle.

Academic Delivery

3.2.2. The University will ensure that individuals involved in the delivery and assessment of provision through educational partnership arrangements are appropriately qualified and experienced to undertake such activity and to deliver a comparably high-quality student learning experience. Arrangements for the approval and oversight of teaching staff support the University in assuring itself of the maintenance of academic quality and standards and the integrity of Bath Spa University Awards. Further detail on the approval of partner teaching staff is set out in the University's *Partnership Teaching Staff Approval Procedure and Guidance*.

3.2.3. The University develops meaningful and accountable relationships with its educational partners through the appointment of Link Tutors. Each School engaged in an educational partnership arrangement is required to appoint a Link Tutor, who plays a key role in supporting effective oversight and institutional assurance of academic delivery (including academic student support), the student experience, and the academic operation of partnership arrangements, and in facilitating communication between the University and educational partners. The role, responsibilities and accountabilities of Link Tutors are set out in the *Link Tutor Role Description* and the University's *Guidance on the Role and Responsibilities of the Bath Spa University Link Tutor*.

3.2.4. The University maintains oversight and control of any proposed changes to academic provision delivered through educational partnership arrangements to ensure the continued maintenance of academic standards, the quality of

the student experience, and compliance with regulatory and governance requirements. Any proposed modification to approved provision, including changes to programme content, structure, assessment, delivery model or mode of delivery, will be subject to appropriate institutional consideration and approval, applied in a transparent and proportionate manner and with due regard to the potential impact on students and the operation of the partnership arrangement. Proposed changes to provision will be managed in accordance with the University's *Modifications Procedure*, which forms part of the University's broader quality management.

3.2.5. The University assures itself of the coherence and integrity of the academic delivery of programme(s) delivered by its educational partners through the collaborative setting and approval of the partner's academic calendars for University-approved programmes. In doing so, the University gives due consideration to the scheduling and sequencing of teaching activity, assessment, marking, moderation, external examining, and progression and award processes. Academic calendars are reviewed and approved in advance of delivery, normally one academic year ahead, and are considered on a cohort-specific basis. Further detail on the approval process and associated considerations is set out in the *Academic Calendar Setting and Approval for Educational Partnerships Procedure and Guidance*.

Operational Delivery

3.2.6. Educational partnership arrangements are governed by formal contractual agreements, which provide the framework within which each partnership operates. Contractual agreements are supplemented by the *Operational Responsibilities Checklist*, which clearly articulates the respective roles, responsibilities and accountabilities of the University and the educational partner. Where variations to contractual arrangements are required, these will be managed through transparent and documented agreement between the parties.

- 3.2.7. The University will ensure that educational partnership arrangements operate in accordance with the University's academic regulations and relevant institutional frameworks, policies and procedures governing academic practice and student conduct. This includes, but is not limited to, policies and procedures relating to recruitment, admissions, attendance and engagement, assessment and feedback, academic integrity and misconduct, exceptional circumstances, academic appeals, discipline, and complaints. The consistent application of these policies ensures fairness, transparency and comparability of experience for students studying for a Bath Spa University Award through an educational partnership arrangement and supports the maintenance of academic standards and the protection of student interests.
- 3.2.8. The University will maintain regular engagement with its educational partners through structured triannual operational meetings to support transparent and accountable partnership relationships and the effective delivery of educational partnership arrangements. These meetings provide a mechanism for proportionate oversight and control, enabling the University to monitor operational performance, identify and address emerging risks or issues, support the consistent application of University requirements and share appropriate informational updates and reminders with its educational partners. The triannual operational meetings also offer assurance points that delivery arrangements continue to meet agreed expectations and that partners are appropriately supported to deliver a high-quality and equitable student experience. Matters arising through operational engagement will inform wider institutional oversight, risk management and governance arrangements, as appropriate. The triannual operational meetings represents the minimum expectation for routine operational engagement. Additional points of engagement with partners may take place, as required, to support effective oversight of partnership arrangements.
- 3.2.9. The University operates a calendar of site visits to its educational partners. While site visits will form part of the University's approach to monitoring and review, they also serve an operational purpose to ensure the 'on the ground'

delivery is appropriate, which is also used to triangulate the information that is been shared between the operational meetings and other operational engagement touch points. Further information about the requirements and oversight of the site visits can be found in the *Site Visits to Partner Institutions Procedure and Guidance*.

- 3.2.10. The University retains responsibility for the integrity, completeness and accuracy of the student record for all students studying for a Bath Spa University Award, including those studying through educational partnership arrangements. This includes, but is not limited to, student identity and registration data, assessment and progression records, and the retention of assessed work and associated documentation in accordance with the University's Policies, Procedures, Regulations and Frameworks.
- 3.2.11. The University retains responsibility for ensuring that its published *Study Terms and Conditions* and *Student Protection Plan* apply to all students studying for a Bath Spa University Award, including those studying through educational partnership arrangements. The University will ensure that partners operate in a manner consistent with these requirements and that appropriate arrangements are in place to support student protection in the event of material change, disruption, suspension or discontinuation of provision.
- 3.2.12. The University will be responsible for ensuring that its educational partnership provision complies with consumer protection requirements. This includes educational partners providing accurate information to current and prospective students and that use of institutional logos are in line with contractual terms. The University will ensure that publicity and marketing materials relating to educational partnership arrangements are accurate, transparent, and consistent with regulatory requirements and the University's obligations to provide clear information to students. The process for the oversight and approval of publicity and marketing materials is articulated in the University's *Partnership Publicity and Marketing Materials Approval Procedure and Guidance*.

- 3.2.13. In support of transparency and the provision of accurate and accessible information for current and prospective students, the University maintains a central repository of all its educational partnerships, published on the University website. This repository provides details of approved educational partnership arrangements, including the programmes delivered through each partnership and the partner sites at which delivery takes place. The repository is reviewed and updated annually to ensure accuracy and completeness, ensuring ongoing compliance with University standards and OfS conditions.
- 3.2.14. The University is committed to meeting its regulatory obligations and to providing transparent information to students. Where required, the University will publish appropriate financial information relating to educational partnership arrangements in accordance with Office for Students' conditions of registration, directions, guidance and other applicable regulatory expectations.

Monitoring and Review

- 3.2.15. As each educational partnership arrangement will deliver specific educational provision leading to a Bath Spa University Award, such provision shall be subject to annual monitoring to enable the University to assure itself that the academic standards, quality, and student outcomes are maintained. The University's *Programme Review Procedure* details how the annual monitoring process will be operated in relation to the programmes delivered by its educational partnerships.
- 3.2.16. To support proportionate oversight of provision delivered through educational partnership arrangements, the University will undertake site visits to educational partners, as appropriate. Site visits enable the University to assure itself of the maintenance of academic and regulatory standards and the delivery of a comparable, equitable and high-quality student experience within safe and appropriate learning environments, including academic

student support and attendance and engagement arrangements. A variety of central University teams will also participate in the site visits to also ensure the operational delivery of specific services offered at the educational partner remain appropriate to support the students, and the services remain operating in line with the University's expectations. Outcomes from site visits will be reported through the appropriate governance structure, as outlined in Section 3.4 of this Policy. Further information on site visits is set out in the University's *Site Visits to Partner Institutions Procedure and Guidance*.

3.3 Ongoing Risk Management

- 3.3.1. Through a risk-based approach to management, mitigation and assurance, the University discharges its responsibilities to maintain proportionate oversight of educational partnership arrangements, secure consistent assurance of academic standards, support an equitable and high-quality student experience, and ensure the accuracy of information and the protection of students.
- 3.3.2. To support effective institutional oversight of educational partnership arrangements and robust reporting mechanisms, documentation and reports arising from risk assessment, management, mitigation and assurance activities will be provided to the Partnership Strategy Group (the PSG). This enables PSG to make informed institutional decisions regarding the ongoing operation, renewal, or termination of educational partnership arrangements, and to provide timely and well-informed assurance and updates to the University Executive Board and to the Board of Governors. Further information on institutional governance and oversight arrangements is set out in Section 3.4 of this Policy.

Risk Assessment

- 3.3.3. To ensure it is fully cognisant of the risks associated with a proposed new educational partnership arrangement, and/or changes to risks with existing partners, the University undertakes an in-depth due diligence exercise at the

point of developing and approving the educational partnership arrangement and when renewing agreements with existing educational partners. The due diligence exercise considers the following areas:

- Partner information and reputation
- Academic quality and standards
- Academic and student operations
- Finance
- Legal and Governance
- Data and IT infrastructure
- Student representation

As part of this due diligence exercise, relevant Heads of Service or nominated senior officers review the documentation and information provided by the proposed educational partner, the associated risks, confirm whether those risks fall within the University's risk tolerance, and identify any mitigations required to support the effective operation of the educational partnership arrangement. Further details on the due diligence exercise are contained within the University's *Partnership Approval Procedure*.

- 3.3.4. To support transparent and accountable relationships, the University will also engage, as appropriate, with any due diligence or assurance processes undertaken by the proposed educational partner to satisfy themselves of the suitability and appropriateness of the partnership arrangement.

Risk Management

- 3.3.5. Following approval, the University maintains ongoing oversight of partnership-related risks through a centrally maintained educational partnerships risk register. This register enables the identification, monitoring, escalation, and mitigation of risks across the lifecycle of each partnership arrangement. The register is a live, prospective tool that is reviewed regularly throughout the year and updated as new intelligence and data become available. This continuous process enables the University to maintain an

up-to-date understanding of the risk profile of its educational partners and to implement timely and proportionate mitigation where required.

Risk Assurance

3.3.6. The University further assures itself of the effective implementation of risk mitigation through the completion of an annual Partner Annual Review for each educational partner. While the risk register provides ongoing, prospective monitoring, the Partner Annual Review offers an evidence-based, retrospective and holistic evaluation of how risks were managed over the preceding year against identified risk areas. It triangulates information, data and output from a range of monitoring activities that the University will have completed through the preceding academic session. This activity enables the University to confirm that risks have been appropriately managed during the preceding twelve months and that any additional mitigations have been identified and implemented where necessary. Further details of this process are set out in the *Partner Annual Review Procedure and Guidance*.

3.4 Institutional Oversight and Governance

3.4.1. The University maintains a strong governance structure to support institutional oversight for its educational partnership arrangements, ensuring that ultimate accountability rests with the Board of Governors; and that appropriate assurance is provided through clearly defined academic and operational governance routes. This policy supports effective oversight, risk management, and decision-making in line with the principles of this Policy and the University's governance arrangements.

3.4.2. The University has institutional oversight of the academic delivery of educational partnership arrangements through the following established committees:

- *Academic Board* – The Academic Board oversees the scholarly activities of the University and is the University’s supreme academic authority. Under delegation from the Board of Governors, it is responsible for the oversight of academic standards and the quality of the student academic experience across the University, including provision delivered through educational partnership arrangements. Academic Board receives assurance that academic standards and outcomes are secure, that quality risks associated with partnership provision are being appropriately managed, and that educational partnership arrangements operate in accordance with the University’s academic regulations and quality framework.
- *Education Committee* – The Education Committee supports Academic Board by providing detailed oversight of academic quality and standards across the University, including for educational partnership provision. The Committee considers reports, assurance, and trends relating to partner-delivered provision, including matters relating to student experience and outcomes, and considers items escalated from the School Quality Management Committees (the SQMCs).
- *School Quality Management Committee(s)* – The SQMCs provide oversight of academic quality and standards at School level, including for provision delivered through educational partnerships. SQMCs consider relevant information relating to partner-delivered provision within their respective School and subject area, and report areas of concern and good practice to the Education Committee, ensuring that academic matters arising from educational partnership arrangements are considered within the University’s academic governance framework.
- *Curriculum Approval Panel* – The Curriculum Approval Panel (the CAP) provides institutional oversight of the approval of new academic provision and programme-level changes, including provision delivered through educational partnership arrangements. The CAP supports assurance that curriculum design, approval and modification activity aligns with the University’s academic frameworks, quality assurance

framework and risk expectations, and that academic standards are maintained irrespective of delivery model or location.

- *Progression and Award Boards* – The Progression and Award Boards (PABs) are responsible for confirming decisions on student progression to the next stage of study and for the conferment of awards on behalf of the Academic Board, irrespective of the location of delivery or the educational partner through which students are studying. The PABs also consider student performance trends and outcomes for the awards within their remit and identify enhancement opportunities to support the improvement of student outcomes.
- *Module Assessment Boards* – The Module Assessment Boards (the MABs) has responsibility for confirming the effective operation of assessment processes for the modules within the purview of the Board, including modules delivered through educational partnership arrangements. The MABs also have responsibility to confirm marks for modules, to review and reflect on student performance trends and to receive feedback from external examiners. Outcomes from the MABs are reported to and inform deliberations of the PABs, supporting secure progression and award decisions.

3.4.3. The University has also established institutional oversight of the strategic and operational delivery of educational partnership arrangements through the following established management committees:

- *Partnership Strategy Group* – The Partnership Strategy Group (the PSG) provides strategic oversight of educational partnership arrangements on behalf of the University. PSG considers information arising from due diligence, risk monitoring, Partner Annual Review activity and other assurance processes to support informed decision-making regarding the development, continuation, renewal or termination of educational partnership arrangements. The PSG reports to the University Executive Board, through which it provides regular assurance to the Board of Governors and ensures that educational partnership activity remains aligned with the University's strategic

objectives, risk appetite and regulatory obligations. The PSG also recommends new partnership arrangements and the renewal of high-risk existing educational partnership arrangements to the Board of Governors for approval.

- *Partnership Delivery Group* – The Partnership Delivery Group (the PDG) provides operational oversight of educational partnership arrangements, supporting their effective delivery and ongoing management. The PDG oversees operational performance, compliance and service delivery across partnership activity, including the effective contribution of relevant professional service areas. The PDG receives and considers information relating to partnership performance, risk and assurance, including against agreed service standards, and identifies issues or enhancement opportunities requiring further attention. The PDG reports to the Partnership Strategy Group and escalates matters where strategic consideration or decision-making is required.

3.4.4. To further support the Board of Governors in effectively discharging its responsibilities for the oversight of educational partnership arrangements, the Board has established a standing committee — the *Academic Assurance and Partnerships Committee* (the AAPC). The AAPC provides assurance, advice and recommendations to the Board of Governors on academic assurance matters and educational partnership arrangements, scrutiny of assurance provided by the Academic Board. The AAPC oversees performance, risk and regulatory compliance relating to partnership provision, receives assurance on partnership-related risks and student outcomes, and supports the Board in meeting its responsibilities under the OfS Conditions of Registration.

3.5 Reviewing and Renewing or Exiting Existing Educational Partnership Arrangements

3.5.1. Educational partnership arrangements are normally approved for a fixed period, which will not exceed five years. Prior to the end of the contractual

period, the University will determine whether the educational partnership arrangement should be renewed or exited. Such decisions will be made in accordance with the principles of this Policy, the University's governance framework and Scheme of Delegation.

- 3.5.2. Decisions relating to the renewal or exit of an educational partnership arrangement will be informed by a sound evidence base, drawing on a range of relevant data and assurance documentation to enable the University to assess the ongoing suitability, performance and risk profile of the arrangement. Evidence considered will primarily include outcomes of partner annual reviews completed during the partner's lifecycle to date, and will be supported by refreshed due diligence exercises, and other contextual evidence.
- 3.5.3. Consideration of renewal or exit will normally take place sufficiently in advance of the contractual end date (circa 18 months prior to the end date) to enable effective planning and governance oversight.

Renewing Existing Educational Partnership Arrangements

- 3.5.4. Where a decision is taken to renew an educational partnership arrangement, the University will ensure that the continuation of the arrangement remains aligned with regulatory requirements, academic expectations, institutional strategy, and the principles of this Policy. As such, the renewal process shall follow the approval stage for approving a new educational partner, as detailed in the University's Partnership Approval Procedure.

Exiting Existing Educational Partnership Arrangements

- 3.5.5. Where a decision is taken to terminate an educational partnership arrangement, the University will manage exit arrangements in accordance with contractual arrangements, giving due consideration to notice periods and responsibilities contained within the contract.

- 3.5.6. Decisions to exit an educational partnership arrangement will also be considered and managed in a manner that protects academic standards, safeguards the interests of students, and ensures compliance with regulatory and governance requirements. In such circumstances, the provisions of the *Suspension and/or Discontinuation of Programmes Procedure* shall be enforced, with the School owning the educational partnership arrangement completing the requisite documentation and maintaining oversight of the Management Plan via their respective SQMCs, including giving due consideration as to when it may no longer be viable to continue the teach out of the programme and the circumstance may arise to enact the University's Student Protection Plan.
- 3.5.7. Where a decision to exit an educational partnership arrangement arises from a breach of contractual terms or other serious concern, the management of the exit process in accordance with contractual and regulatory requirements. In such circumstances, the interests of students will remain paramount, and arrangements for managing teach-out and student protection will be implemented in line with the provisions set out in 3.5.5.

4. Policy Review

- 4.1. To ensure its ongoing effectiveness and regulatory alignment, this Policy will be reviewed every five years, or sooner, where required, due to changes in legislation, regulatory conditions, University strategy, partnership risk, or external reference points.
- 4.2. The Academic Governance and Quality Team is responsible for initiating the review, coordinating consultation, and ensuring approved revisions to the Policy are disseminated and implemented across the University and its educational partners, as appropriate.

Document Details

Responsible Office: Academic Governance and Quality

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Related Policies and Procedures: Partnership Approval Procedure

Programme Design and Approval Procedure

Procedure for Consideration of Additional Location(s)

Modifications Procedure

Programme Review Procedure

Partner Annual Review Procedure and Guidance

Partnership Teaching Staff Approval Procedure and Guidance

Academic Calendar Setting and Approval for Educational Partnerships Procedure
and Guidance

Partnership Publicity and Marketing Materials Approval Procedure and Guidance

Suspension and/or Discontinuation of Programmes Procedure

PSRB Management Policy

Site Visits to Partner Institutions Procedure and Guidance

Guidance on the Role and Responsibilities of the Bath Spa University Link Tutor

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