COLLABORATIVE STRATEGY

1. BACKGROUND AND PURPOSE

1.1 The University's historic mission to exist and work 'for advancement of learning and ennoblement of life' is reflected in the present day in our vision statement:

‘As a distinguished 21st century university, we will have global reach and influence that reflects our academic heritage as a civic institution.

A strong infrastructure will support academic endeavour and teaching prowess, while research excellence, focused on the advancement of human knowledge, will underpin all our activities. Our culture of support and collaboration will benefit the communities in which we operate both at home and overseas.

Our staff and students will be given the best intellectual, social and physical environment to research, teach and learn in, at the cutting edge of their disciplines and with world-class facilities.

The Liverpool graduate will be a global citizen benefitting from an international curriculum and experience, and empowered to address global challenges. We will strive to ensure our students form a relationship with the University that they will want to continue throughout their lives’.

1.2 In our increasingly inter-connected and globalised society, the University recognises the value and importance of collaborating with a range of appropriate organisations, both in the UK and across the world, in order to support us in fulfilling our mission and realising our vision. This Strategy sets out the principles which underpin our collaborative activities, describes the University’s major collaborative endeavours and articulates our aspirations for future collaborative developments. It refers to the mechanisms which underpin the initiation and maintenance of collaborative partnerships, including the governance arrangements and the monitoring and evaluation processes.

1.3 While to be successful the University must collaborate and cooperate in almost all areas of our work, in this Strategy the terms ‘collaboration’, ‘collaborative’ and ‘partnership’ refer specifically to arrangements with other organisations which enable the University to:

- Offer a high quality educational experience to a range of students both in the UK and overseas at undergraduate and postgraduate level, with particular emphasis on widening participation in higher education by under-represented groups.

- Enhance the volume and quality of our research and the impact arising from new discoveries.

- Make a distinctive contribution to the advancement and wellbeing of civil society, particularly at city and regional level.

2. PRINCIPLES
2.1 The University will adhere to the following principles in relation to our collaborative partnerships:

- We will actively seek collaborative partnerships where these will further our mission, vision and objectives and will add value to our activities, recognising that the scale and reach of such collaborative partnerships may vary very significantly.

- We will only collaborate with reputable partners who share our values (including our commitment to the principles of equality and diversity), who are financially and legally secure and who have appropriate quality assurance systems which underpin their effectiveness.

- Except in particular circumstances (when a collaborative activity is initiated in order to facilitate future, more substantive collaboration; student exchange/placement arrangements; or where it is accepted that the University is collaborating ‘pro bono’) we will only enter into collaborative partnerships which are expected to result in positive financial benefits for the University, taking account of all direct and indirect costs.

- We will operate robust mechanisms for assessing the suitability of potential partners and the risks (including financial and geopolitical risks) associated with any proposed partnership and collaborative activity. Once approved, the terms of any partnership will be documented in an appropriate agreement.

- We will regularly monitor the operation of our collaborative partnerships to ensure that they are fulfilling their purpose and we will ensure that periodic reviews are carried out to determine whether a collaborative partnership should be continued.

- In any collaborative partnership which involves students, measures will be agreed, and implemented if necessary, to protect those students’ interests and to enable them to complete their studies, in the event that the partnership is terminated.

3. EXISTING COLLABORATIONS

3.1 Learning and teaching

In relation to our learning and teaching endeavours, including activities to widen participation in higher education and research student supervision, the University has collaborative partnerships in the UK with:

- Other universities
- Local sixth form and FE colleges
- The NHS and other health care providers
- Employers
- Other (e.g. third sector) organisations
Internationally, the University collaborates with the following in the delivery of transnational education:

- Xi'an Jiaotong-Liverpool University (XJTLU), the university in China jointly established by the University of Liverpool and Xi'an Jiaotong University.
- Laureate Online Education, which delivers online programmes on the University's behalf.
- The Truman Bodden Law School in the Cayman Islands.
- Singapore Institute of Technology which hosts the University’s small branch campus in Singapore.
- A number of universities and institutions with which we have articulation arrangements (for students to transfer into University of Liverpool programmes with advanced standing) or with which we offer joint, dual or off-site research degrees.

A complete list of learning and teaching collaborative partnerships can be found in the ‘Partnerships Directory’

3.2 Research

The University's research endeavours are supported through collaborative partnerships with:

- Other universities and research institutes, both in the UK and overseas
- The NHS
- The government and government agencies
- Industry and business, both in the UK and overseas, including strategic partners such as Unilever
- Charities and other organisations, both in the UK and overseas (including the European Union)

3.3 Civic engagement

The University is supported in fulfilling its civic engagement mission through collaborative partnerships with:

- The government, including local government and other government agencies
- Other universities
- Other organisations, including charities and third sector bodies

4. FUTURE ASPIRATIONS

4.1 The University recognises that our future success will depend upon us continuing to strengthen and, where appropriate, extend our collaborative partnerships.

4.2 To support our learning and teaching endeavours we will, in the next three years:

- Continue to support the development of our joint venture university in China, XJTLU.
• Renegotiate the terms of our partnership with Laureate Online Education.

• Renegotiate our agreement with Kaplan International Colleges in relation to Liverpool International College.

• Continue to pursue opportunities with suitable partners for the delivery of transnational education through the establishment of overseas campuses/universities, with a particular focus on India and the Far East.

• Further develop the University of Liverpool in Singapore initiative.

• Seek to develop new articulation routes into University of Liverpool programmes from selected overseas universities and institutions.

• Identify appropriate partners for the delivery of joint and dual research degrees.

• Take advantage of opportunities to participate in doctoral training centres promoted by the UK Research Councils.

• Further develop our relationship with the University of Law, exploring opportunities for the delivery of joint postgraduate programmes and professional development education.

• Lead a network of local universities and colleges in order to promote collaboration in relation to widening participation outreach to schools and colleges.

• Increase our efforts to source placements and work-based learning opportunities with employers to enhance the employability of our graduates.

4.3 To support our research mission, we will in the next three years:

• Strengthen our links with our existing strategic industrial partners, such as Unilever, and where appropriate seek new strategic partners, introducing a key account management approach for priority partnerships.

• Participate in regional collaborative partnerships which enhance critical mass, taking a leading role where this is possible.

• Seek to take advantage of appropriate funded initiatives which promote collaborative research, particularly Research Council, Technology Strategy Board and EU opportunities.

• Seek new international partners (both industrial and educational) for collaborative research, concentrating in particular on potential opportunities offered through the UK government Newton Fund.

• Enhance the relationship between our PGR students and non-HEI partners, through involvement in doctoral training centres and the use of placements or training exchanges.

• Enhance our approach to engaging collaborative partners in research programmes, involving them in the planning stage and through to translation and review of outcomes.
4.4 In pursuit of our commitment to civic engagement, we will in the next three years:

- Continue to co-operate with local authorities, government agencies and other organisations, including other universities, to promote the society and economic development and prosperity of the city region.

- Engage fully in relationships within the City (LEP, Mayoral Zone, Knowledge Quarter Board) to ensure that collective priorities are exploited for the benefit of all partners.

5. IMPLEMENTATION

5.1 In order to support the implementation of this Collaborative Strategy, the University will:

- Carry out appropriate due diligence enquiries in relation to proposed partners and partnerships.

- Operate robust policies for the approval, monitoring and review of partnerships.

- Ensure that we take due account of the Quality Assurance Agency for Higher Education’s UK Quality Code for Higher Education (http://www.qaa.ac.uk/assuring-standards-and-quality/the-quality-code) in the case of partnerships which involve the delivery of teaching or the provision of support for learning by a partner. A new framework for the approval of such partnerships will be agreed and implemented during 2014-15.

- Provide appropriate staffing resources to support the identification and exploration of partnership opportunities (in particular through the International Development Office and the Research, Partnerships and Innovation Office) and the approval, monitoring and review of partnerships (in particular through the Teaching Quality Support Division and the PGR Student Team). Major partnerships, for example with XJTLU and Laureate Online Education, will have dedicated staff members to support the partnerships.

- Integrate into the Planning and Performance Cycle plans for establishing new partnerships that will enhance performance.