

**LTC09D145**

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**UEA London/INTO UEA London Institutional Approval and Review of Existing INTO UEA Courses for London Delivery**

At its last meeting on 26 May 2010 the Learning and Teaching Committee:

Resolved

that the Institutional Approval of UEA London (including INTO UEA London which is approved for a period of up to five years) be approved, subject to the Chair in consultation with the panel agreeing that the requirements have been met and recommendations have been appropriately considered, in the action plan.

The full reports from the Institutional Approval event and the review of the delivery of the current approved INTO UEA courses at INTO UEA London are attached for information.

## **UEA London/INTO UEA London Institutional Approval**

This is the full report of the UEA London and INTO UEA London Institutional Approval. At its last meeting the Learning and Teaching Committee:

Resolved

that the Institutional Approval of UEA London (including INTO UEA London which is approved for a period of up to five years) be approved, subject to the Chair in consultation with the panel agreeing that the requirements have been met and recommendations have been appropriately considered, in an action plan.

**UNIVERSITY OF EAST ANGLIA**  
**INSTITUTIONAL APPROVAL EVENT**

**UEA LONDON**  
**INTO UEA LONDON**  
**27 APRIL 2010**

**1. Summary of Conclusions**

- 1.1 The Panel recommended to UEA's Learning and Teaching Committee (LTC) that the Institutional Approval of UEA London (including INTO UEA London which is approved for a period of up to five years) be approved, subject to the Chair in consultation with the panel agreeing that the requirements have been met and recommendations have been appropriately considered, in the action plan attached at Appendix 1.

**2. Initial Panel Meeting**

- 2.1 The Panel consisted of:

Professor Tom Ward (Pro Vice-Chancellor Academic – Chair)  
Dr Florin Bisset (Foundation Year Manager, University of Bath  
(External Academic))  
Mr Laurence Daly (Assistant Registrar, Partnerships Office)  
Mr Rob Evans (Academic Registrar)  
Dr Annie Grant (Dean of Students)  
Mr Nick Lewis (Library Director)  
Dr Shawn McGuire (Associate Dean, Teaching and Learning,  
Faculty of Social Science)  
Professor Geoff Moore (Director of Taught Programmes)  
Mr Tom Sutton (Welfare Officer, Union of UEA Students)  
Ms Erica Towner (Director of Partnerships)  
Mrs Sally Walker (Head of the Partnerships Office)  
Miss Hannah Coman (Partnerships Office, Secretary)

- 2.2 The Chair welcomed the Panel and explained that the objective of the event was to consider whether to recommend to LTC institutional approval of UEA London (including INTO UEA London) be approved. Key issues to be considered had been identified at a meeting of the Institutional Approval Panel on 19 April 2010 which included:

- i) Learning Resources Centre: location and configuration with future growth in mind;
- ii) E-access to resources: clarification of plans (with licensing issues in mind);
- iii) Student Services: concerns over the continuing situation with a temporary member of staff covering for sickness absence;

- iv) Library access: plans for the transition from reliance on City resources to in-house provision;
- v) UEA courses Staff:Student Liaison Committee: chairmanship and membership;
- vi) Student mix at the Centre;

As background information the Panel had received:

1. Full documentation which can be found at [http://cms.uea.ac.uk/polopoly/polopoly\\_fs/1.132185.1252325058!/Institutional%20Approval.zip](http://cms.uea.ac.uk/polopoly/polopoly_fs/1.132185.1252325058!/Institutional%20Approval.zip)
  2. Overview and update from the UEA London Project Team
  3. Updated INTO UEA London organisational chart and job descriptions: Academic Director, Chief Operations Officer, Head of Student Services, Academic Support and Operations Manager, Programme Manager, Teacher – English Language, Teacher – Academic Subjects, Learning Resources Centre Manager, Executive Programme Co-ordinator
  4. INTO UEA London staff qualifications
  5. Information on the Sconul Access Scheme
  6. Joint Quality Assurance Framework for INTO London Courses Report to LTC on 3 February 2010
  7. Institutional Approval Report to LTC on 7 October 2009
  8. Report on the ratification process to LTC on 3 February 2010
  9. UEA London undergraduate provision update
  10. BSc International Business Management course proposal
  11. Summary of INTO UEA London and UEA London feedback
  12. Marking standardisation exercise (INTO UEA and INTO UEA London)
- 2.3 The Institutional Approval process involved the review of evidence collected from a range of paper based sources, discussions with staff and students and an inspection of physical resources at UEA London/INTO UEA London. This process had been approved by LTC and is included for information as Appendix 2.
- 2.4 The Panel was provided with a presentation on 19 April 2010 giving an overview and update from the UEA London Project Team.

### **3. Meeting with students**

- 3.1 The following students were present:

#### **INTO UEA London – Graduate Diploma students**

He Ren  
 Qing Li  
 Ting Song  
 Chun Wei Kup  
 Wasana Arunakumari Ganasundara  
 Omer Sayil

The following Panel Members were present:

Professor Tom Ward (Chair)  
 Dr Florin Bisset

Dr Annie Grant  
Mr Nick Lewis  
Professor Geoff Moore  
Mr Tom Sutton  
Miss Hannah Coman

- 3.2 The feedback from the students was very positive in terms of the learning environment at the Centre where students commented that they liked the feel of the building. The students stated that the teachers were good, their course was interesting and they like the style of learning i.e. the variety of seminars, lectures and group work.
- 3.2.1 With regards to learning resources the students stated that more books were required in the library and there needed to be more places available for quiet study. A group of students had gone to visit City University library but on the whole they felt that it was too far to go regularly, especially because they did not finish their timetabled studies until 4.30pm Monday to Thursday. The Panel noted that a number of the students required training on the use of electronic journals.
- 3.3 The students had enjoyed the opportunities for socialising with peers and would encourage expansion of the social programme, especially as they had not yet joined any of the clubs available to them at City University. There were also comments about the lack of space to socialise at the Centre during lunch and break times.
- 3.4 The Panel was concerned at comments from students about the residential accommodation currently available being old with small rooms, in an unsafe area and too far from the Centre. However it was noted that an alternative would be available once the residences adjacent to the Centre were completed and that the Dean, UEA London would be appointing a resident tutor until the new accommodation was ready for use.
- 3.4.1 A particular strength at the Centre was the use of the Information Desk as the first port of call for all student enquiries. Students were aware of the purpose of the Information Desk and those who had used it were happy with the help they had received from the staff. However, students seemed unaware that other staff were available to help them resolve complex concerns, and none appeared to have made use of the City student services provision.

#### **4. Tour of INTO/UEA London**

- 4.1 The following Panel Members were present:

Mr Laurence Daly  
Mr Rob Evans  
Dr Shawn McGuire  
Ms Erica Towner  
Mrs Sally Walker

- 4.2 The panel members were taken on a tour of the building by Mr Martin Halsall, Chief Operations Officer and Ms Ruth Harper, Academic Support and Operations Manager.

- 4.3 The tour proved a useful and informative way to set in context issues of space, resources and student mix that had been identified by members and are referred to in discussion below.

## **5. Meeting with INTO Staff and UEA London Project team**

- 5.1 The following staff were present:

### **UEA London Project Team**

Dr Richard Harvey, Dean of UEA London  
Liam Morton, UEA London Project Manager

### **INTO UEA and INTO UEA London**

Dr Matthew Perry, Academic Director  
Mr Martin Halsall, Chief Operations Officer  
Ms Ruth Harper, Academic Support and Operations Manager  
Ms Helen Westwood, Learning Resources Centre Manager

The Chair welcomed the teams and thanked them all for their attendance.

The Panel discussed the following issues with the teams:

### Learning Resources Centre

- 5.2 The Panel received an update from the Learning Resources Centre Manager and heard that following a problem with a supplier the core library stock, which had been derived using the INTO UEA stock list for information, was being delivered daily and requests for non-core stock from students and staff were being processed. The stock was currently being input on to the library catalogue which would enable monitoring of the usage of the stock and improve the experience for the students.
- 5.3 The Panel was pleased to note that the stock and online resources for the MBA in Strategic Carbon Management were being well used.
- 5.4 The Panel Members that had visited the Learning Resources Centre and those that had met students, considered that the stock was inadequate to meet current needs. As funds were understood to be available, the process of increasing both the range of stock and numbers of copies to the library needed accelerating. Further consideration of space and stock would also be required prior to the launch of the BSc International Business Management programme.
- 5.5 Alternative additional library options for students included online resources, City University Library, City Business Library and Bishopsgate Library at Bishopsgate Institute. The Panel considered that as there was an expectation that students would need to utilise these other resources it was important that this was articulated in the information provided to students.
- 5.6 The Panel concluded that it was essential for current and new students and staff to have a comprehensive induction to the Learning Resources Centre that included information on alternative additional library resources, access to UEA e-resources and a visit to City University library.

- 5.7 Both the Panel and INTO UEA London/UEA London colleagues were in agreement that a strategy to identify the most appropriate use of funds for the library provision, including consideration of the transition from City University library to in-house provision was required.

### Student Services

- 5.8 Following the meeting with students and consideration of information on student services that had been provided, the Panel had a number of concerns:
- i) the lack of information given to students regarding access to student services, including services available at City University;
  - ii) the current temporary staffing arrangements for the Head of Student Services post;
  - iii) the level of specialist advice such as counselling and visa advice at the Centre;
  - iv) that the personal tutor/student adviser role was not clearly defined.
- 5.9 The Panel heard that students were informed of all of the services available to them during the induction process and that during the first three months of operations there had been a number of issues which had been resolved to the students' satisfaction.
- 5.10 Visa clinics had been set up and in the preceding four weeks a social programme had been devised for which there had been good take-up by the students. A more structured social programme was being planned for the summer and for the next cohort of students, and a student social secretary had been appointed to aid this development.
- 5.11 Although the student feedback had been positive about the help they had received from the Information Desk, UEA London colleagues agreed that increasing numbers of students at the Centre would require additional student services staff, including specialists.
- 5.12 The Panel was advised that as well as undertaking the INTO student surveys there were plans to carry out six-weekly internal surveys to ensure that any issues identified were responded to as quickly as possible.
- 5.13 The Panel noted that the plans for Staff:Student Liaison Committees (SSLC) included a shared Committee for INTO UEA London and INTO City that would report to the shared INTO UEA JBOS/INTO City Course Board. There would also be separate SSLCs for the undergraduate and postgraduate UEA provision. Consideration would need to be given to the governance of the new SSLCs, particularly in relation to the membership and chairing.
- 5.14 The Panel was also advised that while the current Head of Student Services was on sickness absence, the position was being filled by Bridget White of IUP. This was a temporary measure and it was hoped that the situation would be resolved by July 2010.
- 5.15 In terms of the current arrangements for personal tutors, INTO UEA London students are allocated a tutor who is usually an English language teacher, although this is not a formal arrangement. Consideration needed to be given to the academic and pastoral support of UEA London undergraduate students

and how the equivalent UEA Norwich Academic Adviser model would be applied in London.

#### Student and Staff Mix and use of UEA London Facilities

- 5.16 As there would be a wide range of students at the Centre the Panel was interested to hear how this would be taken into account when planning how space at the Centre would be used. The Panel was advised that the current utilisation of space had been geared to initial requirements but that there were options for adapting existing and remaining vacant space according to future needs and in advance of the first cohort of undergraduate students. The zoning of particular areas was an option, and the Centre was currently designed to enable Masters students to have their own space.
- 5.17 The Panel had concerns around the need for the Centre to be able to respond to the varied learning styles and needs of differing student categories, including the requirement for group and private study areas for staff and students. The Panel was reassured that there was currently spare physical capacity at the Centre that could be designed to suit a variety of requirements. UEA London colleagues agreed that the areas requiring immediate attention in terms of space design for the increased numbers of students and staff at the Centre included study space, the cafeteria, the Learning Resources Centre and staff room.

#### Staff Training and Development and UEA Belonging

- 5.18 The Panel heard that INTO UEA London academic staff had spent time with the INTO UEA staff in Norwich and close working relationships had developed between staff in Norwich and London. Regular training events would be held in Norwich, to which INTO UEA London staff would be invited.
- 5.19 These measures would need to continue and to be developed for UEA undergraduate and postgraduate programmes to ensure consistency in approaches and to encourage staff and students to feel that they belonged to UEA.

**Hannah Coman**  
**Senior Administrator**  
**Partnerships Office**

## **Review of Existing INTO UEA Courses for London Delivery**

This is the full report of the review of delivery of existing INTO UEA courses for delivery at UEA London (including INTO UEA London). At its last meeting on 26 May 2010 the Learning and Teaching Committee:

Resolved

that the Institutional Approval of UEA London (including INTO UEA London which is approved for a period of up to five years) be approved, subject to the Chair in consultation with the panel agreeing that the requirements have been met and recommendations have been appropriately considered, in an action plan.

This review was in addition and separate to the Institutional Approval because of the need to confirm that the London operation of INTO UEA is able to deliver the existing courses effectively.

**UNIVERSITY OF EAST ANGLIA**  
**REVIEW OF EXISTING INTO UEA**  
**COURSES FOR LONDON DELIVERY**

**INTO UEA LONDON**  
**27 APRIL 2010**

**1. Summary of Conclusions**

1.1 The Panel concluded that they were satisfied that the INTO UEA London course team could deliver the INTO UEA courses at INTO UEA London on the basis of the current institutional arrangements, taking into account the future increase in numbers of staff and students at the Centre. The requirements set out below and in the action plan must be appropriately actioned.

1.2 Commendation

The Panel was pleased to note the established links and close working relationships with colleagues at INTO UEA in Norwich.

1.3 Requirements

1. Formalisation of the following processes by the time of the spring 2011 Joint Board of Study:
  - (i) Cross-INTO UEA and INTO UEA London processes for internal moderation and setting exam questions;
  - (ii) Clarification of the process for annual review of courses delivered at both INTO UEA and INTO UEA London;
  - (iii) Articulation of student feedback methods currently in use (INTO UEA London and INTO UEA programmes);
  - (iv) A policy to formalise the process adopted for integrating English language into subject teaching.

**2. Panel Meeting**

2.1 The Panel consisted of:

Ms Erica Towner (Director of Partnerships, Chair)  
Dr Florin Bisset (Foundation Year Manager, University of Bath  
(External Academic))  
Mr Laurence Daly (Assistant Registrar, Partnerships Office)  
Mrs Sally Walker (Head of the Partnerships Office)  
Miss Hannah Coman (Partnerships Office, Secretary)

2.2 As background information the Panel had received:

1. Summary of INTO UEA London and UEA London feedback
2. Marking standardisation exercise (INTO UEA and INTO UEA London)
3. Programme specifications:
  - a. International Foundation Certificate Business, Economics, Humanities and Law
  - b. International Foundation Certificate Computing Sciences, Mathematics and Actuarial Sciences
  - c. International Foundation Certificate (Fast-track) Business and Economics, with Society and Culture
  - d. International Diploma Business and Economics
  - e. Graduate Diploma Business and Economics

2.3 The review of the courses for London delivery involved consideration of the documentation above as well as the documentation provided to the Institutional Approval Panel. All of the members of the course delivery review Panel were also members of the Institutional Approval Panel. The review also involved discussions with members of the course teams. This process had been approved by LTC and is included for information as Appendix 2.

### **3. Meeting with INTO UEA London Staff**

3.1 The following staff were present:

Dr Matthew Perry, Academic Director  
Martin Kirby, Programme Manager, Graduate Diploma  
John Muscat, Subject Teacher, Mathematics, Physics and Quantitative Methods  
Declan O'Reilly, Subject Teacher, International Studies/Development: Social Science  
Rafi Sheikh, Programme Manager, Foundation  
Lucy Williams, Subject Teacher, Research Skills, Foundation in Business, Introduction to the Study of Business

The Chair welcomed the teams and thanked them all for their attendance.

The Panel discussed the following issues with the teams:

#### Relationship with INTO UEA Colleagues

- 3.2 The Panel were advised that INTO UEA London academic staff had spent time with the INTO UEA staff in Norwich and close working relationships had developed between staff in Norwich and London. Programme Managers had received their induction in Norwich and regular training events would also be held in Norwich, to which INTO UEA London staff would be invited.
- 3.3 INTO UEA London staff were currently using INTO UEA resources such as handouts and presentations but would be creating their own resources in due course.
- 3.4 Colleagues considered that there would be greater opportunities to work together, for example the setting of exam questions, but that there might also be some divergence where courses evolved and needed to reflect the potentially different student market in London.

- 3.5 The Panel was pleased to note that the regular contact between INTO UEA and INTO UEA London ensured that problems had not arisen in delivering the content of the programmes and carrying out the same exams at the same time.

#### English Language Integration

- 3.6 The Panel heard that although not a formal process, English language teachers observed subject teaching to identify areas requiring further attention. Colleagues had close working relationships with the English language teachers but tended to have different approaches to ensuring that students understood the English being used in class, for example targeting certain students in workshops.
- 3.7 The Panel considered that a policy should be developed to formalise the process adopted for integrating English language into subject teaching.

#### Student Progression

- 3.8 The Panel expressed some concern around the entry requirements of some universities in London for a 6.5 or 7 point IELTS score, and whether INTO students leaving with lower scores would have sufficient progression opportunities. The Panel was advised that students are given a large amount of help and advice when considering their progression options and that historically there had not been problems with finding students places at appropriate universities. A Progression Officer was to be employed at UEA London to help this process.
- 3.9 Students are actively encouraged to apply to UEA and the INTO UEA London students had visited the Norwich campus. Visits from UEA colleagues would also inform students of the options available to them at UEA.

#### Internal Moderation

- 3.10 The Panel noted that an internal moderation exercise had been undertaken across the Centres which had been useful in highlighting an issue around the interpretation of the questions by the students. This was a process that would need repeating and the Panel considered that as student numbers increased at the Centre consideration should be given to formalise the cross-INTO UEA and INTO UEA London processes for internal moderation.

#### Student Feedback

- 3.11 The Panel was advised that in general, colleagues obtained student feedback frequently but informally and encouraged students to give feedback at any time. As far as possible these views were taken into account and any problems were resolved as quickly as possible.
- 3.12 Colleagues agreed that as student numbers at the Centre increased it would be more difficult for students to have as much access to tutors and a more formal arrangement for tutorials and systematic feedback mechanisms would be required.

### Overall Experience So Far

- 3.13 Colleagues commented that they hoped that the variety and amount of access to learning resources for students would improve and students needed encouragement through the induction process to utilise the resources available at City University library.
- 3.14 The Panel was pleased to hear that there had been no practical difficulties with teaching both INTO UEA London and INTO City students in the same classes.

**Hannah Coman**  
**Senior Administrator**  
**Partnerships Office**

## **UNIVERSITY OF EAST ANGLIA**

### **INSTITUTIONAL APPROVAL – UEA LONDON (including INTO UEA LONDON)**

#### **REVIEW OF DELIVERY OF APPROVED COURSES – INTO UEA LONDON**

**27 April 2010**

A draft Institutional Review report will be provided to the UEA London Project team, INTO UEA London team, INTO UEA and the Learning and Teaching Committee (LTC) in due course, but below is an action plan that sets out the requirements and recommendations arising from the Institutional Approval event and the review of the London delivery of existing INTO UEA approved courses. There is some overlap between the two, however the origin of the recommendations will be clearly identified in the full report.

Colleagues are asked to produce a report to the Chair of Learning and Teaching Committee (or a working group identified by the Chair) by 1<sup>st</sup> September 2010 evidencing how requirements with a deadline of September 2010 (or earlier) have been met, indicating progress on requirements with a later deadline and detailing responses to recommendations.

#### **COMMENDATIONS**

- The Panel would like to congratulate the UEA London Project team and INTO UEA London team on the large amount of work that has taken place and progress that has been made in a short period of time.
- This progress is reflected in the fact that the Centre is up and running, and in the Course Approval of the two Masters programmes and the undergraduate International Business Management (IBM) Bachelor's degree.
- In light of the shared responsibility for further work to be done between now and the launch of the IBM, the panel supported a clear list of Requirements with clarified responsibilities rather than the language of Conditions.
- The students that the panel met with, mostly on the Graduate Diploma, spoke positively about their experiences of the Centre and their academic experiences.

<b>REQUIREMENTS</b>			
<b>No.</b>	<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>
1.	Production of a paper setting out how student services of an appropriate standard will be managed, clearly identifying responsibilities, named contacts and communication channels between INTO UEA London, UEA Norwich and other providers.	Dean London assisted by UEA London Project Manager.	1 September 2010
2.	INTO UEA London and INTO UEA disciplinary and regulatory procedures should be reviewed to ensure parity of approach with the forthcoming revised UEA disciplinary and regulatory procedures in consultation with the Director of Taught Programmes.	Head of Partnerships Office/INTO UEA/INTO UEA London	1 September 2010
3.	For UEA London production of a paper setting out how the Academic Adviser system of an appropriate standard be implemented by the launch of the BSc International Business Management programme.  For INTO UEA London formalisation of the current personal tutor system in operation.	Dean London in conjunction with Senior Adviser, NBS, Dean of Students and UEA's Director of Taught Programmes  Academic Directors, INTO UEA/INTO UEA London	1 May 2011  1 September 2010
4.	Review of :  (1) student handbooks to ensure accuracy and detail of information and relevance to London delivery	Dean London assisted by UEA London Project Manager, in conjunction with UEA Faculties/Schools (UEA programmes); INTO UEA / INTO UEA London and in consultation with the Partnerships Office and Dean of Students' Office where appropriate	1 September 2010 for INTO programmes and 1 September 2011 for the BSc IBM programme

	(2) promotional material to ensure that it accurately reflects the level of provision and learning opportunity and does not raise false expectations.	<p>(INTO programmes)</p> <p>Dean London/Director of Admissions to continue to monitor in conjunction with IUP (INTO programmes)/UEA Faculties and Schools (UEA programmes)</p> <p>INTO UEA / INTO UEA London materials to continue to be signed off by the Partnerships Office.</p>	
5.	A comprehensive induction programme is required for all London staff and students, including those starting outside of the normal induction period, which includes information on local services available to staff and students including utilisation of, and visits to nearby libraries, use of City University or other providers and UEA e-resources, and for students the opportunities provided by both City and UEA union of students.	Dean London in conjunction with UWA Faculties/Schools (UEA programmes) and with INTO UEA London (INTO programmes) and in consultation with the Partnerships Office, Dean of Students' Office, Union of UEA students and City University Students Union as appropriate	<p>1 September 2011 for the BSc IBM programme</p> <p>1 September 2010 for INTO programmes</p>
6.	The governance of the new Staff:Student Liaison Committees, particularly in relation to the membership and chairing of the Committees	Dean London, assisted by the UEA London Project Manager in conjunction with Head of School NBS, the INTO UEA London Chief Operations Officer and the JV Board where appropriate and with advice from relevant UEA service divisions.	30 June 2010
7.	A plan for the development of the Centre, to include UEA London and INTO UEA London, over the next 18 months must be produced which addresses the following issues:	Dean London in conjunction with the INTO UEA London Chief Operations Officer and the JV Board where appropriate and with advice from	30 June 2010 for issues that will require immediate action for the increase in numbers due

	<p>7.1 Use of space to facilitate group study, informal study and private study (a).</p> <p>7.2 Development of further formal teaching rooms, including an expanded Learning Resource Centre and staff room spaces, to accommodate the increase in student and staff numbers planned for September 2010 onwards (a).</p> <p>7.3 A strategy identifying the most appropriate use of funds for the library provision, including consideration of the transition from City University library to in-house provision. (a)</p> <p>7.4 Evidence of the adequacy on the breadth and number of books required for the Graduate Diploma and Diploma programmes.(a)</p> <p>7.5 In light of the launch of the BSc International Business Management programme, expansion plans for the Learning Resource Centre must take into account housing additional appropriate stock, study spaces for both groups and individuals, and must take account of the pedagogical approach of the programme (b).</p> <p>7.6 In support of 7.5, completion of the academic and pedagogical plans for year 1 of the IBM for home students (b).</p>	<p>relevant UEA service divisions.</p> <p>As above, in conjunction with Academic Director, INTO UEA London</p> <p>As above, in conjunction with Associate Dean SSF, NBS course designer and with advice from UEA Library Director</p> <p>As above, in conjunction with Head of School, NBS and NBS course designer</p>	<p>September 2010 (a)</p> <p>30 November 2010 for issues related to the BSc IBM (b)</p> <p>Early 2011</p> <p>As soon as possible</p>
8.	<p>Formalisation of the following processes:</p> <p>8.1 Cross-INTO UEA and INTO UEA London processes for internal moderation and setting exam questions.</p> <p>8.2 Clarification of the process for annual review of courses</p>	<p>Academic Directors, INTO UEA/INTO UEA LONDON</p> <p>Academic Directors, INTO UEA/INTO</p>	<p>1 September 2010</p>

	delivered at both INTO UEA and INTO UEA London.  8.3 Articulation of student feedback methods currently in use (INTO UEA London and INTO UEA programmes).  8.4 A policy to formalise the process adopted for integrating English language into subject teaching.	UEA LONDON in consultation with the Partnerships Office  Academic Directors, INTO UEA/INTO UEA LONDON  Academic Directors, INTO UEA/INTO UEA LONDON	
<b>RECOMMENDATIONS</b>			
<b>No.</b>	<b>Action</b>	<b>Responsible</b>	
1.	That the Centre maps their information, advice and guidance service against the matrix standard accreditation.	Dean London assisted by UEA London Project Manager and in conjunction with Academic Support and Operations Manager and Acting Head of Support Services, UEA London	
2.	A fast-track induction for current staff and students on access to both UEA and City University e-resources, and physical library resources available near the Centre, should be provided as soon as possible (there has been an offer of help from UEA library).	Dean London in conjunction with the Chief Operations Officer and Learning Resources Centre Manager, INTO UEA London	
3.	Plans for instilling a sense of belonging to UEA in staff and students at the Centre should continue and a clear strategy developed.	Dean London on conjunction with the Chief Operations Officer and Academic Director, INTO UEA London	
4.	A sub-group of Learning and Teaching Committee should be formed to work with the UEA London Project Team and report to LTC on progress at the Centre.  The sub-group to conduct a follow-up review at the Centre at a	Pro-Vice Chancellor (Academic)  LTC Sub-group (Professor Tom Ward, Professor Geoff Moore, Ms	

	date to be arranged, prior to the commencement of the IBM programme and report to LTC, and should serve as a conduit between LTC and the London Project Team.	Erica Towner, Dr Sara Connolly/Dr Shawn McGuire, Mrs Sally Walker)
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