

Transnational Program Business Plan Template

Approving authority	Academic Committee
Approval date	18 September 2014 (4/20014 meeting)
Advisor	Senior Manager, Academic Services Academic Services academicservices-policy-group@griffith.edu.au (07) 373 55372
Next scheduled review	2019
Document URL	http://policies.griffith.edu.au/pdf/Transnational Program Business Plan Template.pdf
TRIM document	2016/7006128
Description	The purpose of this document is to provide sufficient information to assess the viability and sustainability of transnational program proposals.

Related documents

[Program Approval and Review](#)

[Planning, Developing and Approving Transnational Programs Procedure](#)

[Program Concept Proposal for Transnational Programs](#)

[Due Diligence for Transnational Program Partnerships Policy](#)

[New Program Proposal](#)

[Student Charter](#)

[National Code of Practice for Providers of Education and Training to Overseas Students 2018](#)

[Applying Quality Principles to Australian University Transnational Teaching and Learning Final Report 2013](#)

[UK Quality Code for Higher Education, Part B: Assuring and Enhancing Academic Quality, Chapter B10: Managing Higher Education Provision with Others](#)

[Education Services for Overseas Students Act 2000 \(ESOS Act\)](#)

[\[Concept Proposal\]](#) [\[Market Analysis and Marketing Plan\]](#) [\[Program Development\]](#) [\[Quality Assurance Standards\]](#) [\[Program Delivery\]](#) [\[Program Management\]](#) [\[Staff Employment Contracts\]](#) [\[Insurance Liability\]](#) [\[Profile of Partner Institution\]](#) [\[Risks to Success of Program\]](#) [\[Financial Arrangements\]](#) [\[Implementation Schedule\]](#)

1. CONCEPT PROPOSAL

(THE INFORMATION HERE, AND RELEVANT INFORMATION INCLUDED IN THE IPP, IS TO BE THE SAME AS THAT PROVIDED IN PART 1 OF THE PROGRAM PROPOSAL)

This section will consist of material approved by the Deputy Vice Chancellor (Academic) in the Initial Program Proposal (IPP). If approval to develop the Program Proposal (PP) and the Business Plan has been given without submitting an IPP, the information required in the IPP is to be provided here.

In addition to the information required in the IPP it is important to describe the delivery method for the program (online, face-to-face etc) and who is delivering the teaching. Is all or only part of the program to be delivered offshore? At what stage, if any will students study on campus in Australia? What is the division of responsibility between the University and any partner institution in relation to the delivery of tuition and associated materials, and for student and financial administration? What academic governance arrangements are in place to assure the quality of learning and teaching for the qualification components (if any) for which the partner institution is responsible?

2. MARKET ANALYSIS AND MARKETING PLAN

(TO BE COMPLETED IN CONJUNCTION WITH GRIFFITH INTERNATIONAL)

Please provide information on the following:

2.1 Market Entry Strategy

What profile does Griffith University have in the higher education sector in general and in the market for this program in this country? Who do you expect will undertake the program? What is the size of the market ie: how many potential students are available on an annual basis?

2.2 Competition

Which other providers are in the market? How are they performing? What are the differences between the competitors' programs and the Griffith University program and reasons why the Griffith program has the edge?

2.3 Marketing Plan

What is your marketing strategy? Who will you target initially? What are the main selling points of the program (eg: career advancement, price, flexibility of delivery style, quality of teaching staff, ability to fast track program to gain qualification, acceptability/accreditation of qualification locally/internationally)

What forms of marketing will you be using (eg: direct to students on campus, alumni, advertising, trade exhibitions, in country seminars, development of industry links, publicity of articulation arrangements from Polytechnics and/or other education providers)?

Who is responsible for marketing the program and the costs associated with marketing?

3. PROGRAM DEVELOPMENT

3.1 Development of the Curriculum and Teaching Materials

Provide advice as to how the program curriculum and teaching material are being developed. This part of the plan should include specific detail as to staff responsibility - names, positions, cost (from both institutions if appropriate) - and dates by which components of program development are to be achieved. Advice must include costing for Griffith University staff writing material in English, cost of conversion of information to Web presentation or alternative media if relevant and cost of translation of all program material into language of target market if relevant. Include cost of replacement staffing if existing staff are to be relieved of teaching load in order to undertake program material development. Include cost of staff member to co-ordinate program material development.

3.2 Host Country Government and Accrediting body Permissions

Is permission required from host country education department to allow the offering of degree program material in conjunction with the partner organization? Does the host country require an equivalent program be offered onshore in Australia? Is there a professional body in country that will be required to accredit the award enabling graduates to practice?

3.3 Production of Program Material

Outline whether the University or the partner is responsible for developing, producing and maintaining course material with associated costs. Include details of where, by whom, by what method and at what cost all materials required to teach and study the program will be produced. If the partner institution is to provide funding for any part of this operation, detail should be provided. Consideration should be given to the cost/quality benefit of materials production in the overseas country relative to the cost/quality of production in Australia (consider freight costs including administration of same by Griffith University staff if production will occur in Australia).

4. QUALITY ASSURANCE STANDARDS

(THE INFORMATION HERE SHOULD COMPLEMENT THAT PROVIDED IN PART 2 OF THE PROGRAM PROPOSAL)

The University is responsible for the academic standards and quality of learning opportunities in transnational programs, including compliance with the Australian Qualifications Framework and the Tertiary Education Quality and Standards Agency Act. Transnational programs are subject to rigorous quality assurance standards in order to ensure that academic and learning achievements standards are equivalent and comparable to the University's onshore activities.

Transnational programs are to be managed in accordance with the University's *Program Approval and Review Processes*. In this section provide information that the following standards and criteria are met, with details of how the criteria are met, where applicable.

- 4.1 **Admission criteria are appropriate** *Marketing and student recruitment:* (All marketing materials must be approved by Griffith International)
- Please advise whether the University has approved all marketing materials for this transnational program.
- 4.2 *Admission standards:* (Admission requirements must be equivalent to those for relevant onshore programs).
- Admission decisions must be made by or be subject to review by Griffith staff.
- Please advise how admission decisions will be made for entry into this transnational program.
- **Program design is appropriate and consistent with the Australian Qualifications Framework (AQF)**
- 4.3 *Program structure and content:* (The program structure and content is to be equivalent to the program offered onshore).
- Where the program is not offered onshore, the admission requirements, structure and content must be appropriate to the AQF level of the award and the desired graduate outcomes, as assessed by the University's normal program approval processes.
- Please advise whether the program has an onshore equivalent or not and if not that the program is appropriate to the AQF level of the award.
- **Program resourcing and Information is adequate**
- 4.4 *Course Profiles:* (Transnational courses must have Course Profiles that indicate their equivalence to onshore courses).
- All transnational courses must have course profiles approved by the relevant School Committee and Dean (Learning and Teaching) that indicate equivalence to the onshore offering of the course where applicable, and are provided to all transnational students.
- Please advise that the course profiles for this transnational program are approved and indicate their equivalence to courses offered in the onshore program.
- 4.5 *Program Director:* (The transnational program must have a Griffith staff member as Program Director, appointed by the Group Board and accountable for the good conduct of the program).
- Please provide the name of the Griffith staff member who is the Program Director for this transnational program.
- 4.6 *Course Convenors:* (All transnational courses must have Griffith approved staff members as Course Convenors, appointed by the Head of School and accountable for the offering of the course).
- Please provide in an attachment the names of the Griffith approved staff members who are Course convenors for the courses involved in this transnational program. Indicate the workload allocation that has been made for their involvement in convening courses in this transnational program.

- 4.7 *Student Support:* (Transnational students must be provided with information about University student policies, and with access to academic and pastoral support).

Please advise the process for providing students with information about the University's policies, their avenues for grievance, and their access to academic and pastoral support services

Teaching and learning are of high quality

- 4.7 *Teaching staff:* (All teaching staff must have appropriate qualifications and are to be provided with induction, supervision and support for teaching offshore).

- Staff are required to have completed the level of qualification that they are teaching or to have experience and expertise that can be demonstrated to be equivalent to such a level of qualification. Staff conducting the teaching will be either Griffith staff appointed to teach in onshore programs or Griffith staff recruited and appointed specifically to teach the transnational program or staff of the partner institution who have been approved by the University to teach the transnational program.. In the latter two cases please advise the process put in place by the School to ensure that the qualifications and experience of the staff are appropriate for their duties.
- In all cases, the relevant School must ensure that Griffith appointed teaching staff are provided with induction, supervision and support for teaching offshore. Please advise the arrangements that will be in place.

- **Assessment is effective and student learning outcomes are achieved**

- 4.8 *Assessment tasks:* (The Course Convenor is responsible for ensuring that assessment tasks are carried out under appropriate security as specified in the Assessment Submission and Return policy and that assessment standards are equivalent to those in equivalent onshore courses.)

- Assessment items, their weightings and due dates are specified by the Course Convenor and approved in the Course Profile. The School Assessment Board is responsible for ensuring equivalence in assessment conducted in transnational courses and onshore courses by moderating assessment items, monitoring marks for assessment items, ensuring the appropriate aggregation of marks into grades and approving grades for each course. Please advise the processes in place to ensure equivalence between assessment standards in this transnational program and where appropriate its onshore counterpart or if there is no equivalent onshore program with the assessment standards for that level of award.

- **Program Monitoring.**

- 4.9 **Program and Course review:** (The normal University policies and processes on program and course review and student experience of teaching will apply to transnational programs.)

- Please specify the review timeframes for this transnational program.

5. PROGRAM DELIVERY

5.1 Staffing and Teaching

Provide details of method and timing of delivery of program content including:

- commencement and teaching period dates for the next three years
- method of delivery
- language of instruction the University's language of instruction is English. In certain circumstances the University has approved programs to be taught solely in a language other than English or courses within a program have been conducted in a language other than English or tutorial support has been provided in another language. In such cases Griffith staff who are expert in the discipline and fluent in both English and the language of instruction are responsible for verifying the accurate translation of teaching and learning materials into the delivery language prior to and during teaching. Specify if any course component is to be delivered in a language other than English.

- staffing requirements - local and in host country - include required qualifications and specific experience and names of staff if known and how quality assurance of staffing will be maintained? What is the capacity to provide backup staff if key academic staff are unavailable?
- tutorial and other academic support staff
- administrative staff in Australia and transnational

5.2 Administration of International Students

After consultation with Griffith International please provide the following details:

- who will be assessing eligibility for admission and processing the applications?
- English language standards that apply for the admission to the program on-campus normally apply to students undertaking the transnational program. What are the English proficiency levels required by students for admission to this program?
- what are the graduation arrangements including payment details and location. Ensure that contract states that no graduations will take place unless full fees have been received if students pay on program by program basis.
- are students to enrol using the online enrolment system or will some other enrolment process be used? All students must be enrolled as Griffith University students on the student system if it is a twinning program.

5.3 Student Support Services

- Outline how the provision of student support services will be provided (e.g. counselling services; learning and research skills; support services for commencing students; careers services)?
- Provide details of the Library and information support services to be provided at the partner institution.

5.4 Third Parties

- Where third parties, such as agents or partner institutions are involved in the education, there must be explicit written agreements covering their roles, expectations and obligations.
- Please advise of any in-country or third party arrangements that have been made with the transnational provider to assure the standard of the learning opportunities and the teaching delivery to students undertaking the transnational program.

6. PROGRAM MANAGEMENT

Who will be responsible for managing the program and accountable for meeting the University's obligations? What arrangements will be in place to manage the program? Is there an exit strategy for this program in the case of a decline in market demand?

Note that the relationship with the partner is to be managed based on business, legal and regulatory planning with a clear understanding of the investment required and physical facilities, equipment, libraries, financial and human resource requirements needed.

7. STAFF EMPLOYMENT CONTRACTS

- By which institution will staff working overseas be hired? (certain staff may be hired by Griffith University while others may be hired by the partner institution)
- Under what terms are staff hired in the overseas country to be employed?
- Which institution is responsible for payment of salary/wages and for which staff?
- What are the tax implications for those staff?

- What are the tax implications for Griffith University staff working overseas?
 - What is the tax liability for Griffith University in the overseas country in relation to employees and in relation to local income and other taxation legislation?
-

8. INSURANCE LIABILITY

Indicate whether the advice of the Manager, Insurance and Risk Management, has been obtained on:

- Insurance liability in relation to University staff working overseas
 - Insurance liability in relation to overseas staff employed through the project
 - Insurance liability for students overseas. (This will include circumstances where students are enrolled as Griffith University students or as students of a partner institution and extend to include specifics such as any field trips or graduations which may occur).
-

9. PROFILE OF PARTNER INSTITUTION

9.1 Partner Relationship

If the transnational program involves a partner institution (in Australia or overseas), what kind of relationship is intended between the University and the partner institution?

9.2 Partner Details

Provide advice on any proposed partner institution in relation to the following:

- Standing in accordance with NOOSR guidelines (available from Griffith International)
- Teaching and research profile
- Staff profile
- Student profile
- Strengths of relevant Faculty/School/Department involved in the program
- Primary income sources
- Institutional facilities for staff and students including the relationship between these and the requirements for delivery of the proposed program
- Links with other tertiary education or government institutions in the home country and/or internationally

9.3 Value of the Partnership to the University

Provide summary of strategic academic (teaching and research) and/or financial benefits of development/continuation of relationship between Griffith University and the proposed partner institution.

9.4 Partner's Facilities and Resources

Having visited the transnational physical site, confirm that it is appropriate to the purpose and sufficiently equipped for the program? Provide details of the resources and facilities of the partner institution.

10. RISKS TO SUCCESS OF PROJECT

Identify possible risks to the success of the program such as:

- education policies and/or political stability of overseas country
 - currency fluctuations
-

- competitor activity
- market demand
- personnel changes
- low enrolments
- the reputation and standing of transnational partner(s) to engage in the provision of educational services.

11. FINANCIAL ARRANGEMENTS

All figures in this section are to be expressed in Australian dollars (contracts and agreements are also to be written in Australian dollars).

11.1 Tuition Fees

Please consult with the Group Resource Manager and Griffith International to provide the following details:

- What is the proposed annual fee for the program? How was this fee calculated? What do local/overseas providers charge for the same sort of program? Are students to be charged per course/program or per trimester or per year?
- Program fees - will this be paid in foreign currency or \$AUD. If paid in foreign currency to Griffith University, do we have a foreign currency bank account established?
- How will students pay their fees - If paid direct to offshore entity, are there any taxation implications? (Griffith University will have to pay foreign income tax if we receive foreign income from an offshore entity. A check on other taxation implications needs to be undertaken). Is an invoice required? If so, who is responsible for organizing invoice and how often? Do we receive gross fees and then pay commission upon receipt of tax invoice?
- If receiving net fees, what are the controls in place to ensure disclosure of gross fees is made to Griffith University to ensure accuracy of income? Seek legal advice from FIN tax adviser for offshore as to the taxation implications for Griffith University if this difficult approach is taken.
- If fees are not collected by Griffith University then advice on currency, taxation, exchange rates, banking, and funds transfers from offshore partner must be explored with FIN.
- Assess potential for a reasonable profit to the Group, including approximation of establishment and operational costs and minimum enrolment numbers (EFTSU) in determining pricing structure. Is a short term deficit plan needed?
- Assess the financial risk to the Group, including minimal upfront investment with partner responsible for promotion and set up and ensuring payment schedules are understood by the University, Group and partner.
- Is there a third party between the payment of fees by students to the partner institution and Griffith University? If so, what is their commission? Will this be paid by partner institution or from fees receipted to Griffith University?

11.2 Financial Review and Audit

In managing the quality assurance of the program the academic element needs to ensure that appropriate financial review and audit is possible for any transnational activity, particularly where fees are collected/paid by the transnational partner. Please provide details of how the financial review will be managed.

11.3 Cost of Program Delivery

Provide detailed costing of:

- academic coordinator
- teaching and tutorial staff in Australia if applicable

- teaching and tutorial staff offshore
- funding of substitute teaching staff onshore for periods when onshore Griffith teaching staff are required to teach offshore
- direct administrative staffing cost (secretarial)
- non-salary costs (travel, accommodation, freight, communications, consumables)
- Information Services start up costs e.g. Flexible Learning and Access Services costs, library services and IT services or whether a fee is to be negotiated for the partner institution to supply library services

11.4 Cost of Administration of Program

Costing for the transnational component must include provision for central services costs which include:

- Learning Futures
- INS, Library and Learning Services
- IT services
- Student Administration
- Student support services
- Office of Finance (FIN)
- Office of Human Resource Management
- Griffith International
- University Overheads (Rates, taxes, memberships etc.)

11.5 Statement of Income and expenditure

A statement will be generated by FIN in the context of the overall business plan in collaboration with the Head of School/Dean, academic staff, Group Pro Vice Chancellor and relevant administrative elements.

12. IMPLEMENTATION SCHEDULE

Provide a timeline of key milestones relevant to the successful implementation of the project. The following is a list (not exhaustive) for consideration:

- Letter of Intent or MOU to undertake project with transnational partner
- execution of Agreement between Griffith University and partner*
- hiring of transnational teaching staff
- hiring of transnational administrative staff
- establishment of administrative arrangements for student administration at Griffith University
- completion of program development
- completion of development of online/multimedia support material
- completion of translation of program material
- production of program support material
- distribution of program material
- marketing activities
- commencement of delivery
- receipt of first tuition fees/royalties

- Note that the program cannot be offered, nor students admitted or the program advertised until a legal agreement has been drawn up by Griffith International and has been signed by both parties. Griffith International is to prepare the legal agreement except in those instances where the Vice President (Global) recommends that the agreement be drawn up by Legal Services.