

Triagon Academy

Internationalisation Policy

Version 1.0

This Policy establishes Triagon Academy's institutional framework for the internationalisation of its academic activities. It governs the selection and assessment of international markets, international student recruitment and support, the communication of recognition and accreditation information, international partnerships and partner-delivered provision, international research collaboration, and the development of academic capacity for an international academic environment.

It supports internationalisation that is controlled, quality-driven, transparent, and aligned with Triagon Academy's academic standards, institutional strategy, and responsibilities towards its students and partners.

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Statement on the Use of Artificial Intelligence

Transparency Statement

Artificial intelligence tools were used in the preparation of this Policy solely to support formatting, editorial refinement, language review, structural consistency, and proofreading. All outputs were subject to human review and oversight.

Artificial intelligence tools were not used as a substitute for the judgement, authority, or decision-making responsibility of Triagon Academy or its competent organs. The final content, approval, interpretation, implementation, and responsibility for this Policy rest exclusively with the responsible authority of Triagon Academy.

Preamble

Triagon Academy is a Maltese higher education institution whose academic mission is to open new pathways to qualification for students with professional experience. Its synchronous Online Face-to-Face model decouples participation in higher education from proximity to a campus, and its practice of recognising prior professional learning removes the structural barrier that excludes many capable adults from academic study.

Together, these characteristics make Triagon Academy an institution that is international by design rather than by later addition. Internationalisation is accordingly not a supplementary activity but a condition of the institution's continued academic and economic viability. It is pursued in two dimensions: the recruitment, admission, and support of an international student body, and the development of international research collaboration through the research clusters and the institution's academic networks.

This Policy is adopted in accordance with the Constitution of Triagon Academy and is aligned with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015), in particular the requirement that institutions publish information about their provision that is clear, accurate, objective, up to date, and readily accessible, and the requirement that institutions retain responsibility for the quality of provision delivered on their behalf by others. It is further aligned with the standards of the Malta Further and Higher Education Authority (MFHEA) and with the Lisbon Recognition Convention.

Internationalisation at Triagon Academy is deliberately controlled and quality-driven. Growth in new markets is pursued only where academic standards, student outcomes, and the integrity of the award can be assured to the same level as in established markets. Where this cannot be assured, the Academy does not proceed.

§ 1 Citation, Purpose, Scope and Related Instruments

(1) Citation

This Policy shall be cited as the *Internationalisation Policy*.

(2) Subject matter

This Policy governs the internationalisation of the academic activities of Triagon Academy. It applies to the assessment and selection of target markets; the recruitment, admission, and support of international students; the communication of recognition and accreditation status; the establishment, operation, monitoring, and termination of international partnerships, including partner-delivered provision; the international dimension of research and publication; and the development of academic staff for an international academic environment.

(3) Persons and entities bound

This Policy binds all academic and administrative staff of Triagon Academy, all persons carrying out academic functions on its behalf, all partner organisations delivering or supporting Triagon Academy provision, and all service providers acting for Triagon Academy in marketing, recruitment, counselling, or student administration.

(4) Related instruments

This Policy shall be read and applied in conjunction with the Constitution of Triagon Academy, the institutional strategy and marketing strategy in force, the quality assurance framework, the admission and recognition of prior learning provisions, the assessment regulations, the regulation on the appointment and promotion of academic staff, the policy on the use of artificial intelligence, and any implementing guidelines or annexes adopted in accordance with this Policy.

(5) Purpose

The purpose of this Policy is to ensure that international activity strengthens rather than dilutes academic quality; that the student experience and the standard of the award are equivalent irrespective of the student's place of residence or the delivery arrangement under which the student studies; and that international expansion proceeds at a pace consistent with the institution's academic, administrative, and quality assurance capacity.

(6) Matters outside scope

This Policy does not govern the commercial terms of partnership agreements, the allocation of marketing budgets, or the employment arrangements of staff, which fall to the Office of the President under the applicable institutional and legal framework.

§ 2 General Principles

(1) Academic quality

Academic quality takes precedence over the rate of international growth. Where the two conflict, the Academy shall defer expansion.

(2) Equivalent standards

The academic standard of a Triagon Academy award shall be identical irrespective of the student's country of residence, the language of instruction, or whether the provision is delivered directly by Triagon Academy or through a partner.

(3) Academic authority

Academic authority shall not be delegated. Admission decisions, curriculum content, learning outcomes, assessment standards, examination decisions, and the conferment of awards remain the exclusive responsibility of Triagon Academy and of the bodies established under its Constitution, regardless of any partnership or service arrangement.

(4) Public information

Public information concerning accreditation, recognition, admission routes, duration, fees, and outcomes shall be accurate, current, and complete. Where the recognition of a Triagon Academy qualification in a particular jurisdiction is uncertain, restricted, or subject to individual assessment, that position shall be stated plainly and shall not be omitted, minimised, or expressed in terms that a reasonable applicant could misunderstand.

(5) Delivery arrangements

Internationalisation shall be pursued in a manner sensitive to the regulatory acceptance of the Online Face-to-Face model in each market. Direct recruitment shall be used where that model is recognised; partner delivery shall be used where physical or blended delivery is expected or required.

(6) Partnership rationale

International partnerships shall be entered into for identified academic or strategic reasons, shall be based on documented due diligence, and shall be subject to continuing monitoring. The number of agreements is not itself a measure of success.

(7) Research collaboration

International research collaboration shall be assessed by joint scholarly output — co-authored publications, working papers, joint projects, and cross-border research formats — rather than by the existence of formal agreements alone.

(8) Capacity and proportionality

International activity shall be proportionate to available academic, administrative, and quality assurance resources, and shall take account of the capacity of the service partners on which Triagon Academy relies.

(9) Lawful conduct

All international activity shall be conducted without discrimination, with respect for academic freedom and research integrity, and in compliance with the applicable law of Malta, of the European Union, and of each jurisdiction in which the Academy or its partners operate.

(10) Departures from normal requirements

Where this Policy provides that an action shall normally be taken, a departure may be made only where justified by the circumstances of the case, consistent with the purpose of this Policy, and recorded in the relevant decision record.

§ 3 Definitions and Interpretation

(1) Defined terms

In this Policy, the following terms have the meanings set out below.

(2) Office of the President

“Office of the President” means the executive and administrative authority of Triagon Academy responsible for implementing decisions made under this Policy, managing contractual and operational arrangements, coordinating service providers, and maintaining institutional relationships with competent authorities.

(3) Internationalisation Committee

“Internationalisation Committee” or “the Committee” means the body appointed by the Senate under Section § 5, exercising the delegated functions and responsibilities specified in this Policy.

(4) Online Face-to-Face

“Online Face-to-Face” means Triagon Academy’s synchronous online teaching and learning model, in which students and academic staff participate in scheduled real-time teaching, supervision, and academic interaction through approved digital platforms.

(5) Home Delivery and Partner Delivery

“Home Delivery” means provision delivered directly by Triagon Academy through its approved academic, administrative, and digital arrangements. “Partner Delivery” means provision in which an external organisation provides an approved face-to-face, blended, teaching, support, or operational component on behalf of Triagon Academy, while Triagon Academy retains responsibility for academic standards and awards.

(6) Franchise Partnership

“Franchise Partnership” means a partner delivery arrangement under which a partner delivers all or a material part of a Triagon Academy programme under a written agreement, subject to Triagon Academy’s continuing academic control, quality assurance, and authority over admissions, assessment, and the award.

(7) Academic Link Manager

“Academic Link Manager” means the academic staff member appointed by the Executive Dean to maintain academic oversight of an individual partner delivery arrangement and to perform the functions specified in Section § 11.

(8) Target Market

“Target Market” means a country, jurisdiction, region, or defined student market formally approved by the Senate for active recruitment, partnership development, or partner delivery under Section § 6.

(9) International Student

“International Student” means a student whose country of residence, nationality, prior education, recruitment channel, or delivery arrangement gives the student’s enrolment an international dimension for the purposes of this Policy and the Academy’s approved reporting arrangements.

(10) International Research Output

“International Research Output” means a qualified scholarly output arising from substantive cross-border research collaboration, including co-authored publications, working papers, research projects, consortium activity, or comparable outputs involving researchers, institutions, or organisations based in more than one country.

(11) Recognition of Prior Learning

“Recognition of Prior Learning” means the assessment and formal recognition, in accordance with the Academy’s approved provisions, of prior certified learning and/or relevant experiential or professional learning for the purposes of admission, credit, exemption, or advanced standing.

(12) Interpretation

Where a term is not defined in this Policy, it shall be interpreted in accordance with the Constitution of Triagon Academy, applicable law, recognised European higher education practice, and the ESG 2015.

§ 4 Strategic Framework and Objectives

(1) Internationalisation dimensions

Internationalisation at Triagon Academy has two dimensions: the recruitment, diversification, and support of an international student body, and the development of international research collaboration and visibility.

(2) Internationalisation Plan

The Senate shall approve an Internationalisation Plan at least annually. The Plan shall identify priority markets, strategic objectives, modes of entry, relevant programmes, indicative targets, principal risks, and implementation conditions for the relevant planning period. The Plan may differentiate markets or regions according to maturity, regulatory acceptance of the Online Face-to-Face model, strategic objective, and risk profile.

(3) Modes of market entry

Two modes of market entry are recognised. Direct recruitment for Home Delivery shall be used in markets where supervised synchronous online study is recognised for the purposes material to the student. Partner Delivery shall be used in markets where a face-to-face or blended component is expected by the market or required by regulation.

(4) Objectives

The objectives of internationalisation under this Policy are:

- To increase the proportion of students resident outside Malta and the German-speaking region, in accordance with the indicators in Annex 1;
- To establish and maintain a controlled number of audited Partner Delivery arrangements, each subject to full quality assurance;
- To increase the proportion of International Research Output arising from the research clusters;
- To secure participation in international research networks, consortia, and funding programmes, including Erasmus and comparable European instruments;
- To develop the capacity of academic staff to supervise, teach, and publish in an international research environment; and
- To ensure that international students receive support, information, and academic guidance equivalent to that provided to students in established markets.

(5) Sequencing of expansion

Expansion shall be sequenced. A market shall normally be consolidated, and the first partnerships in a region evaluated, before further partnerships in that region are approved. The Internationalisation Committee shall record the reasons for any departure from this sequence.

(6) Annual review

The objectives set out in this Section shall be reviewed annually against the indicators in Annex 1 and against the institutional strategy in force.

§ 5 Governance and Responsibilities

(1) Senate

The Senate is the academic authority for internationalisation. It approves this Policy, approves the designation of Target Markets, approves Partner Delivery arrangements on the recommendation of the Internationalisation Committee, and receives the annual internationalisation report under Section § 20.

(2) Internationalisation Committee

The Internationalisation Committee (the Committee) shall be appointed by the Senate to act on its behalf in matters concerning the academic assessment of market assessments, partnership proposals, and the continuing academic oversight of Partner Delivery.

(3) Delegated authority

Subject to Clause ??, the Committee shall have delegated authority from the Senate to assess and make final decisions on academic cooperation partnerships, research partnerships, recruitment and educational partnerships, and the approval of partner teaching staff.

(4) Senate approval

In relation to a Franchise Partnership or any other Partner Delivery arrangement, the designation of a new Target Market, or an agreement that the Committee determines to be materially high-risk or strategically significant, the Committee shall assess the proposal and make a reasoned recommendation to the Senate. The arrangement, designation, or agreement shall take effect only following the final approval of the Senate.

In determining whether an agreement is materially high-risk or strategically significant, the Committee shall have regard to regulatory, financial, reputational, academic-quality, student-protection, data-protection, and strategic considerations.

(5) Committee membership

The Committee shall normally include:

- The Executive Dean, or another senior academic member designated by the Senate, as Chair;
- The Quality Assurance Officer;
- A School Director or other representative of the relevant academic unit;
- A representative of Administration with responsibility for admissions and student records; and
- At least one senior academic member with professorial standing or equivalent academic experience.

(6) Additional members

Where a research partnership, consortium, or funding application is under consideration, the Committee may additionally include the relevant Research Cluster Coordinator and the Research Support Officer.

(7) Quorum

A quorum shall consist of a simple majority of the Committee's current members, including the Chair or a designated deputy and at least one member with professorial standing or equivalent academic experience. A member who is recused in accordance with Section [§ 13](#) shall not be counted when determining quorum for the relevant case.

(8) Decision-making

The Committee shall seek to reach its decision or recommendation by consensus. Where consensus cannot be reached, a decision or recommendation shall be adopted by a simple majority of the members present and voting. In the event of a tie, the Chair shall have a casting vote. Abstentions shall be recorded but shall not count as votes cast.

(9) Meetings

The Committee may conduct its business in person or by secure electronic means, provided that confidentiality, participation, quorum, and proper documentation are maintained. It shall normally meet at least four times per academic year.

(10) Office of the President

The Office of the President is responsible for the executive and administrative implementation of decisions taken under this Policy, including contractual arrangements, resourcing, the coordination of external service providers, and the institutional relationship with the MFHEA and other competent authorities.

(11) Executive Dean

The Executive Dean is responsible for the academic coherence of international provision, for the designation of Academic Link Managers, for the academic aspects of partner staff approval, and for the integration of international activity into programme development and review.

(12) Quality assurance

The Quality Assurance Officer and the quality assurance body established under the institutional framework are responsible for the internal quality assurance of international provision, for the disaggregated analysis of evaluation and progression data, and for audit readiness in respect of international activity.

(13) Research support

Research Cluster Coordinators and the Research Support Officer are responsible for the operational development of international research collaboration under Section § 14, including the maintenance of cluster profiles, the monitoring of relevant calls, and the coordination of initial contact with potential partners.

(14) Service providers

Triagon Academy relies on specialist service providers within its network, in particular for market analysis, the identification and initial approach of potential partners, marketing, lead management, and the counselling of prospective students. Such providers act on instruction and under the standards set out in this Policy.

They exercise no academic authority, take no admission decisions, and make no representation concerning recognition, accreditation, or academic outcomes that has not been approved under Section § 8. The allocation of tasks between Triagon Academy and each provider shall be documented and reviewed at least annually.

§ 6 Target Markets and Market Assessment

(1) Market assessment requirement

Active recruitment, partnership development, or Partner Delivery in a market shall be initiated only on the basis of a market assessment approved in accordance with this Section.

(2) Required assessment content

A market assessment shall be prepared for each proposed Target Market and shall normally address:

- The regulatory framework for higher education and for foreign providers, including any requirement for local registration, licensing, or physical presence;

- The regulatory and practical acceptance of supervised synchronous online delivery, and any requirement for face-to-face or blended components;
- The recognition position for Maltese and MFHEA-accredited qualifications, including the applicable international instruments and the practice of the competent recognition body;
- Demand, the profile of the target group, and the fit with the accredited programme portfolio;
- The language of instruction and the language competence of the prospective student population;
- The competitive landscape and price expectations;
- The operational feasibility of admission, delivery, assessment, and student support, including time zones and digital infrastructure; and
- Legal, reputational, financial, and data-protection risk.

(3) Legal and compliance clearance

Before a market assessment is submitted to the Committee, the Office of the President shall obtain documented sign-off from the person or function responsible for legal and compliance matters. The sign-off shall address, as applicable, local licensing and registration requirements, consumer-protection law, sanctions and restrictive measures, data-transfer requirements, the lawful use of institutional designations, and the accuracy of recognition-related claims.

The assessment shall identify any unresolved issue, required condition, or external advice on which the proposed market entry depends.

(4) Market designation

A market assessment shall be reviewed by the Internationalisation Committee, which shall make a reasoned recommendation to the Senate. The Senate shall determine whether the market is designated as a Target Market, whether it remains exploratory, or whether it is not pursued.

(5) Terms of designation

The designation of a Target Market shall specify the mode of entry, the programmes approved for that market, and any conditions attached to the designation.

(6) Review and suspension

Designations shall be reviewed at least annually. Where the regulatory or recognition position in a designated market changes materially, the Committee shall reassess the designation without delay and may recommend its suspension.

(7) Programme activation

Selected accredited programmes may be activated specifically for international markets where the professional or regulatory context in those markets offers graduates opportunities that are restricted elsewhere. Such activation shall be based on documented analysis and shall not involve any change to approved learning outcomes or assessment standards.

§ 7 International Student Recruitment and Admission

(1) Equal admission standards

Admission requirements, admission procedures, and the standard applied in the recognition of prior learning shall be identical for all applicants, irrespective of country of residence, recruitment channel, or delivery arrangement.

(2) Admission through professional experience

Admission on the basis of professional qualifications or documented professional experience shall be granted only following verification, normally through a structured admissions interview or technical discussion conducted against standardised criteria.

(3) Authorised interviewers

Admissions interviews may be conducted by the relevant School Director or by qualified staff and appointed lecturers or tutors who have been trained and authorised for that purpose. A record of authorised interviewers shall be maintained. The standardisation and consistency of interview practice shall be monitored as part of internal quality assurance.

(4) Language competence

Applicants shall demonstrate competence in the language of instruction of the programme sufficient to participate in synchronous teaching, to be assessed, and, at the relevant level, to undertake independent academic work. The evidence accepted for this purpose shall be published in the admission provisions.

(5) Bridging and preparatory routes

Where the applicant's prior qualifications do not yet meet the admission requirements for the programme sought, the applicant shall be advised of available bridging or preparatory routes rather than admitted to a programme for which they are not qualified.

(6) Standards for recruitment agents

Persons and organisations recruiting or counselling prospective students on behalf of Triagon Academy shall be bound in writing to the standards of this Policy. They shall use only approved claim language under Section § 8, disclose their relationship with Triagon Academy to prospective students, and not represent that they can influence an admission decision.

(7) Prohibited guarantees

Persons and organisations recruiting or counselling prospective students shall not guarantee admission, recognition of a qualification, professional entitlement, employment outcomes, visa outcomes, or any other result that is outside Triagon Academy's authority or dependent on a decision by a third party.

(8) Independence of admission decisions

No admission decision shall be taken by, or on the recommendation of, a person whose remuneration depends on the outcome of that decision.

(9) Online admission and enrolment

Applicants in international markets shall have access to end-to-end online application, admission, and enrolment. Study contracts shall reflect the requirements of Maltese law, the MFHEA framework, and applicable data-protection law, and shall be available in the language of instruction.

(10) Pre-contractual information

Before an applicant accepts an offer or enters into a study contract, the Academy shall provide clear, accurate, and readily accessible pre-contractual information in the language of instruction, or another language reasonably understood by the applicant. This information shall include:

- The total fees and payment schedule;
- Applicable refund, cancellation, withdrawal, and deferral arrangements;
- The delivery mode and any location-specific requirement;
- The programme duration, credit volume, and assessment arrangements;
- Applicable recognition limitations;
- Available complaints and appeals routes;
- Student support arrangements; and
- Where relevant, arrangements intended to protect enrolled students if provision is suspended or terminated.

(11) Monitoring of student outcomes

Conversion, withdrawal, and progression data shall be monitored by market and by recruitment channel, and shall be reported to the Committee. A materially lower progression or completion rate in a market or channel shall trigger review of the admission and counselling practice applied to it.

§ 8 Recognition and Public Information

(1) Published institutional information

Triagon Academy shall publish accurate, current, and readily accessible information on its licensing and accreditation by the MFHEA, the Malta Qualifications Framework and European Qualifications Framework level of each programme, the credit volume and duration of each programme, admission routes including Recognition of Prior Learning, fees, and the support available to students.

(2) Information on qualification recognition

Triagon Academy shall publish plain-language information explaining how the recognition of qualifications operates, including the function of national recognition bodies, the distinction between institutional accreditation and the recognition of an individual qualification in a given country, and the effect of the Lisbon Recognition Convention.

(3) Country-specific recognition limitations

Where the recognition position for Triagon Academy qualifications in a particular jurisdiction is unfavourable, unresolved, or dependent on individual assessment, that position shall be communicated explicitly and in terms that enable a prospective student to make an informed decision. In particular, the absence of a positive classification in a national recognition database shall be stated where it is material to the applicant, together with an explanation of what the qualification does and does not confer in that jurisdiction.

(4) Clarity of recognition information

Communication concerning recognition shall be precise rather than simplified. Complexity shall not be omitted for reasons of marketing effectiveness, and prospective students shall be enabled to self-select on the basis of complete information.

(5) Claims governance

No claim concerning accreditation, recognition, professional entitlement, rankings, employment outcomes, or partnership status shall be published in any language or channel unless it has been cleared under the institutional claims governance process. That process shall require that:

- The asset is drafted using pre-approved claim language;
- Academic leadership confirms the accuracy of all programme and academic statements;
- The country-specific recognition wording is confirmed as legally accurate for each jurisdiction in which the asset is published; and
- The approved asset is logged for review in the next quality assurance cycle.

(6) Use of institutional designations

Institutional designations shall be used only where legally permissible in the jurisdiction of publication. Terms restricted under national law shall not be used in translation or by implication.

(7) Register of approved claims

A register of approved claim language, country-specific recognition statements, and cleared assets shall be maintained and reviewed at least annually, and following any material change in the recognition position in a market in which Triagon Academy is active.

(8) Partner communications

Where a partner publishes material referring to Triagon Academy, its programmes, or its awards, that material shall be subject to the same clearance process. The written agreement with the partner shall provide for prior approval and for the withdrawal of non-compliant material.

(9) Non-compliant claims

Deviations from approved claim language, and any correction subsequently required, shall be documented and reported to the Committee and to the quality assurance body.

§ 9 Language of Instruction and Communication

(1) Languages of instruction

Programmes are delivered in English or in German. The language of instruction of each programme shall be stated in all public information for every market in which the programme is offered.

(2) Language of assessment

Assessment shall be conducted in the language of instruction. Where a programme permits submission in a second language, the conditions shall be set out in the Assessment Regulations and applied consistently.

(3) Staff language competence

Academic staff and approved partner teaching staff shall demonstrate competence in the language of instruction sufficient for teaching, supervision, and assessment at the relevant level.

(4) Reference language and translations

Institutional information intended for international markets shall be developed in English as the reference version. Translations shall be verified for accuracy before publication, particularly in respect of recognition, admission, and fee information. The reference version shall prevail in the event of inconsistency.

(5) Language of student services

Student-facing services, including admission, student administration, examination administration, and academic guidance, shall be available in the language of instruction of the student's programme.

§ 10 International Partnerships

(1) Partnership categories

Triagon Academy recognises the following categories of international partnership:

- Academic cooperation and research partnerships with higher education institutions, research organisations, and networks, for joint research, co-authorship, methodological formats, joint teaching development, and funding applications;
- Recruitment and educational partnerships with organisations that refer or counsel prospective students, or that provide access to a defined professional or associational target group, without delivering academic provision;
- Partner Delivery and Franchise Partnerships, governed by Section [§ 11](#);
- Network membership, including membership of the European Open Education network, through which Triagon Academy coordinates elements of its provision and development with partner institutions while retaining full academic independence; and
- Publication, platform, and dissemination partnerships, supporting quality-assured publication routes, peer review, and international academic visibility.

(2) Partnership purpose

A partnership shall be initiated only where justified by a documented academic or strategic purpose consistent with this Policy and the institutional strategy, and shall be assessed in accordance with Section [§ 12](#).

(3) Legal and compliance clearance

No partnership shall be approved or concluded until the Office of the President has obtained documented legal and compliance clearance proportionate to the nature, territory, and risk of the proposed arrangement. The clearance shall address, as applicable:

- The partner's legal status and authority to act;
- Local licensing and registration requirements;
- Consumer-protection requirements;
- Sanctions, integrity, and beneficial-ownership screening;
- Data protection and international data transfers;
- The lawful use of institutional names and titles;
- Recognition claims; and
- Any condition or approval required from the MFHEA or another competent authority.

(4) Written partnership agreements

Every partnership shall be recorded in a written agreement approved in accordance with Section § 5. The agreement shall normally specify:

- The identity, legal status, and regulatory standing of each party;
- The purpose, scope, territory, and duration of the partnership, and the programmes or activities covered;
- The allocation of responsibilities, and the express reservation to Triagon Academy of admission, academic standards, assessment, examination, and the award;
- Quality assurance obligations, reporting, access, and audit rights;
- Obligations concerning public information, use of names and marks, and claims clearance;
- Data protection, confidentiality, intellectual property, and, where relevant, research integrity and open-access arrangements;
- Financial arrangements and the prohibition of outcome-dependent remuneration in respect of academic decisions;
- Provisions for review, suspension, termination, and for the protection of enrolled students on termination; and
- The governing law and the mechanism for resolving disputes.

(5) Partnership register

A register of all international partnerships shall be maintained by the Office of the President. It shall record the partnership category, status, approval date, review date, responsible Academic Link Manager or Research Cluster Coordinator, and the outcome of the most recent review.

(6) Annual partnership review

Every partnership shall be reviewed at least annually against its stated purpose and outcomes. A partnership that has produced no substantive activity over two consecutive review cycles shall normally be allowed to lapse, and the reasons shall be recorded.

(7) Public announcement

No partnership shall be publicly announced before it has been approved under Section § 5 and the associated public information has been cleared under Section § 8.

§ 11 Partner Delivery and Franchise Arrangements

(1) Purpose and exceptional character

Partner Delivery arrangements are used where market entry requires a face-to-face or blended component that Triagon Academy does not itself deliver in the territory concerned. They are the exception to direct delivery and are subject to the requirements of this Section in addition to Sections § 10 and § 12.

(2) Approval before commencement

No Partner Delivery arrangement shall commence before the partner has undergone a documented due diligence process and an academic audit, and before the Senate has approved the arrangement on the recommendation of the Committee.

(3) Initial partner audit

The initial audit shall address, at minimum, the partner's legal and regulatory standing, governance and financial soundness, teaching and support staff, physical and digital infrastructure, academic integrity and assessment security arrangements, student support capacity, data-protection compliance, and prior record in delivering higher education provision.

(4) Academic control and student status

In every Partner Delivery arrangement:

- Students shall be admitted by Triagon Academy in accordance with Section § 7 and shall be registered as Triagon Academy students;
- The curriculum, learning outcomes, assessment instruments, marking criteria, and examination decisions shall be those of Triagon Academy;
- All teaching staff engaged by the partner shall be approved in advance by Triagon Academy against the criteria applicable to the corresponding academic rank;

- Assessment shall be subject to sampling, moderation, and external scrutiny on the same basis as Home Delivery, and examination decisions shall be taken by the competent Triagon Academy body; and
- The award shall be conferred solely by Triagon Academy.

(5) Academic Link Manager

An Academic Link Manager shall be designated for each arrangement before delivery commences. The Academic Link Manager shall maintain the academic relationship with the partner, approve teaching assignments within the parameters set by the Executive Dean, observe delivery, review assessment practice, and report at least once per semester to the Committee and the Quality Assurance Officer.

(6) Evaluation and outcome monitoring

Partner-delivered provision shall be included in the institutional evaluation cycle. Module evaluations, student feedback, progression, completion, and assessment outcome data shall be collected using the same instruments as for Home Delivery and analysed separately, so that any divergence in the student experience or outcomes is identified.

(7) Annual arrangement review

A formal review of each arrangement shall be conducted annually and shall result in a written report to the Committee recommending continuation, continuation subject to conditions, suspension of new intakes, or termination.

(8) Suspension of new admissions

The Committee may recommend, and the Senate may direct, the immediate suspension of new admissions to a Partner Delivery arrangement where there is evidence of a material breach of the agreement, a risk to academic standards or academic integrity, a material change in the partner's regulatory or financial standing, or a failure to permit audit or access.

(9) Escalation of material risks

The Academic Link Manager, Quality Assurance Officer, and Office of the President shall report without delay to the Chair of the Committee any material academic-quality, assessment-integrity, student-welfare, regulatory, data-protection, financial, or reputational risk arising in a Partner Delivery arrangement.

The Chair may convene an urgent meeting of the Committee and may recommend interim protective measures, including suspension of recruitment or new admissions, pending a decision by the competent authority.

(10) Protection of enrolled students

Every agreement shall provide for the protection of enrolled students in the event of suspension or termination, including arrangements for the completion of their studies through alternative delivery. Students shall be informed promptly and in writing of any change materially affecting their programme.

(11) Standardised quality assurance

The processes for initial audit, staff approval, monitoring, and annual review shall be standardised, documented, and subject to internal quality assurance. The first arrangements in each region shall be evaluated in full before further arrangements in that region are recommended, and the findings shall be used to refine the standard process.

(12) Regulatory coordination

Triagon Academy shall coordinate with the MFHEA in respect of Partner Delivery arrangements to the extent required by the applicable regulatory framework, and shall not proceed with an arrangement where the regulatory position has not been clarified.

§ 12 Assessment of Market and Partnership Proposals

(1) Assessment scale

Market assessments under Section § 6 and partnership proposals under Sections § 10 and § 11 shall be assessed by the Committee using the following scale for each applicable criterion:

Score	Descriptor
5	Outstanding
4	Very strong
3	Meets standard
2	Partial evidence
1	Limited evidence
0	No evidence

(2) Interpretation of scores

A score of 3 shall indicate that the criterion is satisfied at the expected level for the category of proposal concerned. A score of 4 or 5 shall indicate performance clearly above the expected level. A score of 0 or 1 shall normally indicate that the criterion is not satisfied.

(3) Criteria weightings

The weighting of criteria shall be determined according to the category of proposal, as set out in Annex 2.

(4) Calculation of weighted scores

The weighted score for each criterion shall be calculated by multiplying the score awarded by the relevant criterion weighting and dividing the result by 5. The weighted total score shall be the sum of the resulting weighted criterion scores and shall be expressed on a scale from 0 to 100.

(5) Minimum thresholds and exclusions

The minimum weighted total score normally required for a positive decision or recommendation is set out in Annex 2. Regardless of the weighted total score, a proposal that receives a score below 2 in any applicable criterion shall not normally receive a positive decision or recommendation.

A departure may be made only where the Committee records specific and compelling reasons and confirms that the criterion was not essential to the particular proposal.

(6) Essential Partner Delivery criteria

Regulatory and legal standing in the target jurisdiction, and the capacity to assure academic standards, are essential criteria for any Partner Delivery proposal. A score below 3 in either criterion shall preclude a positive recommendation.

(7) Holistic assessment

In all cases, the Committee shall consider both the weighted numerical score and the qualitative overall profile of the proposal. A holistic assessment may prevail where a mechanical application of weights would produce a result inconsistent with the overall merits of the proposal, provided that the reasons are recorded in the decision record.

(8) Decision record

The Committee shall document its decision or recommendation in a written decision record. The record shall set out:

- The materials considered;
- The assessment against each applicable criterion;
- The weighted numerical score;
- The principal reasons for the decision or recommendation;
- Any adjusted weighting or holistic assessment;
- The outcome of any external or expert advice;
- Any declared conflicts of interest and recusals; and
- Any approval conditions, responsible persons, required actions, and completion deadlines.

Decision records shall be retained in accordance with the institution's document-retention, data-protection, and quality-assurance procedures.

§ 13 Conflicts of Interest and Recusal

(1) Duty of disclosure

Any member of the Committee, and any other person involved in the assessment of a market or partnership proposal or in the monitoring of a partner arrangement, who has an actual, potential, or perceived conflict of interest shall disclose it without delay to the Chair of the Committee. Where the Chair is conflicted, the disclosure shall be made to the Office of the President.

(2) Recusal and replacement

A conflicted person shall be recused from deliberation and decision-making in the relevant case and, where necessary, shall be replaced by a suitably qualified substitute member.

(3) Presumed conflicts

A conflict of interest shall be presumed to exist where the person concerned:

- (a) Holds an office, employment, or consultancy with the proposed partner or an affiliated entity;
- (b) Has a personal or family relationship with a principal of the proposed partner;
- (c) Has a personal or economic interest in the outcome, including remuneration contingent on the conclusion of the arrangement; or
- (d) Is otherwise unable to provide an independent assessment.

(4) Recording of conflicts

The Committee shall document all disclosures of conflict and any recusal or replacement measures taken in the minutes of the relevant meeting and in the decision record.

(5) Interests in partnership development

Persons acting for Triagon Academy in the identification, approach, or negotiation of partnerships shall declare any interest in a proposed partner before the proposal is submitted to the Committee.

§ 14 Internationalisation of Research

(1) Research clusters

The research clusters established under the institutional research framework are the principal vehicles for international research collaboration and serve as identifiable points of contact for external researchers, institutions, alumni, and industry partners.

(2) Cluster profiles

Each research cluster shall maintain a concise thematic and expertise profile. The profile shall be published, kept current, and suitable for use in partner search, consortium building, and funding applications.

(3) Forms and evaluation of collaboration

International research collaboration shall be developed through joint research workshops and methodological formats, co-authorship, cross-national case studies, joint working papers and publications, and participation in consortia. It shall be assessed by output rather than by the number of agreements concluded.

(4) Monitoring International Research Output

The proportion of International Research Output within qualified research output published in the reporting year shall be monitored in accordance with Annex 1. The absolute figure shall be reported alongside the proportion.

(5) International research platforms

Triagon Academy shall use suitable international research platforms to identify relevant calls, make its research priorities visible, and identify partners for collaborative projects. The Research Support Officer is responsible for the operational use of such platforms, including the maintenance of institutional and cluster profiles, the monitoring of calls, and the coordination of initial contact with Research Cluster Coordinators and researchers.

Scientific prioritisation and the substantive design of proposed projects remain with the research clusters and academic leadership.

(6) Strategic research priorities

Triagon Academy shall participate initially in projects to which it can make a recognisable contribution, in particular in part-time and digital higher education, the recognition of professional competences, artificial intelligence in teaching and research processes, leadership and the future of work, the quality of research supervision, and practice-oriented research.

The coordination of larger funded projects shall be undertaken only once the necessary experience, partnerships, and resources are in place.

(7) Erasmus collaboration

Triagon Academy shall make targeted use of its Erasmus access to develop long-term international higher education and research collaboration, beginning with smaller, organisationally feasible partnerships through which joint teaching and research formats, digital resources, supervision models, and durable networks are developed.

The Online Face-to-Face model shall be used as an operational strength in this context, enabling virtual workshops, shared methodological approaches, international case studies, and hybrid collaboration on a resource-efficient basis.

(8) Publication and dissemination

The institutional publication route shall support the development of doctoral and high-quality graduate work into citable international outputs, the publication of working papers, and the transition to external peer-reviewed publication. Editorial quality assurance, transparent peer review, and long-term discoverability are mandatory requirements of any publication or platform partnership.

(9) Research integrity and data protection

International research activity shall be conducted in accordance with the institution's research-integrity requirements and its provisions on the responsible use of artificial intelligence, and in compliance with applicable data-protection law where data are collected or processed across borders.

§ 15 Academic Staff and International Capacity

(1) International academic experience

The appointment and promotion of academic staff shall be governed by the regulation on the appointment and promotion of academic staff. International academic experience, international collaboration, and international scholarly standing shall be recognised in the assessment of candidates in accordance with that regulation.

(2) International recruitment

Triagon Academy shall recruit academic staff internationally where this serves a documented academic need, in particular to support delivery and supervision in Target Markets and to strengthen the international profile of the research clusters.

(3) Adjunct Professors

The category of Adjunct Professor may be used to secure the contribution of externally based academics and professionals of recognised standing in Target Markets, subject to the academic assessment and fixed-term conditions established in the regulation on the appointment and promotion of

academic staff. Such appointments confer no right or expectation of progression and shall not substitute for substantive appointments where a continuing academic need exists.

(4) Supervisor development

The continuing professional development programme for supervisors shall address the international dimension of research supervision, including the development of locally rooted professional or societal questions into internationally relevant research projects, the incorporation of international perspectives and data sources, the identification of suitable co-authors and publication routes, and the responsible use of artificial intelligence in the research process. Participation is compulsory for supervisors working in doctoral programmes.

(5) Training for international services

Staff engaged in teaching, counselling, admission, or student support for international markets shall receive training on the recognition framework, approved claim language under Section § 8, intercultural communication, and the specific requirements of the markets concerned.

(6) Partner teaching staff

Teaching staff engaged by partners shall be approved by Triagon Academy in advance against the criteria applicable to the corresponding academic rank. They shall be inducted into Triagon Academy's academic standards, assessment practice, and academic-integrity requirements, and shall have access to relevant staff development.

(7) International scholarly engagement

Academic staff shall be supported in participating in international conferences, networks, editorial and peer-review activity, and external examining, as part of the development of the institution's international scholarly standing.

§ 16 International Students and Student Support

(1) Equal access to support

International Students shall have access to academic guidance, individual coaching, mentoring, library and learning resources, examination administration, and student representation on the same basis as all other students.

(2) Time-zone considerations

Timetabling of synchronous teaching and of examinations shall take reasonable account of the time zones in which students are resident. The arrangements applicable to a programme shall be stated before admission.

(3) Digital student services

Students shall have access to digital enrolment and student-administration services, including certificates of enrolment, transcripts, and information on the progress of their studies, without the need for physical attendance in Malta.

(4) Engagement and retention support

Support and monitoring arrangements, including early identification of students at risk of disengagement, shall be applied to International Students and to students in Partner Delivery arrangements on the same basis as to other students. Student Services shall make proactive contact where relevant indicators so require.

(5) Monitoring student outcomes

Student feedback, evaluation results, progression, and completion shall be analysed by market and by delivery arrangement. A material divergence in satisfaction or outcomes shall be reported to the Committee and shall trigger an improvement action under the institutional quality-assurance framework.

(6) Student representation

Student representation in the Senate and in the institution's quality-assurance arrangements shall be organised so that students studying outside Malta and the German-speaking region, and students in Partner Delivery arrangements, are able to participate effectively.

(7) Complaints and appeals

Complaints, appeals, and academic-integrity procedures shall apply without modification to International Students and to students in Partner Delivery arrangements, and shall be administered by Triagon Academy.

§ 17 Ethics, Compliance and Risk

(1) Applicable law and institutional values

Triagon Academy shall comply with the law of Malta, the law of the European Union, and the applicable law of each jurisdiction in which it or its partners operate. Where compliance in a market would require Triagon Academy to act inconsistently with its academic values, its quality-assurance obligations, or the requirements of this Policy, the Academy shall not enter or shall withdraw from that market.

(2) Data protection and international transfers

Personal data of applicants, students, staff, and partner personnel shall be processed in accordance with applicable data-protection law. International transfers of personal data shall be subject to a documented lawful basis and appropriate safeguards, and shall be addressed expressly in every partnership agreement.

(3) Academic freedom and research integrity

Academic freedom, freedom of expression in research and teaching, and research integrity shall be preserved in all international arrangements. No partnership shall provide, expressly or in practice, for the restriction of academic content, the suppression of research findings, or the exclusion of persons on grounds prohibited by law.

(4) Sanctions and integrity due diligence

Due diligence on partners shall include screening against applicable sanctions and restrictive measures, and assessment of integrity, beneficial ownership, and reputational risk. No arrangement shall be concluded where such screening produces an unresolved adverse finding.

(5) Improper payments and advantages

Triagon Academy prohibits the offering or acceptance of improper payments or advantages in connection with recruitment, admission, partnership formation, or academic decisions. Every partnership agreement shall contain a corresponding undertaking.

(6) International risk register

A risk register for international activity shall be maintained by the Office of the President, reviewed at least annually by the Committee, and reported to the Senate. It shall address, at minimum, regulatory, recognition, partner performance, financial, data-protection, reputational, and academic-integrity risk, together with the mitigation in place for each.

(7) Concentration risk

Concentration risk arising from dependence on a single market, partner, or service provider shall be assessed as part of the annual review and shall be reported explicitly to the Senate.

§ 18 Quality Assurance of Internationalisation

(1) Integration into quality assurance

International activity forms part of the institutional quality-assurance system and is subject to the same evaluation cycles, review processes, and improvement planning as all other academic activity.

(2) Documented quality-assurance processes

The processes established under this Policy, in particular market assessment, partner due diligence and audit, partner staff approval, monitoring, and annual review, shall be documented as internal quality-assurance processes with defined responsibilities, evidence requirements, and record keeping.

(3) Equivalence of experience and outcomes

Evaluation and outcome data shall be collected using the same instruments for all students and analysed by market and delivery arrangement, so that equivalence of the student experience and academic outcomes can be demonstrated rather than assumed.

(4) Programme review and re-accreditation

Programme reviews and re-accreditation processes shall consider the international dimension of the programme, including its suitability for the markets in which it is offered and its performance in each delivery arrangement.

(5) Online and Partner Delivery requirements

The quality-assurance system shall reflect the requirements applicable to online provision and to provision delivered through partners, and shall be updated where those requirements change.

(6) Improvement actions

Findings from evaluations, audits, reviews, and complaints shall lead to documented improvement actions with named responsibilities and target dates. The implementation of each action shall be verified in the following cycle.

§ 19 Key Performance Indicators and Monitoring

(1) Internationalisation indicators

Progress in internationalisation shall be monitored against the indicators set out in Annex 1, which form part of the institutional performance-indicator framework.

(2) Strategic and operational indicators

The strategic indicators in Annex 1 are adopted with this Policy. Operational indicators shall be confirmed, and their baseline and target values established, through the implementation planning process. Additional operational indicators may be adopted by the Senate without amendment to this Policy.

(3) Research-output indicators

Where an indicator relates to a share of research output, the definition of qualified research output applied shall be stated and shall be consistent with the institution's research-reporting framework. The absolute figure shall be reported alongside the proportion.

(4) Annual review of indicators

Indicators shall be reviewed annually for continued relevance. A target shall not be revised retrospectively. Where a target is changed, the previous target, the revised target, and the reasons shall be recorded.

(5) Response to underperformance

Underperformance against an indicator shall be analysed for cause rather than treated as a reason to reduce the target, and shall result in a documented action where the cause is within the institution's control.

§ 20 Reporting and Review

(1) Annual internationalisation report

The Committee shall submit an annual internationalisation report to the Senate. The report shall normally address:

- Performance against the indicators in Annex 1, with commentary on variance;
- The status of each designated Target Market and of each exploratory market under assessment;
- The status, performance, and review outcome of each partnership, with Partner Delivery arrangements reported individually;
- Evaluation, progression, and completion data analysed by market and delivery arrangement;
- International research activity, including joint outputs, projects, consortium participation, and funding applications;
- The state of the risk register and any material change during the reporting period; and
- Improvement actions arising, with responsibilities and target dates.

(2) Senate consideration

The Senate shall consider the report and may direct changes to the designation of markets, to partnership arrangements, or to the indicators in Annex 1.

(3) External quality assurance

The report, or an appropriate summary of it, shall inform the institution's external quality-assurance and accreditation submissions.

(4) Material developments

Material developments affecting recognition, regulatory status, or partner performance shall be reported to the Senate without waiting for the annual cycle.

§ 21 Transitional Provisions

(1) Review of existing arrangements

Existing international partnerships and recruitment arrangements shall be reviewed against this Policy within twelve months of its effective date.

(2) Remedial plans

Where an existing arrangement does not yet satisfy a requirement of this Policy, the Office of the President shall prepare a remedial plan for consideration by the Committee. The plan shall specify the requirement concerned, the action to be taken, the responsible person, and the deadline for completion.

(3) Interim protective measures

Where a deficiency in an existing arrangement gives rise to a material risk to academic standards, academic integrity, student protection, regulatory compliance, data protection, or the Academy's reputation, the Committee may recommend immediate interim measures, including the suspension of new admissions, pending completion of the remedial plan or a decision to terminate the arrangement.

(4) New arrangements

New market-entry activity, partnership proposals, and Partner Delivery arrangements initiated after the effective date of this Policy shall comply with its requirements in full.

§ 22 Final Provisions

(1) Entry into force

This Policy shall enter into force on the date determined by the Senate.

(2) Implementing documents

The Senate may issue implementing guidelines, templates, and procedures consistent with this Policy. Such documents shall not amend the academic authority, approval requirements, or substantive standards established by this Policy.

(3) Policy review

The Internationalisation Committee shall review this Policy at least every three years, or earlier where required by a material change in applicable law, regulatory requirements, the institutional strategy, the academic-delivery model, or the Academy's international risk profile, and shall make a recommendation to the Senate.

(4) Authoritative language version

The authoritative version of this Policy is the English-language version approved by the Senate. Any translation is provided for information and communication purposes. Where an inconsistency arises, the English-language version shall prevail.



Annex 1 Internationalisation Indicators

(1) Purpose and application

The indicators in this Annex support the annual monitoring and review of the Academy's internationalisation activity under Sections § 19 and § 20. They shall be interpreted together with relevant qualitative evidence, risk information, and the overall academic context.

(2) Strategic indicators

Indicator	Definition	Reporting frequency	Responsible function
International student share	The proportion of enrolled students resident outside Malta and the German-speaking region, measured at the institutional census date for the reporting year.	Annual	Office of the President, with Student Administration
Target-market enrolment	The number and proportion of enrolled students in each designated Target Market, reported by programme, study level, recruitment channel, and delivery arrangement.	Annual	Office of the President, with Student Administration
Partner-delivery performance	The number, status, audit outcome, student enrolment, progression, completion, and evaluation results of each approved Partner Delivery arrangement.	Annual	Academic Link Manager and Quality Assurance Officer
International research output	The number and proportion of qualified research outputs in the reporting year that arise from substantive cross-border collaboration. The absolute number shall be reported alongside the proportion.	Annual	Research Cluster Coordinators and Research Support Officer
International research participation	Participation in international research networks, consortia, funding applications, workshops, joint projects, and comparable collaborative activity.	Annual	Research Cluster Coordinators and Research Support Officer

Indicator	Definition	Reporting frequency	Responsible function
International academic capacity	The number and proportion of academic staff with demonstrable international teaching, supervision, research, publication, or professional engagement, reported in accordance with the academic-staff framework.	Annual	Executive Dean

(3) Operational indicators

Indicator	Definition	Reporting frequency	Responsible function
Application-to-enrolment conversion	The proportion of completed applications from a designated Target Market or recruitment channel that result in confirmed enrolment, reported by programme and study level.	Annual	Office of the President, with Student Administration
Withdrawal rate	The proportion of enrolled students who withdraw from a programme before completion, reported by market, programme, study level, recruitment channel, and delivery arrangement.	Annual	Student Administration and Quality Assurance Officer
Progression rate	The proportion of students who progress from one defined stage of study to the next in accordance with the applicable programme structure, reported by market and delivery arrangement.	Annual	Student Administration and Quality Assurance Officer

Indicator	Definition	Reporting frequency	Responsible function
Completion rate	The proportion of students completing the relevant programme within the approved standard duration plus the permitted completion period, reported by market and delivery arrangement.	Annual	Student Administration and Quality Assurance Officer
Student evaluation outcome	Student feedback and evaluation results, including the overall satisfaction measure used in the institutional quality-assurance framework, reported by market and delivery arrangement.	Annual	Quality Assurance Officer
Claims-governance compliance	The number and nature of approved, revised, withdrawn, or corrected public-information assets; the number of non-compliant claims identified; and the timeliness of corrective action.	Annual	Office of the President and Quality Assurance Officer
Partner-review completion	The proportion of active partnerships and Partner Delivery arrangements that have completed their required annual review, audit, and follow-up actions within the stated review period.	Annual	Academic Link Managers and Quality Assurance Officer
International staff development	The proportion of relevant academic and professional staff completing required training in international recruitment, recognition, intercultural communication, partner oversight, academic integrity, and applicable data-protection requirements.	Annual	Executive Dean and Office of the President

(4) Targets and interpretation

For each indicator, the Senate shall approve a baseline, target, and reporting method through the annual Internationalisation Plan. Targets shall be proportionate to the Academy's size, resource capacity, regulatory position, and the maturity of the relevant market or partnership.

Performance shall be considered in context. A change in an indicator shall be assessed alongside student feedback, academic-outcome data, partner audit findings, market conditions, and risks to academic quality or student protection.



Annex 2 Weighting and Minimum Score Framework

(1) Purpose and application

Market assessments and partnership proposals shall be assessed under Section § 12 using the weighted scoring framework in this Annex. The framework supports consistent and transparent decision-making but does not replace the Committee's reasoned academic judgement.

(2) Market assessment criteria

Criterion	Weight	Minimum expectation
Regulatory and legal feasibility	20%	The regulatory framework permits the proposed activity, or any required conditions, registration, licensing, or approvals have been identified and can be met.
Recognition position	20%	The recognition position is sufficiently clear to support accurate public information and informed student decision-making.
Academic and programme fit	15%	The proposed market and target group are compatible with the approved programme portfolio, learning model, language of instruction, and academic standards.
Demand and strategic fit	15%	There is credible evidence of demand and a clear relationship to the institutional strategy.
Operational feasibility	15%	Admission, delivery, assessment, student support, digital access, time-zone management, and administrative arrangements are feasible at the required standard.
Risk and mitigation	15%	Legal, reputational, financial, data-protection, and delivery risks have been identified and are capable of effective mitigation.

(3) Partnership assessment criteria

Criterion	Weight	Minimum expectation
Academic and strategic purpose	15%	The partnership has a documented purpose consistent with this Policy and the institutional strategy.

Criterion	Weight	Minimum expectation
Legal and regulatory standing	20%	The partner has appropriate legal status, regulatory standing, and authority to undertake the proposed activity.
Academic-quality capacity	20%	The partner, where relevant, has sufficient academic, teaching, support, assessment, and quality-assurance capacity for the proposed arrangement.
Governance and financial soundness	10%	The partner demonstrates appropriate governance, financial stability, and organisational capacity.
Student protection and support	10%	The arrangement provides adequate student information, support, continuity, and complaints-handling arrangements.
Integrity, compliance, and risk	15%	Due diligence identifies no unresolved integrity, sanctions, compliance, data-protection, or reputational concern.
Operational feasibility and implementation	10%	The parties can implement, monitor, review, and, where necessary, terminate the arrangement in a controlled manner.

(4) Minimum scores and decisions

Proposal category	Minimum weighted score	Additional requirement
Target-market designation	70 out of 100	No applicable criterion scored below 2.
Academic cooperation or research partnership	65 out of 100	No applicable criterion scored below 2.
Recruitment or educational partnership	70 out of 100	No applicable criterion scored below 2; no unresolved concern regarding recruitment conduct, claims governance, or student protection.
Partner Delivery or Franchise Partnership	75 out of 100	Legal and regulatory standing, and academic-quality capacity, must each score at least 3. No applicable criterion may score below 2.

(5) Scoring record

The Committee shall use a documented scoring record for every proposal. The record shall identify each applicable criterion, the score awarded, the weight applied, the weighted result, relevant evidence, identified risks, mitigating actions, any approval conditions, and the final decision or recommendation.

(6) Review of the framework

The weighting framework shall be reviewed at least every three years as part of the review of this Policy, and earlier where experience, regulatory requirements, or changes in the Academy's strategic priorities demonstrate that revision is necessary.

