

SEN09D001

Title: UEA London : Report of the Vice-Chancellor
Circulation: The Senate – 11 November 2009
Agenda: SEN09A001
Status: Open
Version: Final

1. The Vice-Chancellor has approved the recommendations of the Learning and Teaching Committee arising from the Committee's special meeting on 7 October, 2009 to consider institutional arrangements and course proposals relating to UEA London.

2. The Learning and Teaching Committee (LTC) recommended:
 - (1) Approval of UEA London (including INTO UEA London) institutional arrangements commencing 18 January 2010, pending ratification in April 2010 and subject to the following:
 - (i) that LTC be kept informed by reports to all scheduled meetings prior to ratification of Institutional Approval on:
 - 1 building progress
 - 2 appointment of the Academic Support Manager
 - 3 administrative support for students on UEA masters programmes
 - 4 learning support resources including the provision of set texts for masters students
 - 5 student support services
 - 6 use of SITS
 - (ii) that a staff development policy for INTO staff should be produced and monitored by the Joint Board of Study.

3. In addition, the Vice-Chancellor has agreed that the course proposals which LTC approved for INTO UEA London and UEA London may proceed to immediate advertisement without further qualification.

The following course proposals for INTO UEA London and UEA London were approved by LTC:

- International Foundation Certificate in Business, Economics, Humanities and Law
- International Foundation Certificate in Computing Sciences, Mathematics and Actuarial Sciences
- International Diploma in Business and Economics
- Graduate Diploma in Business and Economics
- MBA in Strategic Carbon Management

The full programme specifications may be consulted at the following address:

<https://intranet.uea.ac.uk/committeeoffice/ueacombds/ltc/ltc0910/071009>

LTC09D001

Title: UEA London/INTO UEA London Preliminary Institutional Approval
Author: Sally Walker – Partnerships Office
Date: 18 September 2009
Circulation: Learning and Teaching Committee – 7 October 2009
Agenda: LTC09A001
Status:
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A sub-group of the Institutional Approval Panel met on Tuesday 15 September 2009 to consider a proposal that UEA London (including INTO UEA London) be approved to deliver programmes with effect from 18 January 2010 with ratification in April 2010.

The Learning and Teaching Committee is invited to recommend approval to Senate of:

- i) UEA London (including INTO UEA London) institutional arrangements commencing 18 January 2010, pending ratification in April 2010;
 - ii) INTO UEA London course proposals shown below, pending revalidation (alongside INTO UEA Norwich courses) in April – June 2010 (date to be confirmed);
 - International Foundation Certificate in Business, Economics, Humanities and Law
 - International Foundation Certificate in Computing Sciences, Mathematics and Actuarial Sciences
 - International Diploma in Business and Economics
 - Graduate Diploma in Business and Economics
- and
- iii) UEA London course proposals shown below (which will be subject to review in accordance with the UEA Code of Practice for Assuring and Enhancing Teaching Quality)
 - MBA in Strategic Carbon Management.

Professor Tom Ward
Chair of the Institutional Approval Panel
18th September 2009

UNIVERSITY OF EAST ANGLIA
PRELIMINARY INSTITUTIONAL APPROVAL EVENT
UEA LONDON
INTO UEA LONDON
15 SEPTEMBER 2009

1. Summary of Conclusions

1.1 The Panel resolved to recommend to UEA's Learning and Teaching Committee (LTC) that Institutional Approval for UEA London (including INTO UEA London) should be granted and made the following recommendations:

- 1) that LTC be kept informed by reports to all scheduled meetings prior to ratification of Institutional Approval on the following:
 - Building progress;
 - Appointment of Academic Support Manager;
 - Administrative support for students on UEA masters programmes;
 - Learning support resources including the provision of set texts for Masters students;
 - Student support services;
 - Use of SITS.
- 2) that a staff development policy for INTO staff should be produced and monitored by the Joint Board of Study.

2. Initial Panel Meeting

2.1 The Panel consisted of:

Professor Tom Ward (PVC Academic – Chair)
Dr Andrea Blanchflower (Director of Faculty Administration
SSF)
Dr Sara Connolly (Associate Dean SSF)
Professor Geoff Moore (Director of Taught Programmes)
Ms Erica Towner (Director of Partnerships)
Mrs Sally Walker (Head of the Partnerships Office)

2.2 The Chair welcomed the Panel and explained that the objective of the event was to consider whether to recommend to LTC that preliminary Institutional approval should be granted and that courses be delivered by UEA and INTO from January 2010. Key issues to be considered had been identified in the review of paper-based evidence carried out by the Partnerships Office and approved by the Director of Partnerships.

As background information the Panel had received:

1. Paper-based review of evidence (Appendix C)
2. Preamble and timeline

3. Online access to the full Institutional Approval documentation provided by the UEA London project team
4. Individual e-copies of core documents from the Institutional Approval documentation
5. What UEA London is about
6. Operational framework
7. UEA London structure and Dean London role
8. INTO UEA London organisational chart
9. Code of practice mapping INTO UEA
10. Summary of position on student services, job description – Director of Student Services
11. Summary of library provision
12. Description of building

Full documentation can be found at:

http://cms.uea.ac.uk/polopoly/polopoly_fs/1.132185.1252325058!/Institutional%20Approval.zip

- 2.3 The Institutional Approval process involved the review of evidence collected from a range of paper based sources, discussions with staff and an inspection of physical resources at INTO UEA Norwich. This process had been approved by LTC and is included for information as Appendix A.
- 2.4 The Panel was provided with a presentation outlining the rationale behind UEA London and which highlighted areas of particular interest to the Panel. The presentations are available at: https://www.uea.ac.uk/polopoly_fs/1.132743!instapproval15092009.ppt. The Panel also considered a video showing the physical resources at UEA London and the surrounding area.
- 2.5 The timeline for approval of UEA London as approved by LTC can be found at Appendix B.
- 2.6 The review of paper-based evidence can be found at Appendix C. Additional management information regarding student recruitment and progression requested by the Panel was supplied following the meeting and circulated to the Panel.
- 2.7 The paper-based review identified the following themes for investigation during the day:

INTO programmes

1. The impact of Norwich-based INTO staff also working at INTO UEA London
2. Student representation for London programmes
3. Use of statistical information and student tracking
4. Staff development policy
5. Peer or management review of teaching
6. Learning support resources
7. Information given to students in advance of registration regarding the available resources

UEA programmes

1. The management of the UEA student experience and academic standards via school/faculty processes
2. The management, support and induction of UEA staff appointed solely for London delivery
3. Student representation for London programmes
4. Learning support resources

3. Meeting with INTO Staff and UEA London Project team

3.1 The following staff were present:

UEA London Project Team

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

INTO UEA Norwich

Dr Matthew Perry, Academic Director, INTO UEA Norwich
Debbie Price, Centre Director, INTO UEA Norwich

The Chair welcomed the teams and thanked them all for their assistance with the preparation for the event.

The Panel discussed the following issues with the team:

Staffing

- 3.2 The panel received an organogram of the structure of UEA London.
- 3.3 INTO UEA London staff would be employed by the Joint Venture. Academic staff delivering UEA degree programmes would be employed by UEA.
- 3.4 The Panel was advised that Dr Matthew Perry would initially be fulfilling the role of Academic Director for both INTO UEA London and UEA Norwich. Dr Perry had been involved in the development of a number of INTO projects and assured the Panel that he had the capacity to fulfil both roles during the developmental phase, with appropriate support from colleagues.
- 3.5 Some other senior staff from INTO UEA Norwich would be involved in mentoring (with backfilling where appropriate), but otherwise staff working at INTO UEA Norwich would not be deployed to positions in London. Staff will be appointed to INTO UEA London and there will be time for the shadowing of INTO staff in Norwich before they begin teaching in London. It was noted that induction of staff and 'ownership' of the programmes would be a key factor in the success of INTO UEA London.
- 3.6 Tim O'Brien, INTO University Partnerships (IUP) Director of UK Operations is currently acting as Chief Operations Officer and personnel had been assigned to other key posts; i.e. Marketing and Communications Co-ordinator and Head of London Marketing and Sales
- 3.7 A number of key staffing posts including Chief Operations Officer, Director of Student Services, Academic Support Manager and Programme Managers and Teachers are being advertised in September. A job specification for a

UEA-employed Progressions Officer and UEA Course Champion is being prepared.

Student Representation

- 3.8 UEA London students will be encouraged to access the Union of UEA Students remotely with the opportunity for representatives to travel from Norwich to London where necessary, but as student numbers in London increased it was intended that there would be a dedicated representative in London (FTE to be determined). The Panel suggested that consideration should be given to the provision of private web-cam facilities to ease communication. Social activity provision would be bought in from City University.
- 3.9 Staff Student Liaison Committees (SSLCs) would be structured as follows:
- single SSLC for all INTO UEA London and INTO City provision in the first instance, to be chaired by the JV Academic Director or deputising Programme Manager
 - separate single SSLC for all UEA Masters programmes chaired by Dean London and with appropriate routing of issues to the JV/UEA home School/UEA Central Division as necessary
 - separate single SSLC for UEA undergraduate programmes, when applicable, on same basis as for Masters.
- 3.10 The Joint Board of Study for INTO UEA Norwich would also initially cover the INTO London arrangement.

Staff Development Policy and Peer Management Review of Teaching

- 3.11 The Panel noted that INTO UEA staff undertook regular training courses and followed the British Council's peer review programme. However, more detail on staff development was required and a staff development policy should be produced.

Learning Support, Student Services and Physical Resources

- 3.12 The Panel was presented with a detailed explanation as to the physical resources at UEA London and in particular noted that:
- The floors from ground to floor 3 would be fitted out, with floors 4 and 5 being completed at a later stage when capacity required it
 - The ground floor would include a secure reception with a triage system where students would be forwarded to the service they required
 - The building would include a Learning Resource Centre and areas for student support and administration
 - Floor 3 was dedicated to Masters teaching and included a space for IUP business offices
 - The building programme was ahead of schedule and is due for completion on 18 December 2009, followed by the delivery of IT and furniture in order for the building to be ready for the delivery of courses from 18th January, 2010. The panel noted that the timeframe was very tight.

- Adjacent student residential accommodation would be complete by September 2010 and alternative arrangements for residences had meanwhile been made for the interim.

Copies of the floor plans were circulated to the Panel and can be viewed at 7.4b in the online documentation.

- 3.13 The Panel highlighted the importance of a dedicated point of contact for Masters students within their designated area. The School responsible for provision of UEA courses would need to ensure consistency of support and advice for students in London and Norwich
- 3.14 There were some issues around how much administration could be delegated from UEA Norwich to UEA London and there was a clear requirement for specific training in certain areas.

It had been recognised that there would be the need for in-house provision of some student support services, but that it would not be feasible to organise a completely in-house service to start in January 2010. For the first year at least, therefore, student support services would be bought in from City University and this position would be reviewed annually. The Head of Student Services post to manage the range of provision would be advertised in September.

- 3.15 In terms of library provision, UEA Library's e-resources would be available to all INTO UEA and UEA students. There would be an on site Learning Resources Centre and access to the main collections of City University Library. The outstanding issues to be resolved were how the texts on reading lists for Masters students would be made available (seven options had been identified offered by UEA's Library Director) and whether or not there would need to be further supplementation of students' access to wider reading resources in some specialist areas (an option for access by Masters students to Senate House Library had been negotiated).

The Management of the UEA Student Experience and Academic Standards via the School/Faculty Process

- 3.17 The Panel considered that it would be important to specify clear lines of communication about learning, teaching and quality issues.
- 3.18 As students on degree programmes would be registered within UEA Schools and subject to UEA regulations in all respects, Heads of Schools would continue to be responsible for the consideration of student complaints and appeals, even if the management of the process is assisted by administrators in London.
- 3.19 The Panel noted that there might be difficulties in accessing the UEA SITS database from London and alternative technical solutions would need to be found to ensure that the system worked effectively.
- 3.20 For both INTO and UEA programmes, External Examiners would be appointed to London and UEA provision. Boards of Examiners for all provision would be joint for UEA and London. Examinations would be timetabled at the same time for UEA and London.

3.21 The Panel noted that UEA London is a UEA Study Centre, rather than a campus of UEA . Students would therefore need a realistic view of how they will receive support, the distance to library provision and any other issues that might affect the student experience. The teams assured the Panel that the location of sources of support and of library resources would be made clear to students.

4. Meeting with students

4.1 The meeting with students was scheduled for 5 October 2009 and notes from this meeting will be made available for LTC's consideration prior to their meeting on 7 October 2009.

**Hannah Coman
Senior Administrator
Partnerships Office**

APPENDIX A

Proposals for Institutional Approval – (See Project Plan Appendix B)

UEA London and INTO UEA London

Stage 1 – Paper-Based Review

UEA London was asked to submit information as set out in the Validation Handbook Appendix 11.

The documents above were reviewed by the Partnerships Office who identified any emerging themes for the panel to explore during the approval process.

Stage 2 - Initial Institutional Approval

The sub-group of the Institutional Approval Panel attended events at INTO UEA to:

- 1) receive an introduction to UEA London Project team;
- 2) meet with staff responsible for delivery of INTO UEA Norwich programmes;
- 3) tour resources:
- 4) meet with students who have progressed from INTO UEA.

This initial approval would report to LTC on 7 October 2009 and subject to LTC approval, grant permission for UEA London to recruit to UEA and INTO programmes from January 2010.

Stage 3 – Institutional Approval Event

The full Institutional Approval event will be held in April 2010 with the following panel members:

Chair:	Professor Tom Ward (PVC (Academic))
Members:	Ms Erica Towner (Director of Partnerships) Professor Geoff Moore (Director of Taught Programmes) Professor Neil Ward (Chair of INTO JBOS) Mr Rob Evans (Academic Registrar) Mrs Sally Walker (Manager of the Partnerships Office) Dr Sara Connolly (Associate Dean SSF) External Academic Dr Andrea Blanchflower (DFA SSF)
Secretary:	Hannah Coman (Partnerships Office)
Advisers	Mr Nick Lewis (Library Director) Dr Annie Grant (Dean of Students) Jonathan Colam-French (Director of ISD)

Stage 4

A recommendation will be made to the University's Learning and Teaching Committee.

APPENDIX B
Timeline

	<i>Item</i>	<i>By Whom</i>	<i>Ma y</i>	<i>Jun</i>	<i>Jul</i>	<i>Au g</i>	<i>Se p</i>	<i>Oct</i>	<i>No v</i>	<i>Lat er</i>	<i>Revised Date</i>	<i>Comments</i>
1	Agree approval processes for institutional and course approvals	LTC									27- May-09	Approved
2	Approval in Principle for courses as listed in report to LTC to proceed to course approval process	LTC									27- May-09	Approved
3	Members of Institutional Approval Panel approved by LTC	LTC									27- May-09	Revised (extended) memberships and sub-groups to be approved under LTC Chair's action
4	Proposal for revision to approval process for UEA London to LTC	Partnership s Office									Jun-09	LTC Chair's action
5	Proposal for Revised Institutional Approval/Review Panel	Partnership s Office/LTQ O									Jun-09	LTC Chair's action
6	INTO to identify London Academic Infrastructure Lead	INTO									Jun-09	UEA London Project Manager to trigger London lead to provide required information for Institutional Approval
7	Faculties asked to prepare and undertake detailed consideration of new course proposals re UEA Programmes for London, including PROGRAMME SPECIFICATION(S).	Faculties									Jun - Sept 09	UEA London Project Manager on behalf of UEA London Project Board to communicate with Faculty DoAs

8	INTO asked to prepare and undertake detailed consideration of new course proposals re INTO UEA London including PROGRAMME SPECIFICATIONS	INTO							Jun - Sept 09	Process to be reported to JBOS. Documentation prepared for October 7 LTC
9	INTO to prepare requested supporting evidence for Institutional Approval of INTO UEA London and submit to Partnerships Office by the end of August (see 11)	INTO							Jun 09 to Aug 09	For approval of INTO UEA London
10	UEA London Project Board to prepare paper clarifying student support and facilities for UEA London and submit to the Partnerships Office by the end of August (see 11)	UEA London Project Board							Jun 09 to Aug 09	For UEA London approval and to cover support for both UEA and INTO UEA programmes. Will include recommendations to Project Board from DoS and Librarian on optimum arrangements following their appraisal of options and visits to potential contractors.
11	Partnerships Office reviews all paper-based info for institutional approval of UEA London and INTO UEA London (see 9,10)	INTO London and UEA London							Sep-09	In consultation with UEA London and INTO UEA London as appropriate
12	Initial Visit to UEA London and INTO UEA London by sub-group of approval panel	Sub group Institutional Approval panel							Sep-09	May include review of facilities provided under contract depending on whether any issues raised by DoS/Librarian (see comments in 12)

13	Meeting with UEA-based INTO students and visit to INTO UEA Norwich	Sub group Institutional Approval panel								Sep-09	Date revised so as to include more students. Likely to be by no later than first week Sept.
14	Partnerships Office prepares recommendations report to LTC based on 9 - 13	Partnerships Office								Sep-09	Deadline 28 September
15	Faculty LTQCs finish detailed consideration and submit course proposal documentation (including prog spec(s)) to LTC (see 7)	Faculty Offices								Sep-09	Faculty documentation to pay particular attention to staffing. Resources, student support issues will be picked up at Institutional Approval and review. Deadline 28 September
16	INTO finish detailed consideration and submit course proposal documentation (including prog spec(s)) to LTC (see 8)	INTO								Sep-09	Programme specs to pay particular attention to staffing. Resources, student support issues will be picked up at Institutional Approval and review. Deadline 28 September
17	Staffing arrangements for delivering UEA London programmes confirmed by Faculties	Faculty Offices								Sep-09	
18	Staffing arrangements for INTO UEA London for delivery of programmes for January 2010	INTO								Sep-09	To be confirmed on programme specification
19	Deadline for LTC Papers	All								Sep-09	Deadline 28 September
20	LTC Meeting									Oct-09	07-Oct-2009

25	Ratification of Institutional Approval of UEA London and UEA Programmes London	Institutional Approval panel										Apr-10	NB approval for INTO-UEA (London) foundation programmes and UEA Programmes (London) masters programmes only
26	Re-validation of INTO UEA Programmes for delivery at UEA Norwich and review of programmes to be delivered at INTO UEA London (joint events)	INTO/Partnerships Office										April - June 10	
27	Report To LTC											Jun-10	

Key

INTO UEA London	INTO UEA provision delivered in London
INTO UEA Norwich	INTO UEA provision delivered in Norwich
INTO	all INTO
UEA Programmes London	UEA programmes delivered in London via the UEA (London) arrangement

Paper-based Approval and Review of Partnerships UEA London for delivery of UEA and INTO programmes.

This process is the first stage of Institutional Approval and, subject to the outcomes of a review by the Panel and approval by LTC, will grant approval for INTO and UEA to run their first cohort of students from January 2010. There will be a further full Institutional Approval event in April 2010. Some of the issues raised in this documentation will be more appropriately raised at the later event.

Information was provided on 1st September 2009. A copy is stored in the Partnerships Office. The information is also available via Blackboard or can be viewed at:

http://cms.uea.ac.uk/polopoly/polopoly_fs/1.132185.1252325058!/Institutional%20Approval.zip

Key information has been provided to the initial approval Panel.

For ease of use, issues relating to UEA London are shaded in the document.

Reviewer 1 - Hannah Coman

Reviewer 2 - Sally Walker

Recommendation by Director of Partnerships

Signed – Erica Towner

Date – 7 September 2009

Comments on INTO's strategic approach to HE

INTO's website <http://www.into-global.com/about-into.php> states:

“INTO is a private sector, partnering organization transforming the internationalization strategies and student experience of its university partners worldwide, through a \$2 billion investment program.

At the heart of an INTO partnership is a transformational capacity building agenda enabling the University to deliver a world class and authentic student experience.

INTO creates assets for universities enabling them to meet their internationalization agenda successfully and sustainability through:

- global market insight and knowledge to anticipate trends and needs in international education;
- global reach through its sales in marketing network of over 400 agents, managed by 40 full time staff from offices in 20 countries;
- a focus on students and the development processes, systems, support services and programs that meet their needs;
- investment and development expertise in state-of-the-art physical infrastructure;
- a global alliance of like-minded universities committed to investing in the assets to create a world class internationalization environment on their campuses.’

Comments on the Strategic approach for UEA London

UEA London is designed to deliver benefits to many strands of the Corporate Plan:

- provide a forum for the rapid dissemination of key scientific, social and cultural research outcomes to government, opinion formers and businesses – many of which are located in London, enabling UEA to publicise, promote and maximise the impact of UEA’s activities and those of its Norwich Research Park partners
- extend UEA’s reach by offering UEA’s portfolio to a wider range of people than can be addressed in Norwich, providing both:
 - a new UK base to teach international students
 - a centre for particular niche programmes to appeal to home/EU students who are likely to find London an easier or more attractive study location
- serve as a rendezvous for the University’s London-based alumni and provide a hub from which Norwich-based students will access the capital’s resources – intellectual, cultural, commercial and political.

Comments on the INTO's framework for managing the quality of the students' experience and academic standards

INTO UEA has worked in partnership with UEA since 2006. The framework for monitoring the quality of student experience and academic standards is informed by that of UEA and the appropriate QAA Codes of Practice. The background material (1.5b) shows the arrangements for managing INTO UEA London.

The Joint Board of Study which will cover INTO provision at UEA and London is a proven mechanism for oversight of INTO's framework.

The formative period of INTO UEA Norwich presented a number of challenges but the operation of INTO now appears stable with appropriate staff, infrastructure and academic programmes established. This process has been challenging and stability hard-won. The Panel, LTC and JBOS will need to monitor the Norwich operation carefully to ensure that any movement of staff and focus to London does not jeopardise standards and quality in Norwich.

Comments on the framework for managing the quality of the students' experience and academic standards for UEA London programmes

The operational framework is set out in section 1.3a of the supporting documentation.

The intention is to offer a suite of UEA degree programmes (initially masters) at UEA London. In the first instance, only one masters programme will run from January 2010 - Strategic Carbon Management, although more masters programmes are scheduled to commence in September 2010.

UEA degree programmes will be taught by UEA academic staff. These may be staff currently employed by UEA or specifically appointed to deliver UEA programmes in London. Where new staff are recruited, they will be appointed to the relevant school of study at UEA. The panel may wish to explore induction and orientation of staff if they are to be located only at UEA London.

It is noted that the operational framework states that "the impact of including UEA London students in the School/Faculty administrative process is being taken into account in the planning process for the first masters to be delivered in UEA London..." This may be an aspect of provision that will need to be kept under review by LTC.

Comments on how INTO and UEA work together to enhance the management of its CP

INTO and UEA work together on a number of levels to enhance the management of the provision. On a day-to-day level INTO works primarily with a named contact in the Partnerships Office. This is the first port of call for advice on QA matters. The Joint Board of Study (JBOS) is the main formal arena for management of the arrangement. It is anticipated that INTO UEA and INTO UEA London will be served by a shared JBOS at least in the first instance.

The Terms of Reference for JBOS are included in the documentation 1.3f.

The minutes of these meetings are reported to LTC and can be found on:
<https://www.uea.ac.uk/ltqo/partnershipsoffice/committeepapers/into>

The Partnerships Office makes regular reports to LTC on INTO
<https://www.uea.ac.uk/ltqo/partnershipsoffice/committeepapers/UEA+LTC>

UEA also provides Academic Links who are a very useful element in the management and operation of collaborative arrangements. Academic staff from UEA are linked to related subject areas at INTO. The Academic Link prepares an annual report in which s/he reflects on the previous year and sets the agenda for the next year in conjunction with the course leaders. These reports are considered by the JBOS. Academic Link reports are included in the documentation at 5.5b.

There is currently no Academic Link from the Social Sciences Schools (the NBS rep left UEA and the Head of School is seeking a replacement). The Partnerships Office will be reviewing the Academic Link arrangements for INTO to reflect the expansion in provision.

Comments on how UEA London will be managed

The Operational Framework for the arrangement is as set out in 1.3a of the documentation. Key to the development is the post of the Academic Support Manager (the job description is included in 1.3b). The panel may wish to ask LTC to monitor progress on this appointment and request regular updates on the management arrangements.

Comments on INTO's internal approval, monitoring and review arrangements for CP and the information loop to UEA

INTO's annual monitoring process replicates the UEA arrangements for course and unit monitoring. Annual course monitoring is considered

by the Joint Board of Study and action plans are monitored through the Joint Board. The annual pathway update reports are included in the documentation at 5.5a. These show that areas of concern identified have been addressed.

Periodic review

Periodic review of the partnership

The partnership is reviewed by UEA every five years and a recommendation made to LTC as to whether or not to proceed with the arrangement.

Periodic review of programmes

Periodic review of programmes is at a maximum interval of five years. The review of INTO UEA programmes will be held a year earlier at the same event as the validation of the INTO UEA London programmes.

External participation in internal review processes

- **how external are they i.e. if they are the current external examiners are they ‘external’?**
- External Academics are used for all Institutional and course approval events. These are approved by the Director of Partnerships. Those appointed cannot be current external examiners at UEA or INTO.

Comments on proposals for management of course and unit review for UEA London programmes

Course and unit review for UEA London programmes will be the responsibility of the faculty and will conform to the UEA process for review.

Comments on external examiners and their reports

Is there an induction programme/procedure for external examiners by INTO. Do INTO's procedures for considering its reports adhere to the QAA's *Code*? Is the use of external examiners in summative assessment 'strong and scrupulous'?

INTO UEA (See Code of Practice 5.3g) conforms to the UEA's procedures and the QAA Section 4: External Examining. This is demonstrated by the mapping against the QAA Code of practice (5.2).

External Examiner appointments are approved by the Director of Taught Programmes.

Comments on proposals for external examining for UEA London programmes

In line with similar arrangements where courses are delivered at more than one site, it is expected that the same External Examiner will be used. Care must be taken to ensure that where action is required at only one site, this is clearly documented.

Comments on the use made of external reference points (INTO Programmes)

UEA may wish to explore use of subject benchmarks at course validation.

All relevant QAA codes of practice have been mapped by INTO and an action plan drawn up. See 5.2 in documentation

Comments on the use made of external reference points (UEA London programmes)

To be explored in programme specification.

Comments on review and accreditation by external agencies of INTO's programmes

INTO UEA Norwich received accreditation for four years by the British Council following its October 2007 inspection of INTO in respect of its role as a provider of English Language tuition.

Outcomes of QAA reviews at subject/programme level

n/a

Comments on student representation at INTO London

Student Forum and Pathway committee minutes have been included in the documentation 5.6 a –e. Students also have representation on JBOS. Union of UEA students have offered development sessions for student representatives. The Panel may wish to explore how student representation at INTO UEA London will be managed.

Comments on student representation at UEA London

The panel may wish to explore how this will be managed.

Comments on feedback from INTO students, graduates and employers

INTO students are not included in the National Student Survey as this covers only finalists on full undergraduate awards.

5.7 shows that student feedback is collected via Igrad Survey, Course feedback forms, JBOS representation, QA pathway committees, Student Forum and Tutorials. Course monitoring is informed by student feedback. The review panel in April may wish to see an audit trail of student feedback.

Comments on student admission, progression, completion and assessment information

The panel may wish to explore how statistical information is used by INTO and how this is used to inform UEA.

Management Information is considered at JBOS, but this is an area where more work is required.

Student achievement is recorded in the Annual Pathway update reports 5.5a.

Some limited analysis of success of ex-INTO students at UEA has been undertaken. This will need to be developed and reported on a regular basis to LTC.

Management data on the following has been requested:

- Admissions statistics for last 3 years:
 - o number of applicants
 - o number of admissions
 - o ratio of applicants to places
 - o 'A' level scores or equivalent and other qualifications of student intake
 - o actual intake as a percentage of the target intake
 - o student numbers, by course, for last five years (initial enrolments and actual completions)
 - o student attendance, performance and progression rates
 - o student performance/assessment results
 - o destination of completers (i.e. progression to other courses)

Comments on assurance of quality of INTO teaching staff; appointment, appraisal, support and development

A "Manager's Pack" was included with the documentation 3.3a, This deals primarily with staff appointments. The INTO Performance Management policy is included as 3.4. The panel may wish to consider asking for a staff development policy. 3.5a shows recent staff development, however this is quite minimal and not academic related. The Panel may also wish to explore whether or not there is a process of peer or management review of teaching. The panel may also wish to look at resources available for teaching staff including office accommodation and access to IT resources.

Comments on assurance of quality of teaching staff on UEA London programmes; appointment, appraisal, support and development

Staff delivering UEA Programmes in London will be employed by UEA and thus fall under UEA requirements for the above. The panel may wish to ask LTC to keep the arrangements for management of these staff under review as the UEA offerings in London increase.

Comments on assurance of quality of distributed and distance methods if applicable (INTO)

Not applicable.

Comments on assurance of quality of distributed and distance methods if applicable (UEA)

Where applicable these will be picked up in the programme specifications and course approval process.

Comments on learning support resources for INTO students

Section 6 in the documentation sets out the current position on student support and guidance both for INTO and UEA programme students. There is a summary position statement which the panel are asked to read very carefully. A range of bought-in services are being provided by City University. Some of the services will be provided by Joint Venture staff. The Dean of Students, Dean London and UEA Project Manager are currently involved in the detail of the arrangement. The services provided will change over time and there will be an opportunity to review how this is working at the full approval in April.

The Panel may wish to:

- 1) request that an update on these services is given at each meeting of LTC in 2009/10;
- 2) clarify whether there are likely to be significant differences in the learning support provided at UEA and in London.

Comments on learning support resources for UEA students

Services will be provided as above, with extra library facilities at Senate House (University of London) currently under discussion.

Comments on academic guidance and personal support for INTO students

INTO UEA Information on Pastoral Care 2009/10 is included in the information pack 6.3

Comments on academic guidance and personal support for UEA students

The students will be allocated an Adviser in line with UEA procedures.

Comments on reliability, accuracy and completeness of published information (INTO)

As part of its responsibilities, the Partnerships Office undertakes regular reviews of published information. These reviews are reported to JBOS. Recent reviews were conducted of all Student Handbooks and information available to students on the website. Published information such as the Prospectus is approved by the Partnerships Office prior to publication.

The Panel may wish to view information given to students in advance of registration which clarifies use of resources for the London students.

Comments on reliability, accuracy and completeness of published information (UEA)

Publication of UEA information will be subject to UEA protocols.

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LTC09D009

Title: UEA London/INTO UEA London Preliminary Institutional Approval
Author: Sally Walker – Partnerships Office
Date: 18 September 2009
Circulation: Learning and Teaching Committee – 7 October 2009
Agenda: LTC09A001
Version: 2 Final

UEA London/INTO UEA London Preliminary Institutional Approval

A sub-group of the Institutional Approval Panel met with INTO UEA Norwich students that had progressed onto UEA courses on Monday 5 October 2009 to consider their views and experience of INTO UEA Norwich.

Professor Tom Ward
Chair of the Institutional Approval Panel
6 October 2009

UNIVERSITY OF EAST ANGLIA

PRELIMINARY INSTITUTIONAL APPROVAL EVENT – MEETING WITH INTO UEA NORWICH STUDENTS

UEA LONDON
INTO UEA LONDON
5 OCTOBER 2009

1. Initial Meeting

1.1 The Panel consisted of:

Professor Tom Ward (PVC Academic – Chair)
Dr Andrea Blanchflower (Director of Faculty Administration
SSF)
Dr Sara Connolly (Associate Dean SSF)
Professor Geoff Moore (Director of Taught Programmes)
Ms Erica Towner (Director of Partnerships)
Mrs Sally Walker (Head of the Partnerships Office)

Observers

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

1.2 The Panel identified a range of questions to be explored with the students:

- Positive aspects of their INTO course
- Accuracy of pre-course information
- Facilities
- Learning and pastoral support
- Feedback and student representation
- Cultural Information
- Social programme and involvement with Union of UEA students
- How to improve the programme
- Relevance of programme to further study
- student views on London delivery

2. Panel Meeting with Students

2.1 The Chair welcomed the students and explained that the objective of the event was to consider whether to recommend to LTC that an preliminary Institutional Agreement between the University and the Joint Venture should be approved and that courses be delivered by UEA and INTO from January 2010.

2.2 Four students were present at the meeting but due to confidentiality reasons the students have not been identified in this report.

2.3 Students' opinions on positive aspects of INTO UEA

The students commented that the courses completed at INTO prepared them very well for further study at the UEA as they understood what was expected of them in terms of course load, academic writing style and referencing.

For many students joining INTO was their first time in the UK and they stated that feeling part of the family at INTO helped them with the culture shock they had experienced. Students at INTO became close friends and got to know their tutors very well but they also feel part of the UEA community as a whole and did not feel there was any divide between the UEA and INTO.

2.4 Students' expectations of the course and the facilities at INTO in comparison to the information they had received

The students found the initial information they received prior to admission to be accurate. This information had been received either through agencies or on the internet and included details on the level of support they would receive and facilities available.

Students had found the facilities available to them such as the library and Sportspark were easy to use.

INTO had a good social programme and organised events such as trips to other cities and sporting events which the students valued. On an occasion when a party had proved unpopular and feedback was given by the students, the staff responded by changing the type of party for the next event.

The students commented that, they also felt a part of the UEA as a whole. However, the students did find it more comfortable to engage in INTO rather than those run by the Union of UEA Students.

2.5 Support from INTO staff

All of the students commented that they were always supported academically and personally, and that the tutors were very approachable. They stated that they had a lot of direct contact with their tutor who was able to help the students to resolve any issues they had. The students felt that staff were friendly, helpful and supportive and that they felt very at home at INTO.

The students were not aware of the INTO UEA Student Forum but were happy with the support they received from staff.

2.6 Preparation for Progressing to the UEA

The students were confident that their experience at INTO had prepared them for progressing to the UEA, particularly in terms of their knowledge of how to write essays, Harvard referencing, course load and using the facilities. One student commented that he were aware of an international student who had not attended INTO and was finding it difficult to settle in at UEA.

2.7 Recommending INTO

All of the students would recommend that international students, and particularly those preparing to study for postgraduate programmes, would benefit from completing an INTO course because of the preparation for and continuity to the next level of education that it provided. The students noted the level of fees for the INTO programmes and were interested to know if there was the possibility of bursary arrangements.

2.8 Suggestions about INTO UEA Norwich and UEA London

An issue was raised around the curriculum balance between English language and subject teaching on some of the courses and the need to keep the balance under review. Some students thought the subject content too broad and some too specific.

The students thought it might be useful to hold more student discussions to share experiences and information relating to cultural differences they were experiencing. They would like advice on how to live with English people.

The students felt that some international students might choose UEA London over UEA Norwich if they preferred a busier lifestyle and were able to afford to live in London. However they considered that had the choice been available to them, they would have chosen Norwich. The students felt that it was important for prospective students to know that the INTO London base was affiliated with a university and that they had the opportunity to continue their studies at the UEA following completion of their INTO course.

They valued the fact that INTO UEA Norwich is within a university campus and the benefits that brings. They were of the opinion that if the INTO building had more facilities to offer such as a bigger library or a bar, that UEA students would also spend time at INTO.

**Hannah Coman
Senior Administrator
Partnerships Office**

LEARNING AND TEACHING COMMITTEE



Minutes of the meeting held on 7 October 2009

Present: The Pro-Vice-Chancellor (Professor T.B. Ward) (in the Chair), the Director of Postgraduate Research Degree Programmes (Professor C. Vincent), the Director of Taught Programmes (Professor G. Moore), the Director of Partnerships (Ms E. Towner), LTC Director of Staff Development (Mr P. Levy), the Academic Registrar (Mr R. Evans), the Dean of Students (Dr A. Grant), Associate Deans (LTQ) (Dr S. Connolly, Mr I. Farr, Dr N. Spalding and Dr N. Watmough) and the Academic Officer of the Union of UEA Students (Mr D. Sheppard)*, except for business marked*.

With: The Head of the Learning, Teaching and Quality Office (Ms A.E. Rhodes), the Equality and Diversity Manager (Ms H. Murdoch), (Mrs S. Walker), the Head of Partnerships Office (Secretary), the Assistant Registrars (Dr J. Ashman, C. Gray) and the Senior Administrators (Miss H. Coman and L. Ward).

In Attendance: Dean of UEA London (Dr R. Harvey), Project Manager, UEA London (L. Morton), Director of Faculty Administration, Social Sciences (Dr A. Blanchflower), Director of Information Services (Mr J. Colam-French), The Library Director (Mr N. Lewis), Centre Director INTO (Ms D. Price), Director of Academic Programmes, INTO UEA (Dr R. Samuels), Director of English Language Programmes, INTO UEA (Mr P. Hullock) and the General Manager of the Union of UEA Students (Mr A. Pott).

Apologies: Director of Faculty Administration (Science, Mr M. McGarvie) and Mr G. Sorrell (City College Norwich Rep),

1. UEA LONDON

Received opening remarks by

- (1) The Chair

The Chair outlined the process for the approval of UEA London and explained that the Committee was being asked to recommend to Senate approval of:

- (1) UEA London including INTO UEA London institutional arrangements , and permission to deliver programmes from 18 January 2010 with ratification in April 2010,

(2) programmes as laid before the Committee.

(2) Dean, UEA London

The Dean of UEA London set the context for the development and confirmed that processes to recruit students and staff were underway. The developers would finish on 18 November and the building would be handed over to the INTO UEA London Joint Venture in mid- December. A March 2010 start date for the MBA Strategic Carbon Management was anticipated whilst INTO programmes would commence in January 2010.

Considered

- (1) a report from the Institutional Approval Panel. (A copy is filed in the Minute Book, ref. LTC09D001)
- (2) a tabled report from the Institutional Approval Panel regarding its meeting with INTO UEA students on 5 October, 2009. (A copy is filed in the Minute Book, ref LTC09D009)
- (3) a project update from the UEA London Project Team. (A copy is filed in the Minute Book, ref.LTC09D002)
- (4) an update from the Information Services Directorate. (A copy is filed in the Minute Book, ref.LTC09D003);
- (5) other (oral) updates on the progress of the project.
- (6) course proposals - INTO UEA London:
 - i) International Foundation Certificate in Business, Economics, Humanities and Law. (A copy is filed in the Minute Book, ref.LTC09D004);
 - ii) International Foundation Certificate in Computing Sciences, Mathematics and Actuarial Sciences. (A copy is filed in the Minute Book, ref.LTC09D005);
 - iii) International Diploma in Business and Economics. (A copy is filed in the Minute Book, ref.LTC09D006);
 - iv) Graduate Diploma in Business and Economics. (A copy is filed in the Minute Book, ref.LTC09D007).
- (7) course proposals - UEA London:

MBA in Strategic Carbon Management - London. (A copy is filed in the Minute Book, ref. LTC09D008).

Recommended

- (1) Approval of UEA London (including INTO UEA London) institutional arrangements, commencing 18 January 2010, pending ratification in April 2010 and subject to the following:
 - (i) that LTC be kept informed by reports to all scheduled meetings prior to ratification of Institutional Approval on:
 - building progress
 - appointment of the Academic Support Manager
 - administrative support for students on UEA masters programmes
 - learning support resources including the provision of set texts for Masters students
 - student support services
 - use of SITS
 - (ii) that a staff development policy for INTO staff should be produced and monitored by the Joint Board of Study.

RESOLVED

- (1) To approve the following INTO UEA London course proposals, pending revalidation (alongside INTO UEA Norwich courses) in April – June 2010 (date to be confirmed):
 - International Foundation Certificate in Business, Economics, Humanities and Law
 - International Foundation Certificate in Computing Sciences, Mathematics and Actuarial Sciences
 - International Diploma in Business and Economics
 - Graduate Diploma in Business and Economics
- and
- (2) To approve the following UEA London course proposal (which would be reviewed in accordance with the UEA Code of Practice for Assuring and Enhancing Teaching Quality) subject to confirmation by the Faculty Associate Dean (LTQ) Social Sciences regarding contingency arrangements for UEA Academic staff delivering the course
 - MBA in Strategic Carbon Management - London

(In their detailed consideration, members:

- (i) were informed that the purpose of UEA London was to provide pre-university entrance and first year undergraduate equivalent programmes for international students whose preference was to study in a metropolis and to offer niche Masters

programmes that would appeal to an identifiable audience, which worked in a large population centre;

- (ii) noted that the priority of the Head of Student Services (UEA London) would be to ensure that students received a level of support that was equivalent to that provided in Norwich,, though it was accepted that this would not be identical.. Initially, back-up services would be provided by City University and UEA Norwich, which might involve some DoS staff from Norwich occasionally travelling to London to provide support if numbers warranted. It was acknowledged that the impact on the Advice Centre of the Union of UEA Students would need monitoring. Administrative support for courses would be provided by Joint Venture employees to the greatest practicable extent;
- (iii) were informed of the intention that the delivery of UEA degree programmes would be by UEA academic staff, including those holding ATR contracts;
- (iv) considered the report from the meeting held on Monday, 5 October 2009 with former INTO UEA students who had progressed to UEA programmes. The Chair noted that the meeting had been extremely worthwhile and that the students reported a positive experience at INTO UEA that had prepared them well for progression to the University;
- (v) were updated on the IT infrastructure that would be in place at UEA London, being aware that the infrastructure would have to support INTO UEA London, UEA degree programmes delivered in London and INTO City provision. It was confirmed that UEA students would be given a UEA email address and would be able to access their desktop via any computer, with City's desktops for its students being as closely aligned as possible. There would be a small server room housing the network and telephony and managed by UEA for City's services.

One outstanding issue was the Virtual Learning Environment for INTO UEA London with current options being a share file store, email lists or MOODLE provided by the University of London Computing Centre. However, Masters students and staff would continue to use Blackboard as at Norwich. The other main issue was that there were a number of client server applications excluded from the network and it was yet to be finalised whether these aspects of administration would be undertaken in Norwich or whether these could be undertaken at UEA London via a small number of connections.

It was noted that the allocation of resources to the UEA London project meant that a number of IT teaching and

learning projects had been postponed until February 2010. However, these were not projects that had already commenced;

- (vi) noted that library provision for UEA London would replicate as far as possible the provision in Norwich, via use of the Learning Resource Centre and, initially at least, access to City University Library. The strategy for library provision was based on the needs of the programmes being delivered from January 2010, but in the longer term, with the addition of postgraduate and undergraduate programmes alternatives, the strategy would need to address greater depth and spread of provision. Options being considered were an extension to the Learning Resource Centre, borrowing rights from other institutions' libraries or using another library as a service provider for a small UEA library. Additional e-resource was also currently being planned for all UEA courses.

The library provision would be reviewed and assessed when new programmes were proposed or current programmes were modified;

- (vii) noted that academics appointed to teach in London would complete a two week induction in Norwich and would also observe teaching at Norwich before taking up post in London. They would have the same access to CSED training courses as current staff. Administrative and other support staff would also have induction training and would spend some time at UEA if necessary, It was important for staff to have UEA training and understand and share its ethos in order to deliver an equivalent experience and ensure maintenance of the link between London and Norwich. Dean London explained that the Joint Venture Company (JV) would be able to fund UEA teaching posts (i.e. Academic Teaching and Scholarship Staff and Associate Tutors), but staff appointed on Academic Teaching and Research contracts would require an arrangement between the JV and UEA;
- (viii) noted the timescales for UEA London, including the dates for commencement of the International Certificate and Diploma programmes, Graduate Diplomas, Masters programmes and the intention to deliver undergraduate programmes from September 2011;
- (ix) noted that City University was currently undertaking a validation process of intended INTO City awards, which consisted of programmes developed as INTO UEA programmes and initially to be taught by INTO UEA London staff. City was also considering the appropriate mapping with UEA's regulatory framework to identify any issues for resolution, such as arrangements for Board of Examiners;

- (x) supported the course proposals for INTO UEA London, which mirrored those at INTO UEA Norwich. It was noted that examinations at Norwich and London would run concurrently and share the same Board of Examiners. It was also noted that INTO UEA programmes were reviewed annually and that UEA's existing Joint Board of Study received annual reports from UEA Academic Links. This review mechanism would continue through the Joint Board of Study, which at least initially was now intended to relate both to INTO UEA and INTO UEA London. Any modifications to programmes would apply to both Centres, although in time there might be the need to consider some individual tailoring arising from considerations such as the student demographic, students requirements and ownership of the programmes by the respective teaching teams;
- (xi) LTC also noted that the approval process for existing and new UEA programmes at UEA London would continue to require Faculty scrutiny and (pending the intended Institutional Approval ratification event in April 2010) sign off by LTC;
- (xii) supported the MBA Strategic Carbon Management – London, subject to some additional detail from the School such as contingency plans for staff absence.(This was subsequently signed off by the Associate Dean SSF).
- (xiii) agreed that subject to the approval of the Vice-Chancellor under Chair of Senate's action that the caveat "subject to final approval" could be removed for the courses approved above.