



LTC09D002

Title: INTO LONDON – Project Update from the UEA London Project Team
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Description of Building

A 20-year lease has been agreed on a new property at 102 Middlesex St, E1 7EZ. The building is part of a large complex consisting of:

- student accommodation (roughly 1,500 rooms spread over a tower and several podia)
- an office building (UEA London's part) and some domestic buildings.

The office block has five floors and a basement with the following occupations:

- Basement: building services and gym
- Ground Floor: Reception and retail units
- First Floor: Student services; teaching facilities and Learning Resource Centre
- Second Floor: Teaching facilities
- Third Floor: Masters teaching
- Fourth & Fifth Floors: Initially unoccupied but designated for teaching.

The office building has an interior fit-out specified to the same levels as the INTO Norwich building. Floor 3 has a higher specification and is designed to match or exceed the specification of the UEA Masters suite being constructed as part of the Academic East building on the Norwich site.

Artists' impressions of the building are shown below:

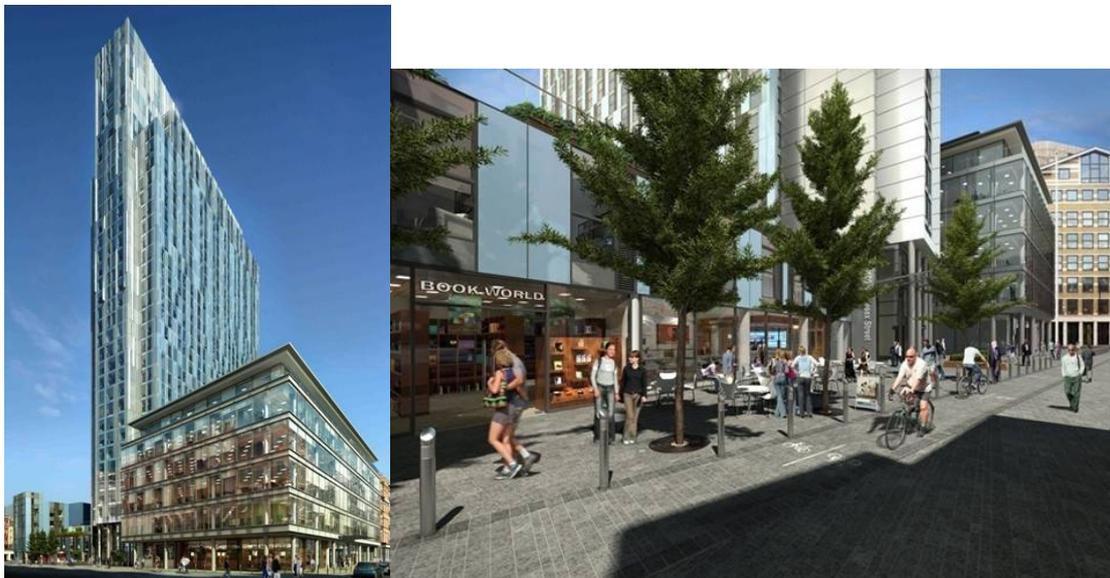
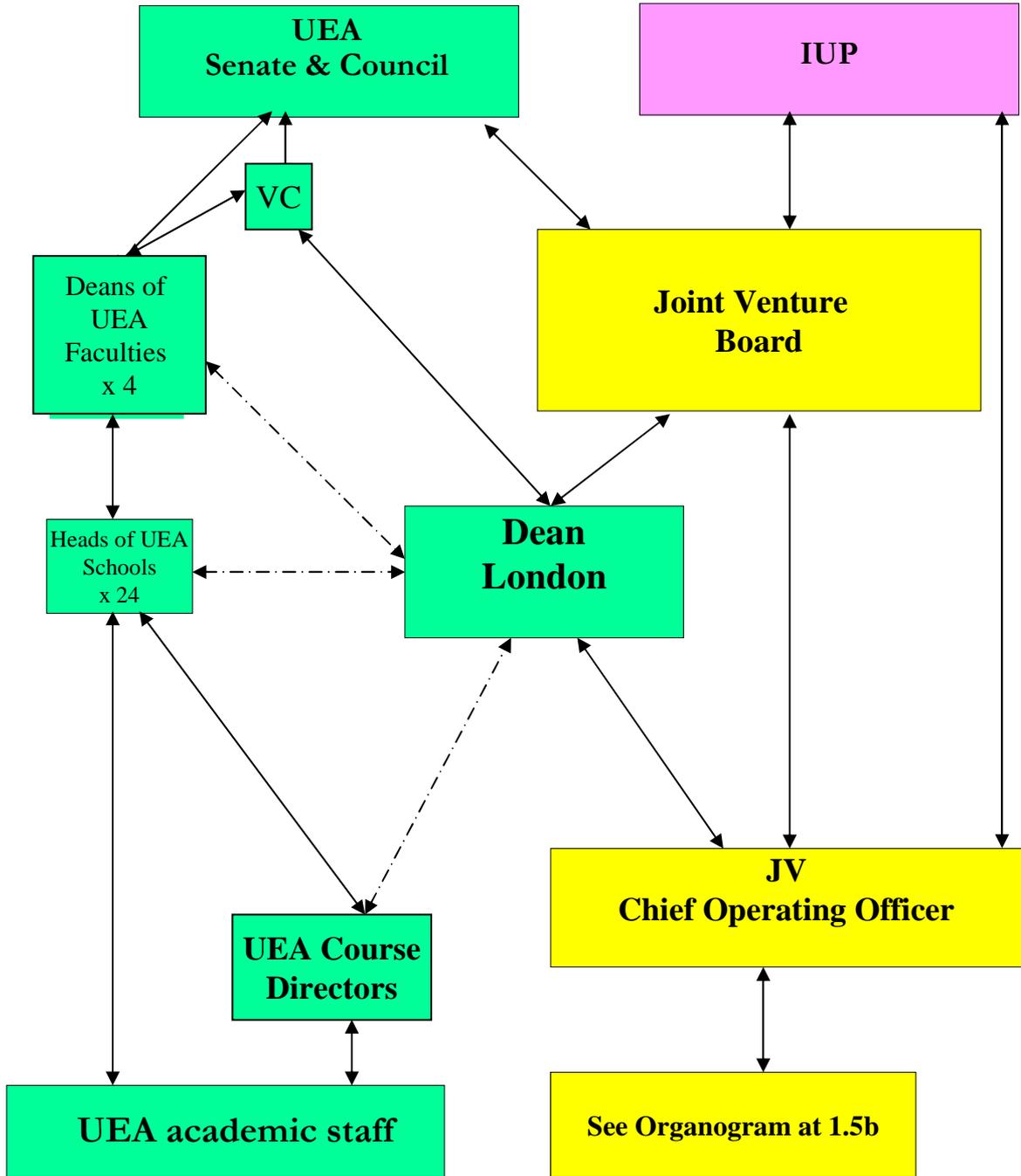


Figure 1: Architect's renderings of building exterior showing views from Middlesex St and Frying Pan Alley

The Joint Venture is scheduled to take formal possession of the building on 11 December 2009. UEA's Joint Venture partner - INTO University Partnerships (IUP) - is responsible for commissioning, to be completed in time for term start on 18 January 2010.

UEA LONDON STRUCTURES

**Annex B
Interface with UEA**



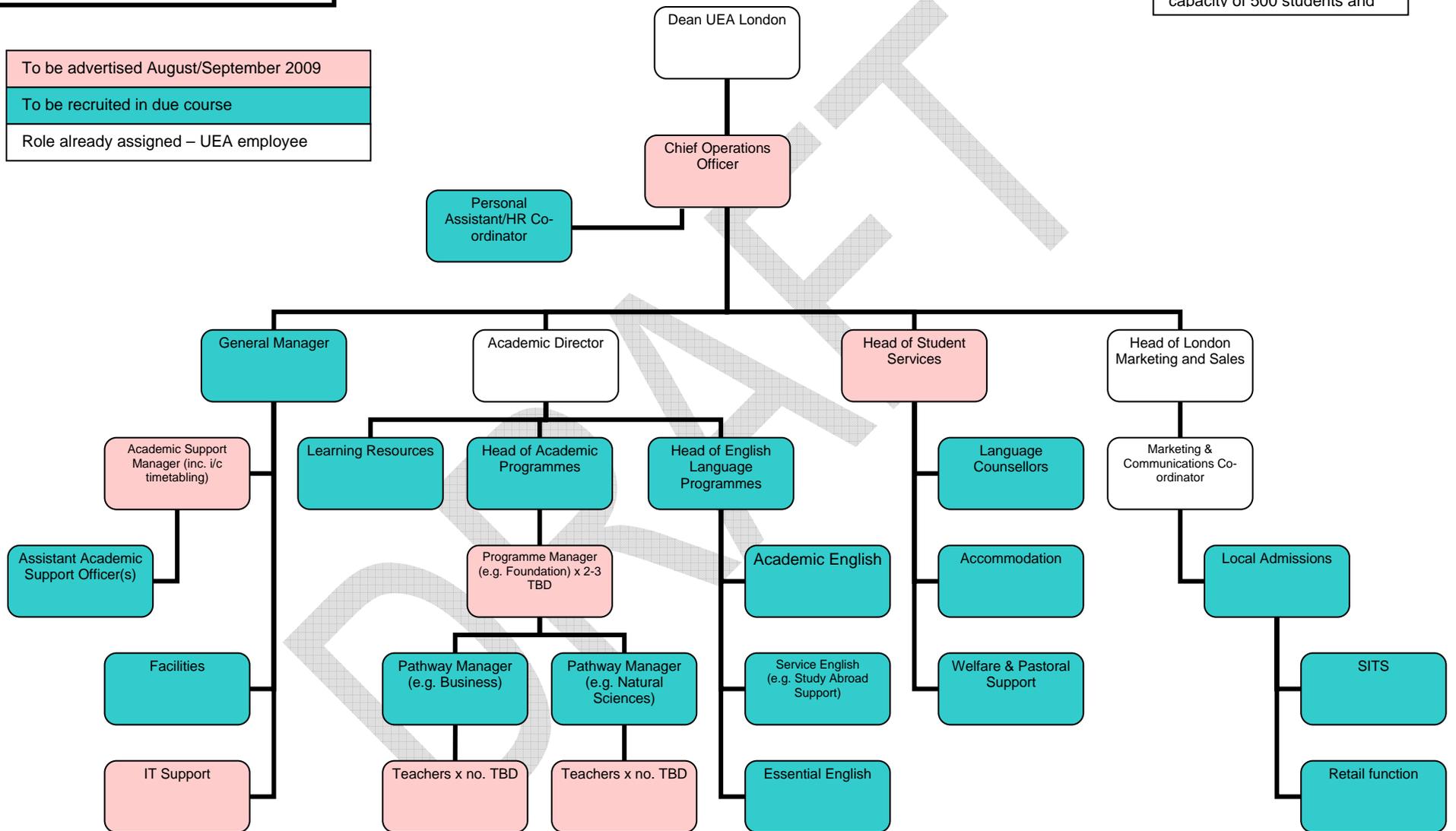
Dotted line = communications involving Dean London regarding any site-specific delivery issues
 Line management responsibilities for academic staff remain undisturbed

INTO UEA London Centre Functional Structure

Annex C

Note
This structure is based on
capacity of 500 students and

To be advertised August/September 2009
To be recruited in due course
Role already assigned – UEA employee



Notes

- The Centre will be supported by central IUP teams specialising in – Enrolment Management, Sales and Marketing, Academic Operations, Finance, IT and Systems, Legal Services and Property.
- Not all positions are necessary in start up phase. For example, the Academic Director can also be Head of English or Academic programmes depending on professional background.

Academic Delivery - INTO UEA London

Annex D

- To assist with the expedient set up of academic programmes at the London Centre certain transitional arrangements have been arranged. Existing INTO University of East Anglia courses are currently undergoing validation for delivery in London and our understanding is that INTO City will, in the first instance, validate and offer the same programmes.

- The Senior INTO University of East Anglia Academic Team consisting of

Dr Matthew Perry, Academic Director
Dr Richard Samuels, Director of Studies, Academic
Mr Paul Hullock, Director of Studies, English Language

have agreed to supervise the launch of the London programmes. This supervision will include staff recruitment, training and mentoring for the existing provision and assessment.

- Training for the new academic appointments will consist of time spent in Norwich during December, shadowing staff here and taking part in the induction of new January arrivals. London arrivals are scheduled for a week later by which time the new academic appointments, supported by the team here, will be able to deal with the numbers expected.
- Matthew, Paul and Richard expect to travel to London regularly for the first term to ensure on-going supervision. All three staff members have been with INTO UEA since its inception and are well equipped to offer such support. They work very closely together and are fully conversant with the proposed course offering.
- This September has been INTO UEA's 7th intake and the current team of Programme Managers at Norwich, the next layer down to the Director of Studies, is able to cope in the interim with less direct support, providing that appropriate allowances are made with respect to remission for management duties. It is also expected that the January 2010 Norwich intake will be lower than the September 2009 intake.
- Our Academic Support Manager, Steve Evans, will also be a key member of staff training the London team.
- We are fully confident that we can deliver quality provision in both Norwich and London providing that appropriate local staff are recruited. We at INTO University of East Anglia are wholly committed to the success of both projects.

Summary of library provision for UEA London (as at 20.8.09) – a paper from UEA’s Library Director

Library provision will comprise several services to try to replicate, as far as possible, the depth and breadth of library provision available at UEA Norwich.

Online library provision:

- will include access to UEA’s **existing** portfolio of databases, ebooks and e-journals (there is an outstanding issue about how the costs for any **new** online journals and databases, identified in future course proposals, will be met¹).
- will be delivered via the UEA network as part of the IT infrastructure being provided by UEA. This means that there will be onsite provision at 100 Middlesex Street and off-site provision replicating existing UEA services.

Physical library provision will include:

- access to the Learning Resource Centre provided by INTO at the 100 Middlesex Street site which will be modelled on the Learning Resource Centre at INTO UEA (Norwich).
- access and some borrowing rights at City University’s Library collections at Northampton Square, London, EC1V.
 - the use of these library facilities will be evaluated after one year at which point a decision about whether to continue with this third party provision will be made. The physical location of Northampton Square from 100 Middlesex Street (approx. 15 minutes by tube and then a 10 minute walk or 25 minute walk, may mitigate against usage).
 - negotiations with the library at City University are continuing over the key issues of cost per student², how to register students, and how to monitor UEA student use of the service.
 - the above physical library provision is likely to be adequate for Foundation and Diploma students as this replicates their current experience at UEA (apart from the distance to City).
 - it should be noted, however, that the collections at City are smaller than those at UEA. This is because a significant number of their Business research holdings are at the separate Cass Library (which City has chosen to exclude from the access arrangement).
- access and borrowing rights at UEA Library, with rights equivalent to students currently on the UEA campus (according to status).

¹ Costs of additional resources for postgraduate and undergraduate courses

The provision of resources for courses based at UEA London will need far more attention than UEA Norwich courses. This is because at UEA Norwich there is already a broad collection of physical resources to underpin each new course proposal, so some of the material required will already be available. This will not be the case for UEA London-based courses. It is possible that the existing School allocation under the Library budget will be insufficient to meet the needs of these new courses. Therefore, if there are significant additional new resource requests, some supplementation from the School, the JV or the University will have to be agreed prior to signing off courses. Further discussion is needed in terms of how this fits in with the broader per FTE charging model devised by the Director of Information Services.

² The precise borrowing rights and loan periods have not yet been confirmed by City.

Postgraduate students and future undergraduate courses - reading lists

- The above physical library provision will require some supplementation for UEA postgraduate and undergraduate students. In particular, there is an issue about ensuring access to items on reading lists.
- The Learning Resource Centre at INTO UEA London will probably follow the model at INTO UEA (Norwich) where the library provision is based on requests from INTO tutors teaching Foundation and Diploma courses (but not from UEA lecturers teaching postgraduates and undergraduates). Similarly City University will be purchasing its stock for its own students but will not be buying stock based on UEA reading lists.
- We have considered a number of options for providing the physical collection of books on the reading lists for the postgraduate and undergraduate courses and these are given as Appendix A.
- For the short term, given the relatively small number of students and courses involved, we recommend that the Learning Resource Centre at 100 Middlesex Street be asked to add the reading list items to their own stock and make them 'loanable' to just the students on the postgraduate courses. UEA Library would be responsible for stock selection, but ordering and acquisitions would be handled by the JV's Learning Resource Centre and the items added to their stock for the time being. Before confirming this approach we will need more detail about how the LRC will be set up at 100 Middlesex Street including details of its staffing/security arrangements.
- In the longer term, some kind of separate library provision for UEA postgraduates and undergraduates at 100 Middlesex Street could be considered. At this stage, however, the additional capital setup costs and likely recurrent space costs could not be justified.

Postgraduate students and future undergraduate courses - wider reading

The Library believes that it is important for postgraduates and future undergraduates to have access to resources beyond the immediate reading lists, especially at Masters level. This is especially important when comparing the UEA London experience with what other competitor institutions are offering (e.g. the Cass Business Library). As noted above, the City University (Northampton Square) Library provision is weaker than UEA Norwich provision in this respect.

We have therefore negotiated an additional **option** to include physical library provision to the University of London research library at Senate House (for £160 per student per annum). This includes borrowing of 8 concurrent items for a loan period of four weeks at a time. In addition, 'walk-in' access is provided to some e-resources.

In addition, membership of the **SCONUL access scheme**, which provides at least reference, and sometimes limited borrowing, rights at a student's local HEA institution library, should also be beneficial. We will ensure that all postgraduate students at UEA London are signed up to this scheme which would be administered from UEA Library (as their 'home' institution).

Postgraduate students will also be encouraged to use the nearby **City of London's City Business Library** which provides reference-only access to current business information including 'walk-in' online access to some key databases. It does not have book collections.

Appendix A Options for providing reading list texts

- **Option 1: Offer a postal loan service from UEA Library.** We have investigated this option but even the Open University do not offer this to their students (although they do to staff and tutors). At the OU, the cost of recorded delivery postage to return the items to the Library has to be met by the users. The postage and infrastructure overhead for UEA Library would be considerable because we are currently scaled to provide self-service, rather than mediated services. This is a possible short-term fix but we would have to recharge the service 'at cost' to the JV and this could be over and above the current estimates for ISD service provision.
- **Option 2: House the 'reading list' stock at Senate House Library.** We have negotiated an option for Senate House Library to keep some UEA stock on their shelves which could be restricted to borrowing just by UEA students. There would be an ongoing cost for this service (estimates not yet received). The down-side of this option is the distance from 100 Middlesex Street. We would have to recharge the service 'at cost' to the JV and this could be over and above the current estimates for ISD service provision.
- **Option 3: Provide a 'book box' for the courses containing UEA Library books, with devolved administration to the course tutors.** This would replicate UEA's current model for off-site resource provision for some ContEd courses. This does provide an administrative overhead and liability for the tutors. This is a possible short-term fix but we would have to recharge the service 'at cost' to the JV and this could be over and above the current estimates for ISD service provision.
- **Option 4: Provide the students with the core reading lists texts as a book pack.** Under this scenario, there is no Library provision. This removes all overheads and simply gives copies of the key books to the students, the costs being met through course fees.
- **Option 5: Keep a small separate reference-only 'library' in the postgraduate reading room at 100 Middlesex Street.** This is clearly desirable but without a Library Management and Security system there would be nothing to stop the items from being stolen. Indicative costs for putting in such a system would be prohibitive given the current scale of programmes (£15k is an indicative figure).
- **Option 6: Keep a small separate reference-only 'library' in the Learning Resource Centre at 100 Middlesex Street.** This is an option, but before confirming this approach we will need more detail about how the LRC will be set up at 100 Middlesex Street including details of its staffing/security arrangements. Given the modular nature of the courses, will reference-only really be sufficient?
- **Option 7: Ask the Learning Resource Centre at 100 Middlesex Street to add the reading list material to their own stock** and make them 'loanable' to just the students on the postgraduate courses. UEA Library would be responsible for stock selection but ordering and acquisitions would be handled by the LRC and items added to the LRC stock. This is the preferred option for the short term, given the relatively small collection needed at this stage, but before confirming this approach we will need more detail about how the LRC will be set up at 100 Middlesex Street including details of its staffing/security arrangements.