Academic Board Meeting

2.00 pm on Wednesday, 17 June 2020
via MS Teams

Agenda

No.	Time	Item	Pages	Presenter
9.		Academic planning and course development update	51 - 62	MGr

Date of next meeting
2.00 pm on Wednesday, 28 October 2020

Members:	Pat Bailey (Chair), Ian Albery, Asa Hilton Barber, Craig Barker, Gilberto Buzzi, Alessio Corso, Geoff Cox, Kate Ellis, Steve Faulkner, Gary Francis, Nadia Gaoua, Marc Griffith, Sajjad Hossain, Steve Hunter, Paul Ivey, Deborah Johnston, Janet Jones, Nelly Kibirige, Nicki Martin, Sarah Moore-Williams, Luke Murray, George Ofori, Jenny Owen, Carrie Rutherford, Warren Turner, Helen Young and Shushma Patel
In attendance	Dominique Phipp, John Cole and Sally Skillett-Moore
Apologies	Patrick Callaghan and Tony Roberts

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	Select the level of confidentiality from the list
Paper title:	Course Management
Board/Committee:	Academic Board
Date of meeting:	17 June 2020
Author(s):	Marc Griffith, Director of TQE
Sponsor(s):	Marc Griffith, Director of TQE
Purpose:	For Approval
Recommendation:	AcBd to approve the proposed changes to course development timeline and the TOR and composition of the Academic Planning Panel

Executive Summary

The following report outlines the proposals for the deadlines for course development to align with the requirements for marketing and recruitment; and meet our obligations under the Competition and Markets Authority (CMA) legislation and the Office for Students (OfS) ongoing conditions of registration.

It also proposes a change to the Terms of Reference for the Academic planning panel and its composition to better support the course approval process.

Course Management calendar

Principle

Proposals for new and revalidated courses need full academic approval prior to marketing and recruitment. This paper provides the deadline dates being implemented to ensure compliance and to support the ongoing quality of the student experience. Exceptions to the deadlines are anticipated and flexibility is possible where there is clear business rationale, for example mission critical / time sensitive development or Professional, Statutory and Regulatory Bodies (PSRB) requirements. Each exception will be handled independently with the final decision on progressing taken by the University Executive based on the business case and its fit with the University's and School's strategic portfolio development.

Marketing and recruit for a course can only proceed once full approval is received.

Approval and development stages for new courses

Validations / revalidations can be scheduled at any time of year however, due to requirements for marketing and recruitment, the Competition and Markets Authority (CMA) legislation and the Office for Students (OfS) ongoing conditions of registration key dates are provided to help manage the process. The following presents an indicative course approval and development cycle occurring over 38 weeks culminating in the sign off by the validation chair. These are indicative times scales:

(i)   Scoping, liaison with relevant stakeholders and development of academic and business case - **6 weeks**

(ii)   Completion and development approval of Course Proposal Form - **6 weeks** (dependent upon meeting schedules)

(iii)   Course design work in liaison with relevant internal and external stakeholders (including Developmental Engagement meetings with CRIT) - **12 weeks**

(iv)   Review of draft documentation and final submission - **4 weeks**

(v)   Panel consideration of documentation prior to validation event - **2 weeks**

(vi)   Response to validation panel conditions or recommendations - **6 weeks**

(vii) Approval of response by validation panel chair - **2 weeks**

NB: This process will need to conclude 20 months prior to the commencement of the course for a full cycle of undergraduate UCAS recruitment

The following tables show the indicative calendar for approvals / revalidations, closure / suspension and modifications of course and modules.

Indicative Calendar

September Start Calendar

Type of Activity➔ Commencing Delivery ⬇	New course approval or Revalidation of • UG UCAS provision	Approval and Revalidation of • UG Non-UCAS provision • PG provision	Closure / Suspension of courses	Approval of Material Change(s) by SASC	Implementation of Non-Material /Administrative Change(s)
September 2021	Academic planning approval: **31 Aug 2019**	Academic planning approval: **31 Jan 2020**	UG: **15 Jan 2020**	UG UCAS: **31 Dec 2019**	**30 June 2021**
	Completion of validation / approval activity: **15 Jan 2020**	Completion of validation / approval activity: **15 Aug 2020**	PGT: **15 June 2020**	UG Non-UCAS & PGT: **01 July 2020**	
September 2022	Academic planning approval: **31 Aug 2020**	Academic planning approval: **31 Jan 2021**	UG: **15 Jan 2021**	UG UCAS: **31 Dec 2020**	**30 June 2022**
	Completion of validation / approval activity: **15 Jan 2021**	Completion of validation / approval activity: **15 Aug 2021**	PGT: **15 June 2021**	UG Non-UCAS & PGT: **01 July 2021**	
September 2023	Academic planning approval: **31 Aug 2021**	Academic planning approval: **31 Jan 2022**	UG: **15 Jan 2022**	UG UCAS: **31 Dec 2021**	**30 June 2023**
	Completion of validation / approval activity: **15 Jan 2022**	Completion of validation / approval activity: **15 Aug 2022**	PGT: **15 June 2022**	UG Non-UCAS & PGT: **01 July 2022**	
September 2024	Academic planning approval: **31 Aug 2022**	Academic planning approval: **31 Jan 2023**	UG: **15 Jan 2023**	UG UCAS: **31 Dec 2022**	**30 June 2024**
	Completion of validation / approval activity: **15 Jan 2023**	Completion of validation / approval activity: **15 Aug 2023**	PGT: **15 June 2023**	UG Non-UCAS & PGT: **01 July 2023**	

January Start Calendar

Type of Activity➔ Commencing Delivery ⬇	Approval and Revalidation of • UG UCAS provision	Approval and Revalidation of • UG Non-UCAS provision • PG provision	Closure / Suspension of courses	Approval of Material Change(s) by SASC	Implementation of Non-Material /Administrative Change(s)
January 2022	Academic planning approval: **15 Jan 2020**	Academic planning approval: **31 Jun 2020**	UG: **31 Jul 2020**	UG UCAS: **30 Jun 2020**	**15 Nov 2021**
	Completion of validation / approval activity: **31 May 2020**	Completion of validation / approval activity: **15 Dec 2020**	PGT: **15 Nov 2020**	UG Non-UCAS & PGT: **1 Dec 2020**	
January 2023	Academic planning approval: **15 Jan 2021**	Academic planning approval: **31 Jun 2021**	UG: **31 Jul 2021**	UG UCAS: **30 Jun 2021**	**15 Nov 2022**
	Completion of validation / approval activity: **31 May 2021**	Completion of validation / approval activity: **15 Dec 2021**	PGT: **15 Nov 2021**	UG Non-UCAS & PGT: **1 Dec 2021**	
January 2024	Academic planning approval: **15 Jan 2022**	Academic planning approval: **31 Jun 2022**	UG: **31 Jul 2022**	UG UCAS: **30 Jun 2022**	**15 Nov 2023**
	Completion of validation / approval activity: **31 May 2022**	Completion of validation / approval activity: **15 Dec 2022**	PGT: **15 Nov 2022**	UG Non-UCAS & PGT: **1 Dec 2022**	
January 2025	Academic planning approval: **15 Jan 2023**	Academic planning approval: **31 Jun 2023**	UG: **31 Jul 2023**	UG UCAS: **30 Jun 2023**	**15 Nov 2024**
	Completion of validation / approval activity: **31 May 2023**	Completion of validation / approval activity: **15 Dec 2023**	PGT: **15 Nov 2023**	UG Non-UCAS & PGT: **1 Dec 2023**	

Course and Module modifications

Material changes to courses and / or modules must receive final approval by School Academic Standards Committees (SASC) 20 months prior to implementation. The final changed versions of course specifications must be uploaded to the course specification repository. For example, material changes for September 2021 entry must be signed off by December 2019. Schools may not normally make changes to the course specifications for the next session after this date, as the University must meet requirements for the Competition and Markets Authority (CMA).

In light of CMA advice, Schools need to plan carefully before making any changes to existing courses and their constituent modules. Where changes are proposed as part of course monitoring or periodic review, or in response to student or external feedback mechanisms, divisions will need to consult with current students (including those who have accepted an offer but who have not yet commenced their studies) before the changes are considered for approval. Evidence that this consultation has taken place will be required prior to approval of the changes. The exact nature of this consultation will depend on the extent of the proposed changes but could include:

- Consultation through course boards;
- Consultation with individual students by email, with responses formally discussed perhaps via course boards
- Consultation with individual students by email, requiring agreement by all students

Minor module modifications will normally have been completed and approved before the end of the academic session (year) preceding their implementation.

Following SASC, a consolidated report of all module amendments and minor course amendments that have been approved by SASC (along with the SASC minutes) will be submitted to the Director of Education and Student Experience (DESE) for reporting at the next Quality and Standards Committee (QSC) meeting.

Course Amendment

The University follows the guidance provided by the CMA and to meet the requirements of the Act will allow course amendments only where those changes are one of the following:

- Non-material
- Beneficial to students
- Necessary due to circumstances outside the University's control that it was unable to plan for.
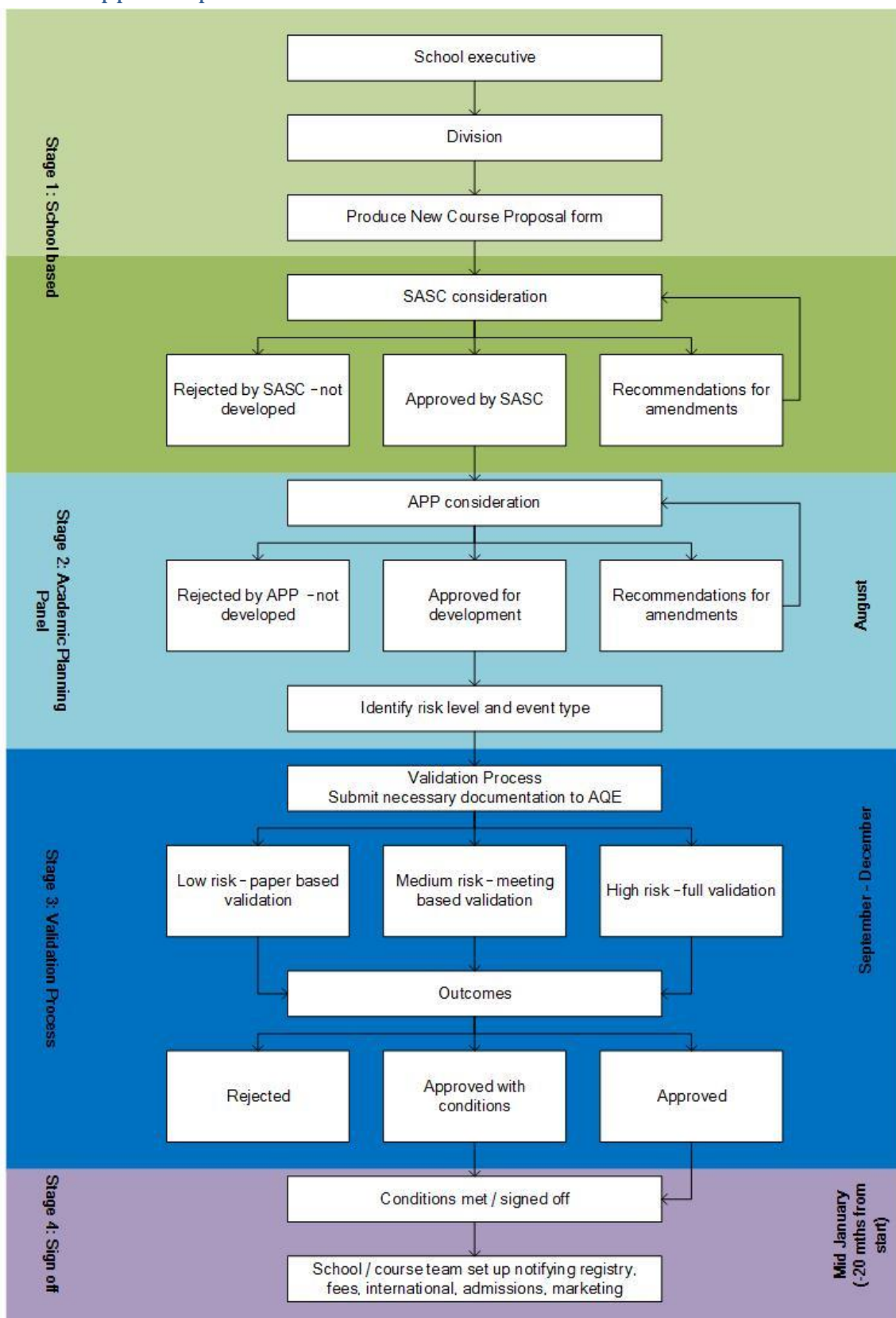
The majority of course amendments will become effective from the start of the next academic year but, exceptionally, in-year amendments may be made for reasons beyond the University's control. In making such amendments, course teams will need

to ensure that the impact upon students is mitigated wherever possible, and these changes will need to be approved by the DESE in consultation with the senior quality advisor (TQE) and reported to SASC.

The following aspects of a course are considered "material" (not exhaustive) to the choices made by students at the point of application, and to the contract entered into by them at entry for the lifetime of their course:

- Course title and final award
- Awarding body/ institution
- (For prospective students) Entry standards or Entry requirements
- Course length
- Location and mode of study (LSBU (Southwark) or academic partner organisation; delivery via classroom, distance or blended learning)
- Professional Statutory and Regulatory Body accreditation (where applicable)
- Core / Compulsory modules
- Any advertised Optional modules
- Overall method(s) of course delivery including balance of face-to-face learning (lectures, seminars, tutorials), online learning, placements and guided independent study
- Overall method(s) of course assessment including balance of coursework, written examinations and practical skills tests.

Course approval process

Stage 1: School based

- School executive
- Division
- Produce New Course Proposal form
- SASC consideration
  - Rejected by SASC – not developed
  - Approved by SASC
  - Recommendations for amendments

Stage 2: Academic Planning Panel — August

- APP consideration
  - Rejected by APP – not developed
  - Approved for development
  - Recommendations for amendments
- Identify risk level and event type

Stage 3: Validation Process — September – December

- Validation Process
  Submit necessary documentation to AQE
  - Low risk – paper based validation
  - Medium risk – meeting based validation
  - High risk – full validation
- Outcomes
  - Rejected
  - Approved with conditions
  - Approved

Stage 4: Sign off — Mid January (-20 mths from start)

- Conditions met / signed off
- School / course team set up notifying registry, fees, international, admissions, marketing

Academic Planning Panel (APP)

Terms of Reference

Strategic Purpose:

Provide oversight for the development of the University's portfolio of courses.

Responsibilities:

The APP is expected to undertake the following duties and responsibilities:

- To consider all proposals for significant changes to the University's portfolio of courses including:
    - proposals from Schools for new course developments and revalidations
    - proposals from Schools for new collaborative arrangements
    - proposals from Schools to review courses and collaborative partnerships
    - proposals from Schools to close or suspend courses and collaborative partnerships
- To review proposals taking account of:
    - the University's Corporate Plan
    - the risks (including any ethical risks) associated with the proposals
    - the benefits offered by the proposals
    - the resource implications of the proposals
- To ensure for all proposals that the required documentation is complete and provides a sound basis for the decision.
- To recommend to Academic Board :
    - to grant approval for a proposal;
    - to decline a proposal providing a reason(s);
    - to refer a proposal indicating why the proposal has not been recommended for approval and (where appropriate) the additional steps are required before the proposal can be re-submitted.

- To identify for Quality and Standards Committee (QSC) issues related to the development of courses and the University's portfolio generally to which that committee could usefully give its consideration.
- To maintain and provide to QSC and Academic Board a regular update on all proposals received.
- To identify the risk level for new proposals and identify appropriate validation event.

Membership:
- Pro Vice Chancellor (Education and Student Experience) (Chair)
- Provost
- Chief Customer Officer
- Deans or nominees (x7)
- Director of Teaching Quality and Enhancement or nominee
- Director of International or nominee
- Nominated representative of Estates and Academic Environment
- Nominated representative of Information Communication Technology
- Nominated representative of Academic Related Resources
- Nominated representative of Marketing and Student Recruitment
- Nominated representative of the Students' Union
- Nominated representative of Student Services

Frequency of meetings:
3 times in an academic year or as required by Chair

NEW COURSE PROPOSAL FORM
Part A (for consideration by the School Executive)

Course title: …………………………………….. Award Title
…………………………………………… Level, duration, PT/FT
………………………… Division / School ………………………………….. Course
Development Lead…………………………… Proposed start date
……………………………..
Relationship of proposal with a PSRB
……………………………………………………

SECTION 1 - Strategic Rationale for the Course:
- What is the local / national / international context for this proposal?
- How does the proposal respond to the University corporate plan?
- How does the proposal fit with the strategic aims of the School?

SECTION 2– Overview of Proposal:
- How might the aims of the proposal be briefly described?
- What will students achieve by studying this course?

SECTION 3 – Outline of Course Development:
- How can the development be summarised / characterised?
- What are the unique selling points / key characteristics of the proposal be defined?
- What modes of delivery will be available?
- You should provide an overview of the course indicating what is being proposed; how it fits in with existing provision; and how patterns of delivery might be described etc

Summary of Consideration by School Academic Standards Committee (SASC)

Date of consideration by SASC……………………………..

NEW COURSE PROPOSAL FORM
Part B (for consideration by the Academic Planning Panel)

SECTION 1– Market Research:
- If the proposal is categorised as having an agreed / known market you should provide a statement which supports the assertion that there are known characteristics of the market for the proposal.
- If the proposal is categorised as one where the market for the proposal is yet to be fully established you will need to consider the following questions;
  - What other providers nationally/regionally offer same/similar courses?
  - What is the annual number of applicants currently applying for similar courses nationally & what are the entry tariffs for these competitor courses?
  - What are applications like on similar existing LSBU courses?
  - Who has been consulted about proposals? (E.g. employers, professional bodies, potential students)
  - What is the evidence for current & future demands for the course from employers, professional bodies & potential students?
  - Can the projected demand be met by existing providers nationally?
  - Can the projected demand be met by existing providers regionally?

SECTION 2–Resource: Initial start-up costs & direct recurrent costs (Staffing)
- What additional teaching hours are required to deliver this proposed course? Is a new appointment required to deliver these additional hours?
- Is there a new discipline/specialism being proposed? Is a new appointment necessary to deliver this new area?
- Is additional technical support necessary to deliver this proposed course?
- If new appointment(s) necessary, what type and what level/grade?
- Is additional administrative support necessary to deliver this proposed course?
- If new administrative appointment(s) are necessary, what type and what level/grade?
- Are there any implications for other departments? (E.g. any teaching/support provided by staff from other departments)?
- What impact will the proposal have on available staff research skills and scholarly activity?
- Are there any staff development implications associated with the start-up and continued maintenance of this proposal?

SECTION 3 - Physical resources
- What are the necessary:
  - Marketing & promotion (Marketing supplies information)

- o Library resources (Library supplies information)
- o Specialist & non-specialist teaching space & staff accommodation (Estates supplies information)
- o Specialist/general IT resources (ICT supplies information)
- o Consumables & any other equipment (School supplies information)
- o Special arrangements on which this course depends e.g. placement; study abroad; field trips. (School supplies information)

SECTION 4 -Student numbers & tuition fees
- Proposed student numbers: FT; PT; Home; International; Online etc.
- Proposed entry requirements & any accreditations sought
- Minimum & maximum viable intake
- Tuition fees.

SECTION 5 -Course rationalisation
- Do any similar courses exist already at LSBU?
- Are any modules/courses to be closed to new applicants as a result of this proposal?
- Indicative number of teaching hours released within department as a result of closing this/these course(s)?
- Indicative release of space (and other resource as appropriate) as a result of closing this/these course(s)?

SECTION 6 - Potential risks
- Identify any potential risks/issues

Summary of Consideration by APP:

Date of consideration by APP………………………………..

| Approved | |