
Partnership Policy

Policy Code:	IA.01.01
Policy Version No:	ver. 2.0
Approval Date:	20 June 2022
Implementation Date:	1 September 2022
Revision Date:	1 September 2025
Policy Owner:	The Office of the Director of International Affairs

Documentation Administration

- Any hard copy of this document without the signed first page or unprotected soft copy is regarded as an uncontrolled copy.
- This document is considered obsolete once printed
- No part of this publication should be used or reproduced in any form or by any means, or stored in a database or retrieval system without prior written permission of the Governance Department.

1. Purpose

UBT as part of its strategic priorities engages with a wide range of organizations and other Higher Education institutions (external entities) within and outside KSA to help achieve its mission. This policy:

- (1) Identifies principles which will guide the evaluation and approval of proposals to establish partnerships within UBT
- (2) Sets out the framework, and roles & responsibilities for the establishment, management, evaluation and governance of the various types of partnerships entered into by the University.

(3) Ensures institutional oversight of all-non-commercial partnerships

2. Scope

This policy applies to all local, regional and international partnerships established with external entities at UBT whether supporting an academic or administrative function of the university (in accordance with section 6.1 of this policy).

It applies solely to partnerships of the University that are formalized through an agreement and executed in accordance with the University's governance framework and delegation of authority matrix.

This policy does not apply to:

- a) Agreements signed for commercial activities that do not involve the undertaking of academic or research activities.
- b) Agreements signed for service arrangements where the University contracts a third party to provide services or products (i.e., use of student recruitment agents, campus services such as cleaning, maintenance, security, IT infrastructure etc.)

3. Definitions & Acronyms

3.1 Definitions

Term	Definition
Partnership	within the context of this policy refers to any formal cooperative arrangement through which UBT and an external entity work jointly toward realization of a common goal or set of goals. This often implies a commitment of resources by both parties involved.
Agreement	refers to any formal instrument or document entered into by the University with another party which sets out the respective rights and responsibilities of each party (including financial obligations and deliverables) in respect of a partnership.
External Entity	Within the context of this policy refers to another higher education institution, government entity, organization or agency whether private or public operating outside of UBT.

Memorandum of Understanding (MoU)	A signed official document recording the details of a partnership agreement between the university and an external entity, one that is not intended to create obligations among the signatories. An MOU establishes a general framework for the partnership between or among the signatories and establishes general goals for the partnership.
Initiator	Refers to any post holder (or unit) at UBT entitled as per his/ her job description and in accordance with the university governance framework to initiate partnerships to support their work and activities.
Strategic Partnership Center	Is the organizational unit reporting to the University Rector deemed as the primary owner of all types of partnerships at UBT.

3.2 Acronyms

Term	Definition
UC	University Council
MoU	Memorandum of Understanding

4. Responsibilities

The Director of the Strategic Partnership Center/ Director of International Relations is responsible for contract/ agreement management requirements and activities in accordance with all regulatory, legislative and good practice guidelines and the University's related policies and procedures. He/ She is also tasked with overseeing the implementation of the various partnerships and reporting back to the University Rector on the status and implementation of different partnerships.

The Strategic Business Council is responsible for planning (in coordination with initiators) and evaluating various proposals prior to presenting them to the University Rector for final approval. The council is also responsible for the overall evaluation of all partnerships and for suggesting improvements into the process through which strategic partnerships are planned, implemented and evaluated.

The initiator of a given partnership is responsible for identifying potential partners, determining the strategic alignment between university and partner, establish initial contact, negotiate terms of the agreement and prepare the proposal. He/ she should ensure that the policy principles and terms of reference within the scope of this document are take into account and assess potential risks that may be associated with such partnership.

5. Policy Principles

UBT realizes the value of partnerships with external entities in order to realize its mission statement and strategic priorities and position itself nationally, regionally and internationally. In negotiating and establishing partnerships, UBT should be guided by the following key principles:

- alignment of the partnership and proposed outcomes of the partnership with the strategic direction and values of UBT
- compliance with relevant local and institutional legislative and regulatory requirements including NCAAA requirements in the case of academic partnerships
- safeguarding the reputation of the university and its quality standards; this includes but is not limited to maintaining the quality and academic standards of program designed or delivered through a partnership
- overall enhancement of the University's reputation and brand
- sustainability of the partnership and consideration of any potential risks

6. Policy Statement

Initiators embarking on a collaborative arrangement should not underestimate the time commitment required to develop a successful partnership. The most successful collaborations are those where ongoing dialogue takes place with the proposed partner(s) to develop a common understanding on the role of each party, how the partnership will be implemented, what resources and other commitments are required, what possible challenges or implementation issues may be faced and how to tackle them and how will the implementation of the partnership be monitored and assessed regularly by both parties.

6.1 Type of Partnerships

- a) **Academic Partnerships** - refers to an arrangement where the University participates in academic cooperation. Academic Cooperation includes but is not limited to:
- joint program development
 - program validation/ benchmarking partnership
 - joint, twin or dual award arrangements
 - translational delivery of specific courses
 - student faculty and staff mobility including exchange programs
 - credit transfer
 - establishment of regional study centres

- Knowledge transfer activities
- Academic teaching program (exchanging faculty members between universities)
- Technology transfer program
- other hosting arrangements such as those that facilitate visiting staff or students, partner use of facilities (i.e., libraries, sport facilities, specialized laboratories, etc.)

The highlighted partnership programs are suggested to be included.

b) **Research Partnerships**- refers to any formal engagement with another entity (i.e. research center, university, etc.) within KSA or overseas where the sole purpose is to facilitate research engagement. A partnership involving research includes but is not limited to:

- Scientific research collaboration
- Scientific research fellowship program
- Students visiting program
- research student enrolment
- research funding
- research collaboration/ projects
- hosting of visiting researchers
- research training, knowledge and expertise sharing
- data sharing
- facilities and equipment sharing

c) **Local or Regional Community Partnerships** - refers to a formal arrangement that the University establishes with local or regional organizations that are not within the HE sectors. The aims of such partnerships may be to support national or regional developments through contributions to cultural, economic, sporting and related activities and build higher education aspiration and awareness. This may also include partnerships with charity organizations that are formed as part of UBT Community Engagement Strategy.

d) **Industry Partnerships** - refers to formal arrangements with industry partners that the University holds to facilitate activities such as work placement, research training, consultation, professional accreditation, etc. Industry Partners include but is not limited to:

- **Educational partners** – industry partners with whom the University has formal arrangements for academic activities including professional course accreditation, work placements, etc. These include professional bodies that accredit the University's courses and employer groups who host the University's students on work placements; and

- **Research partners** - industry partners with whom the University has formal arrangements for research activities including research training, collaborative funding, joint research initiatives and projects, sponsorship, etc.

e) **Government Partnerships**- refers to formal arrangements with government bodies in KSA. These could cover a range of activities including but not limited to training, community activities, research, etc.

Each partnership agreement will vary depending on the nature and scope of the agreement, the roles & responsibilities and location of the partner. Such contractual agreements are developed by the office The Director of the Strategic Partnership Center in collaboration with the legal department and in coordination with the partner institution one formally approved.

Memorandum of Understanding

Often, particularly with overseas institutions, a MoU can help to develop a relationship further.

Such agreements do not commit the University to specific activities and are not legally binding but are a useful tool to show commitment to the further development of the relationship with a partner organization. In such cases the same process and approval levels are to be followed with the exception to the need to identify resources; which may occur at a later stage when an agreement is signed.

6.2 Initiating, Negotiating and Formalizing Partnerships

- a) Any member of the senior management (academic or administrative), faculty or staff member may propose the establishment of a partnership with an external entity in accordance with the principles listed in section (5) of this policy. These are usually referred to as “partnership initiators”.
- b) The initiator when proposing a new partnership with an external entity must demonstrate the value of the proposed partnership, the expected outcomes of the partnership, the resources implications to realize the proposed partnership and the appropriateness of allocating such resources to the proposed partnership.
- c) A proposal should be prepared and approved by the line manager before being presented to one or more of the following governance bodies of UBT for consideration:
 - Deans’ Committee for academic related partnerships; in the instance where the partnership is concerned with postgraduate program it must first be discussed at the Graduate Studies Council before being presented to the Deans’ committee
 - Scientific Council for purely research related partnerships
 - Administrative Committee for non-academic related partnerships
- d) The proposal for partnership must use the appropriate **New Partnership Proposal Form**. The initiator and various councils/ committees must exercise due diligence in assessing the strategic, financial, operational, legal and reputational risks associated with the proposed partnership.

- e) Once the Committee/ Council has endorsed the proposal for the establishment of the new partnership; the proposal will be sent for approval to the Strategic Business Council who will send its recommendation to the University Council for the final approval.
- f) The Strategic Business Councils must assess the proposed partnership to ensure the safeguarding UBT's reputation and the quality of its programs and hence must consider the following:
 - o Verifying the profile and reputation of the external entity
 - o ensuring adequate resourcing of the proposed partnership
 - o testing the feasibility and viability of the goals and objectives of the proposed partnership
 - o ensuring that the planned activities and intended outcomes of the proposed partnership are consistent with the goals of the UBT Strategic Plan.
 - o Ensuring clarity on the roles and responsibilities of each party including aspects related to intellectual property, copyrights and ownership as applicable.
 - o Identifying any potential risk associated with the proposed partnership
- g) Upon approval of the proposed partnership by the Rector in his capacity as the Chair of the University Council, the office of the Strategic Partnership Center in collaboration with the legal department will develop the draft agreement to be shared with the external entity for further input; revisions may occur until a final version mutually agreed upon is reached. The agreement will then be signed by the authorized signatory person at UBT based on the type of partnership. The signed agreement is added to UBT partnership register and copies of signed agreement are maintained at the Strategic Partnership Center and the Deanship/ Department responsible for the agreement.
- h) If an agreement was prepared by the external entity; it must be revised and approved by both the university Strategic Partnership Center and the legal department prior to being signed.
- i) The Public Relation and Communication Unit under the Rector Office is informed of the formation of the partnership for announcement and media coverage (as applicable)

6.3 Regular Evaluation of Partnership

The Director of the Strategic Partnership Center in will provide an annual report to the Rector and University Council on all activities undertaken as part of established partnerships in the previous year. The report will include:

- a. information on activities carried as part of the partnership (i.e. visits, exchanges, new programs established or existing one revises, new research projects, etc.)
- b. evidence of the continued strategic value of the partnership to the University
- c. partnership outcomes for the year in review

- d. financial performance (as applicable)
- e. any issues or challenges faced during the year of implementation.
- f. issues raised by the partners in relation to the University

6.4 Renewal or Termination of Partnerships

6.4.1 Renewal

The renewal of a partnership is initiated by the Strategic Partnership Center Director and will normally take place every three or five years depending on the agreement clauses.

A review can take place earlier if specified in the agreement or if serious issues have been identified with the partnership. The renewal of the agreement for the partnership is an integral part of the re-approval event.

The following criteria in order to make a judgement on whether to recommend renewal of the partnership:

- Whether the rationale for the collaboration remains valid.
- Whether the partnership remains aligned with the UBT's strategy and mission.
- Whether the partnership retains appropriate academic, financial and legal status.
- Whether the partnership (when of academic nature) has met and will continue to meet the appropriate academic standards and offer the appropriate learning, teaching and student experience.
- Whether the partnership has operated in line with the terms outlined in the legal Agreement.

6.4.2 Termination

Termination of a partnership arrangement must be carried out in a manner that ensures the University's interests are protected, including the interests of students and must be based on a clear rationale which is communicate transparently to the partner institution.

Strategic Partnership Center Director will determine the process and accountabilities in relation to the termination of partnership arrangements, taking into account any requirements of the relevant Partnership Agreement and consultation with the university legal department and the dean/ director concerned with the partnership.

When making decisions on the termination of a partnership, the University will consider:

- teach out responsibilities to students (in case of academic partnerships);

- legal, financial and reputational implications;
- other areas of the University involved in the partnership; and
- compliance with relevant regulatory and legislative requirements.

6.5 University's Register of Partnerships

The office of Strategic Partnership is responsible for the maintenance of the University's Register of Educational Partnerships. Partnerships which are not renewed or terminated must be labelled in accordance to their status in the register.

7. Related Documents

This include the following: (in hierarchical order) , legislation, policies, other procedures and standards, guidelines, forms and other useful resources

Document No.	Document Name	Document Type	Location
	Communication and Marketing Policy		

8. Version Control & Revision History

Version control	Date released	Approved by	Summary of changes
1.0	15/09/2013	University Council	

9. Approvals

[Council/Board] [Chair Name] [Signature] [Date]

University Council Prof. Osama Jannadi _____ 20 June 2022

[Council/Board] [Chair Name] [Signature] [Date]