

Due Diligence, Risk and Assurance Schedule

1 Purpose

To establish the due diligence, risk assessment, assurance and monitoring requirements for Educational Partnerships.

2 Scope

This Schedule must be read in conjunction with the Educational Partnerships Procedure and is subordinate to it.

3 Schedule

This Schedule sets common due diligence, risk and assurance requirements across all educational partnerships. Requirements increase according to tier, risk, complexity and regulatory exposure.

Table 1: Due Diligence Dimensions

Dimension	Indicative matters to assess
Strategic	Alignment with University priorities, institutional benefit, market need, Student demand, reputation, and fit with existing or prospective partnerships.
Academic	Program fit, academic standards, Learning Outcomes, curriculum mapping, assessment, moderation, accreditation, quality assurance and Student experience.
Partner capability	Governance, legal status, reputation, probity, experience, staffing, facilities, Student support, internal quality systems and ability to fulfil obligations.
Financial	Financial standing, market size, enrolment demand, affordability, capacity to pay, revenue assumptions, costs, sensitivity, return on investment, minimum viable cohort requirements and long-term sustainability.
Operational	Service ownership, Admissions, enrolment, Student support, IT, library, accommodation, facilities, travel, critical incidents and implementation capability.

Regulatory	Applicable regulatory obligations and notification requirements, including <i>Higher Education Standards Framework (Threshold Standards) 2021 (HESF)</i> , <i>Education Services for Overseas Students Act 2000 (ESOS)</i> , <i>National Code of Practice for Providers of Education and Training to Overseas Students 2018</i> , Tertiary Education Quality and Standards Agency (TEQSA), CRICOS, <i>Higher Education Support Act 2003</i> , Australian Qualifications Framework (AQF), professional accreditation and foreign jurisdiction requirements. Detailed offshore and Transnational Education (TNE) notification requirements are set out in the Governance, Delegations and Regulatory Compliance Schedule.
International and jurisdictional	Country risk, government approvals, local laws, assessment against the Guidelines to Counter Foreign Interference in the Australian University Sector, foreign interference, foreign relations, sanctions, staff and Student safety, and offshore regulatory compatibility.

Table 2: Risk Categories

Risk category	Examples
Strategic	Misalignment with University strategy, duplication of existing partnerships, reputational misfit or inadequate institutional benefit.
Academic quality	Failure to maintain Learning Outcomes, assessment standards, academic integrity, moderation, accreditation or program integrity.
Student welfare and experience	Insufficient support, poor communication, transition issues, wellbeing risks, grievance barriers or Student safety concerns.
Financial	Unsustainable business case, minimum cohort risk, hidden costs, currency exposure, taxation, infrastructure costs or demand volatility.
Operational	Insufficient staffing, systems, service ownership, accommodation, facilities, implementation planning or partner coordination.
Workforce	Insufficient academic or professional staff capacity, staffing qualifications, staff travel capability or support for ongoing delivery.
Technology and cybersecurity	Technology access restrictions, identity management, privacy, data sovereignty, cybersecurity, learning platform or support limitations.

Regulatory and compliance	Failure to meet HESF, ESOS, National Code of Practice for Providers of Education and Training to Overseas Students 2018, TEQSA, CRICOS, AQF, professional accreditation or local jurisdiction requirements.
Foreign interference and international risk	Foreign interference, foreign relations, sanctions, government approvals, political stability, safety, security or academic freedom concerns.
Offshore delivery	Local law incompatibility, offshore premises, staff travel, quality assurance, Student support, TEQSA notifications or offshore partner oversight.
Reputational	Partner conduct, poor Student outcomes, conflicts with the University's values, adverse media, misrepresentation or failure to meet Student expectations.
Teach-out and transition	Potential Student disadvantage must be considered and addressed if the agreement changes, is not renewed, is terminated or ceases before expected completion.

3.1 Assurance and monitoring

Assurance activities must be proportionate to category and tier. The following minimum expectations apply:

Table 3: Assurance and Monitoring Requirements

Tier	Monitoring expectation	Reporting expectation
Tier 1	Annual review of pathway utilisation, Credit outcomes, Student progression and agreement compliance.	Annual reporting in accordance with the reporting pathway in the Governance, Delegations and Regulatory Compliance Schedule.
Tier 2	Annual partner review and KPI report covering enrolments, academic quality, Student outcomes, financial or business performance and partner obligations.	Annual partnership performance reporting in accordance with the reporting pathway in the Governance, Delegations and Regulatory Compliance Schedule.
Tier 3	Semi-annual or more frequent monitoring where required, including risk, academic delivery, Student outcomes, financial performance, contractual compliance and audit readiness.	Enhanced reporting in accordance with the reporting pathway in the Governance, Delegations and Regulatory Compliance Schedule, including escalation where required.

3.2 Renewal, amendment and discontinuation evidence

Before renewal, significant amendment or discontinuation, evidence must demonstrate that:

- The partnership remains strategically justified
- Academic and Student outcomes are acceptable
- Partner obligations have been met
- Risks are known, managed and accepted
- Regulatory obligations continue to be met
- Financial arrangements remain viable
- Student transition or teach-out risks have been addressed
- Any required governance body has reviewed the arrangement.

References

Nil.

4 Schedule Information

Accountable Officer	Deputy Vice-Chancellor (Students and Education)
Responsible Officer	Dean (Curriculum and Quality)
Policy Type	University Procedure
Policy Suite	Educational Partnerships Policy
Approved Date	
Effective Date	
Review Date	
Relevant Legislation	<u>Australian Qualifications Framework</u> <u>Education Services for Overseas Students Act 2000</u> <u>Higher Education Standards Framework (Threshold Standards) 2021</u> <u>Higher Education Support Act 2003</u> <u>Information Privacy Act 2009</u>

	<u>National Code of Practice for Providers of Education and Training to Overseas Students 2018</u> <u>Tertiary Education Quality and Standards Agency Act 2011</u> <u>Australia's Foreign Relations (State and Territory Arrangements) Act 2020</u>
Policy Exceptions	<u>Policy Exceptions Register</u>
Related Policies	
Related Procedures	Educational Partnerships Procedure
Related forms, publications and websites	<u>Australian Qualifications Framework</u> Educational Partnerships Establishment and Operational Guidelines Education Partner Application form – UniSQ service management system <u>TEQSA – Material changes and other notifications</u> <u>TEQSA – Notifications required of providers with authorisation to provide Australian courses offshore</u> <u>Coursework Curriculum Design and Structure Schedule</u>
Definitions	Terms defined in the Definitions Dictionary Admission Articulation Articulation and Credit Transfer Pathways (For Approval) Qualifications pathways with educational partners that set out agreed Admission and/or Credit outcomes for qualifications which are fully or partially completed by Students at the educational partner and that lead towards a UniSQ Award. Award Collaborative Arrangement (For Approval) Arrangements between the University and an educational partner where the parties collaborate to provide an

	educational activity and each institution is responsible for its respective components. Collaborative Double Degree Course Coursework Program Credit Credit Transfer Dual Award International Student International Study Hubs (For Approval) An agreement with a partner institution to provide administrative, learning and student support services to Students studying the University's Programs online in an offshore jurisdiction. Teaching, delivery of the University's Course content or assessment activity is excluded unless separately approved under the relevant partnership category and regulatory requirements. Joint Award Learning Outcomes Packaged Offer (For approval) A Packaged Offer is an Admission offer combining two or more sequential Programs, such as an English language or foundation pathway Course, a vocational qualification followed by an undergraduate degree, or an undergraduate degree followed by a postgraduate degree. Progression into the final principal Program depends on successfully completing the first Program of study. Policy Procedure Student Third Party Education Arrangement (For approval – addition of Education to title)
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	An arrangement made by the University with another party (in Australia or overseas) to deliver some or all of a higher education program that leads to the Award of an Australian regulated higher education qualification. Third Party Provider (For approval – addition of Education within definition) A party with which the University has a Third Party Education Arrangement for the purposes of delivering some or all of a higher education program that leads to the award of an Australian regulated higher education qualification. Transnational Education Arrangement (For Approval) An educational arrangement where Students are located in a country outside Australia and undertake study at the University supported through one or more Transnational Education agreements. University
	Definitions that relate to this schedule only
Keywords	Educational partnerships, partnership agreement, Third Party Education Arrangement, Third Party Provider, Third Party Arrangement, Transnational Education, offshore delivery, International Study Hubs, Coursework Dual Awards, Coursework Joint Awards
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