College of Social Science

NOTE: This document was updated on the 19th September 2012 – changes have been added in red.

All programmes that are intended to start in September/October 2013 must have been considered by CBG, CAC, FSPDC and received approval in principle by PAP at the meeting on 05/12/12

PROGRAMME CHANGE PROCESSES IN THE COLLEGE OF SOCIAL SCIENCE

The following document is intended to provide guidance for departments wishing to;

- Make changes to an existing programme
- Withdraw an existing programme
- Introduce a new programme

It also provides guidance about how College processes interface with existing University processes which are described in full at https://www2.le.ac.uk/offices/sas2/courses/create

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<th>Step</th>
<th>Notes</th>
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<tr>
<td>Preliminary consideration</td>
<td>It is assumed that preliminary consideration of new programmes or changes/withdrawal of existing ones will happen as part of Academic Developmental Review. Proposals for new programmes or withdrawal of existing programmes should be formally proposed in the department’s Annual Plan, detailing how the proposal fits with the overall departmental strategy. This means that resources can be appropriately allocated for programme development and that student number planning can be undertaken in the light of information about what programmes will and will not be run in the following year. If for some reason a change is required out of the normal cycle then you should approach the College Academic Director in the first instance.</td>
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<td>Business Case</td>
<td>The purpose of the business case is to evaluate whether there is a market opportunity for the proposal. It is a sensible use of your time and the University’s resources to undertake this as thoroughly as possible in order to reduce the possibility of developing a programme that will not recruit sufficiently to cover its costs. A checklist for the business case is given below. If the Academic Director or the College Business Group considers that there is insufficient factual information and analysis underpinning the business case it will be referred as necessary and this may delay submission to FSPDC.</td>
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<td>Programme Withdrawal</td>
<td>Withdrawal of a programme is a serious matter, particularly if the income from the programme has not covered the initial investment in its development. In addition to completing ‘Section C’ you are advised to write an accompanying case showing how investment costs will be repaid and clearly identifying the reasons for the failure of the programme to recruit.</td>
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<td>Amendments to Programmes</td>
<td>For changes to existing programmes, you are advised in the first instance to consult the Quality Office, Programme Approval Panel Secretary (Andrew Petersen).</td>
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<td>Role of the College Business Group</td>
<td>All new programme proposals or withdrawal of existing programmes must be considered by CBG and approved by the</td>
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Head of College before submission to FSPDC.

| Role of the College Academic Committee | The Academic Committee has a role at the beginning of the process to advise departments on possible programme developments or withdrawals. To approve programme approval form, programme and module specifications prior to programme approval. |

LAUNCHING A NEW PROGRAMME OF STUDY (UG, PGT, PGR)

The University’s Code of Practice on Programme Development and Programme Approval provides useful background. However, it is important to follow the steps below in order to ensure that new programme proposals have been considered fully by the College, and other partners as appropriate, before being submitted to the Fee-Setting and Programme Development Committee.

The development and initiation of an effective marketing plan for a new course requires up to one year. This is especially key for distance learning courses which tend to have extended decision-making timescales. Please be aware of this when deciding on initial recruitment dates for courses.

Programme Development

*This stage is concerned primarily with the Outline Business Case/Income and Expenditure.*

1. Academic lead(s) [Proposal Team] informs Academic Director about the idea for the proposed new programme development.

2. Proposal Team completes the draft Outline Business Case/I&E Template in consultation with the PVC/Head of College, Academic Director, Interim Finance and Operations Manager, and others as appropriate. For example, it is important that early discussions take place with Marketing, in order to identify the size of the market. If specific market research support is required from the College's Web and Communications Officer, please allow one month before the programme needs to be approved to ensure sufficient data can be gathered.

3. Completed draft Outline Business Case/I&E Template is sent to Denise Challinor (College Business Group Secretary) for consideration by College Business Group.


   *In the case of interdisciplinary programmes involving departments in other Colleges, the draft Outline Business Case/I&E Template will then need to be considered by their College Business Groups. The paperwork submitted to the FSPDC will need to include a letter of support/signature from each department/College.*

5. Interim Finance and Operations Manager ensures that the agreed Outline Business Case/I&E Template is signed off by all relevant parties, prior to submission to the Secretary of the FSPDC.

6. College Academic Committee to approve programme proposal form, programme and module specifications before programme approval.
7. Submission of proposal to FSPDC no less than 7 days before the date of the meeting. The College will coordinate the submission of the Outline Business Case/I&E Template. No documentation is to be sent direct to the Secretary of FSPDC without the College’s approval.

8. Discussion at FSPDC with a view to establishing the programme’s viability. Possible outcomes include:

(a) If approved by FSPDC the programme can be promoted and applications encouraged. The proposal will then be considered by the Programme Approval Panel.

> Once the Outline Business Case has been approved by FSPDC, it is important to note that approval has only been given to proceed to the next stage: the Programme Approval Panel. It does not indicate full and final approval of all the costs outlined in the Business Plan. For example, Post Approval Forms (PAFs) will still need to be completed for new posts and submitted to the College Business Group in the normal way.

(b) Further work required. The proposal will need to be resubmitted to the FSPDC.

9. Department(s) agrees recruitment strategy for the programme with Marketing.

10. Submission of programme and module specifications and programme regulations to College Academic Committee, in order to confirm compliance with University Learning and Teaching Strategy.

Programme Approval
This stage is primarily concerned with standards and quality.

11. Following approval by FSPDC, CBG and CAC the proposed new programme is then included in the Programme Approval Panel schedule.

12. Proposal Team liaises with the Academic Director on its response to any outstanding issues from FSPDC, and with Marketing to ensure that the new programme is advertised to potential new students as early as possible.

13. Proposal Team discusses the preparation of documents for programme approval with the Panel Secretary. This provides an opportunity to identify any relevant issues or good practice raised in recent programme approval panel meetings. Documentation is sent to the College Academic Director and submitted to Programme Approval Panel.

14. College Academic Director reports progress to College Business Group and circulates a copy of the completed programme approval documentation to the Business Group.

15. Panel meeting with proposal team tests quality and standards of programme content and delivery, including identification of outstanding issues.

16. Report on Panel meeting issued. The department liaises with the College Academic Director on its response to any outstanding issues.

17. Final approval by Programme Approval Panel Chair.
18. Finalisation of promotional material; appointment of programme co-ordinator, external examiner, and establishment of a board of examiners, board of studies etc. Preparation of reading lists, new learning resources, teaching timetable, induction material.

Programme Review

19. After the first year of operation, and regularly thereafter, the Academic Committee will review actual performance against the business case.
BUSINESS CASE CHECKLIST

Marketing/International Office

✓ Is there a demonstrable market for the proposed programme? Where (geographical region), who? What mode of study will best address this market?
✓ What is the best estimate of student numbers (and what is this based on)?
✓ Will there be specific marketing and recruitment requirements for this programme?

Course Design and Development (CDDU/BDRA)

✓ Is the structure of programme conducive to its development as distance learning?
✓ How does the structure and delivery of the proposed programme affect the costs of development and delivery?
✓ What resources and support will be needed from the CDDU?

Library

✓ What Library facilities will be needed to support the programme – think about additional book, journal or online resources? Will the students on this programme have any particular library support needs?

College Management Accountant

✓ Academic/administrative time – both for development and delivery phases (it is unwise to assume that a new programme can be entirely developed and delivered by your existing team)
✓ Non-pay costs – for instance costs of market research, purchase of reference materials for development, software licences, additional materials required for delivery. Remember that non-pay costs include apportionments of departmental non-pay and central overheads as well as the costs directly incurred in the development and delivery of the programme.

Other Departments/Colleges

If your programme is joint with a department in another college then it will also need to be signed off by the relevant head of college before being submitted to FSPDC. If this has not been done in advance it will delay submission to FSPDC.

✓ Evidence of the approval of the head of the collaborating department (e.g. confirmation email)
✓ You are strongly advised to have an agreement in writing with the collaborating department that details the attribution of costs for both the development and delivery stages of the programme and apportions proposed income (particularly if you want to agree a variant of the University’s standard allocation model).
Curriculum Changes (including Title Change)

Consult: Quality Office for advice on changes

New Programme Approvals

Academic Committee (first semester)
Academic Developmental Review

Department Plan feeds preliminary intentions into College Plan

Develop initial Business Case (is there a market opportunity, what’s it going to cost, how many students will it deliver?)

Programme proposal form, programme and module specifications to CAC

Business Case to College Business Group for advice to Head of College on approval of financial and strategic fit

Business Case to Fee Setting and Programme Development Committee for University approval of financial and strategic fit

Full Programme Documentation to Quality Office for Programme Approval Panel

College Academic Committee (second semester) Approval of Programme Specification

Programme Withdrawals

Consult:
- Marketing
- College Accountant
- Academic Director
- International Office
- Other departments / colleges (if joint or potential overlap with existing programmes)

Dept Informed
Work starts on detailed planning of programme

Academic Director/CBG Informed