Guidance for Periodic Review

Scope

All taught and research programmes at City, University of London, including all collaborative provision except validated programmes (for which a separate process of revalidation exists).

Specific arrangements for validated provision are set out in the Validation and Institutional Partnerships Handbook.

Date approved/re-approved
May 2018

To be read in conjunction with:
Quality Manual, Section 8.
Guidance for Periodic Review

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1. Policy for Periodic Review

The Periodic Review Policy can be viewed online in Section 8 of the Quality Manual: https://www.city.ac.uk/about/education/quality-manual/8-programme-evaluation-and-review. This guidance should be considered in conjunction with the policy.

2. Introduction

Periodic Review is City’s peer-review process to review a programme of study (or set of related programmes). The process is an opportunity for enhancing the programme through a retrospective analysis since programme approval or the last Periodic Review. Periodic Review also provides an opportunity to consider future development of the provision. Each programme (or set of related programmes) is reviewed every 5 years.

The review process is School-led. Student and Academic Services provides University-level oversight and developmental, policy and governance support.

3. Timeline and Process

The Educational Quality Committee is responsible to Senate for setting a timetable for Reviews according to a 5-year cycle, in liaison with Student and Academic Services.

It is expected that Periodic Reviews should be undertaken one year prior to any external review (for example professional accreditation), so that the Periodic Review can inform preparations for the external review.
Where the underlying objectives of both review processes are similar it may be appropriate to align the timing between Periodic Review and external review more closely, or schedule a combined review event following discussion between the Programme Director, Associate Dean (Education), the School Quality Team and Student and Academic Services and in liaison with the relevant Professional, Statutory or Regulatory Body (PSRB). Any change to the Periodic Review timing should be approved by the Educational Quality Committee.

An indicative timetable for Periodic Review is provided on the next page. Further information on each stage can be found later within this Guidance. A full checklist of tasks can be found in Appendix 1.

4. Preliminary Meeting

Attendees usually include:

- Associate Dean (Education), or equivalent
- Head of Department (or equivalent)
- Programme Directors (this may include staff from partner institutions where appropriate)
- Student and Academic Services representative
- School Quality Team
- LEaD Academic Liaison
- School or programme administrator (if required)
- Associate Dean (Research) may attend if the Periodic Review will incorporate research degree provision
- Academic Partnership Co-ordinators for any partnership provision included

Items to be discussed include:

- Scope and coverage of the periodic review
- Documentation (see below) and identification of any gaps
- Confirmation of people involved, roles and responsibilities. This includes the support available from the School Quality Team, Student and Academic Services (S&AS) and LEaD.
- Consideration of the Development Event, including when this can be scheduled.
- Development of the Reflective Review and Action Plan
- Consideration of who to propose as the External Panel Member (for PARC approval)
- Identifying a preliminary timeline for the Review process, including indicative dates for the Review event

Documentation

The Preliminary Meeting is supported by advance circulation of documentation pertaining to the programme. The following is an indicative list of information to be provided; additional information may be requested at any stage to support the Review Panel:

- School Plan
- Data aligning to City’s Vision and Strategy, including employability, student experience and progression for the programme(s) under review.
- Action plans from past Periodic Review(s)
- Annual Programme Evaluations since the last Periodic Review
- External Examiner Reports and responses (including viva voce Chair reports for research programmes) since the last Periodic Review
- Student Survey Data – e.g. NSS, PTES, PRES, Your Voice and other available student feedback.
- Module evaluation scores and comments for the last 2-3 years
- Destinations data for the last 2-3 years
- Programme Handbooks, which should include programme and module specifications
- Most recent Professional, Statutory or Regulatory Body report (if applicable)
- For partnership provision, annual reports from the Academic Partnership Co-ordinator for the last 2-3 years.
- Relevant QAA subject benchmark statements.
- Relevant Committee minutes (SSLC, PARC, Board of Studies)

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<tr>
<th>When</th>
<th>Activity</th>
<th>Involvement (Primary responsibility is underlined)</th>
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<tbody>
<tr>
<td>Prior to preliminary meeting</td>
<td>Begin to compile supporting documentation</td>
<td>School Quality Lead or Programme Administrator, Programme Team, Head of Department, Associate Dean (Education), Academic Partnership Co-ordinator, LEaD, S&amp;AS</td>
</tr>
<tr>
<td>Minimum 6 months prior to Review Date</td>
<td>Preliminary Meeting</td>
<td>See above</td>
</tr>
<tr>
<td>After preliminary meeting</td>
<td>Draft Development Day Agenda</td>
<td>Associate Dean (Education), Programme Team, School Quality Team, LEaD, S&amp;AS</td>
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<tr>
<td>Approx. 5 months prior to Review Date</td>
<td>Development Event</td>
<td>See above</td>
</tr>
<tr>
<td>2-5 months prior to review date</td>
<td>Meetings to discuss and develop Reflective Review and Action Plan</td>
<td>Programme Team, Academic Partnership Co-ordinator, School Quality Team and LEaD</td>
</tr>
<tr>
<td>2-5 months prior to review date</td>
<td>Meetings with students to discuss draft Reflective Review and Action Plan</td>
<td>Programme Team, Academic Partnership Co-ordinator, Associate Dean (Education)</td>
</tr>
<tr>
<td>2 months prior to review date</td>
<td>Consider and approve Reflective Review and Action Plan, and supporting documentation Consider/approve the External Panel Member</td>
<td>PARC</td>
</tr>
<tr>
<td>At least 1 month prior to review date</td>
<td>Reflective Review, Action Plan and supporting documentation submitted to S&amp;AS</td>
<td>Programme Team and School Quality Team</td>
</tr>
<tr>
<td>3 weeks prior to review date</td>
<td>Meeting between the Periodic Review Chair, Programme Director and Secretary</td>
<td>Chair, Secretary and Programme Director</td>
</tr>
<tr>
<td>Up to the Review Event</td>
<td>Email correspondence between Panel Members to identify topics of consideration on the day. Briefing session for Student Panel Member from S&amp;AS</td>
<td>Panel Members, S&amp;AS</td>
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**Periodic Review Day**

| Within 3 weeks of Review Event | Review Report provided to Programme Team and School | Review Secretary (under the guidance of S&AS) |
| Following receipt of report | Check report for accuracy and draft response to report and its recommendation/any conditions | Programme Team, Associate Dean (Education) and School Quality Team |
| Next PARC | Approve response to report | PARC |
| Subsequent Annual Programme Evaluations | Actions resulting from the Periodic Review should be incorporated into the APE Action Plan for subsequent years. | Programme Team |
5. Development Event

The Development Event is an important component of the Periodic Review process. The Event provides an opportunity for reflection and action-planning by all members of the Programme Team(s), including, where applicable, staff from partner institutions; it also demonstrates the developmental and facilitative nature of Periodic Review. It should be informed by the background of the documentation listed above.

Attendees usually include:

- Associate Dean (Education), or equivalent – Chair
- Head of Department
- Programme Team
- School Quality Team
- Academic Partnership Co-ordinator
- LEaD academic School liaison
- Student and Academic Services representative

Development Events provide Programme Teams an opportunity to:

- Contribute to discussions relating to the planned medium and longer term development of the provision, building on and in support of Annual Programme Evaluations, and development plans.
- Review ongoing relationships with current partners, with the potential to review the relationship.
- Reflect on provision, including current teaching/assessment practices and curriculum (or equivalent for research programmes), in the context of management information (including external examiners and student feedback).
- Reflect on alignment to City’s Vision and Strategy, including employability, student experience and progression.
- Explore the development of new provision, if relevant.
- Explore new and innovative approaches to the delivery of programme content. For example, different learning and teaching styles, diversity of assessment methods and building links with other departments, Schools or partners.
- Explore student support matters such as personal tutoring.
- Identify any staff development needs.
- Reflect on PSRB requirements (if relevant).
- Discuss how the Reflective Review and Action Plan will be developed.

A template agenda for the Development Event can be found in the Quality Manual here: https://www.city.ac.uk/about/education/quality-manual/8-programme-evaluation-and-review#tab=tab-2

Following the Development Event the Associate Dean (Education), or equivalent, in liaison with the Programme Team, School Quality Team, LEaD and S&AS will establish a schedule for the drafting and review of the Reflective Review and Action Plan. Notes from the Development Event should be included as part of the documentation for the Periodic Review Event.

Dates for the Review Event should be agreed with S&AS before further preparations continue.
6. Drafting the Reflective Review and Action Plan

The Reflective Review and Action Plan are the key documents for the Periodic Review process. They should be developed using the outcomes of the Development Event, the documentation compiled for the Preliminary meeting, other relevant information, and any strategic, financial or marketing work undertaken at Programme or School level which would impact on the delivery or recruitment to the programme/s. Staff from any partner institutions should be involved in drafting the relevant sections of the Reflective Review, and Action Plans should draw on the reflections within the Reflective Review. A template Reflective Review and Action Plan can be found in Appendix 3.

The Reflective Review is designed to:

- include evaluation and planned actions that reflect available educational quality information (NSS, Postgraduate Taught Experience Survey and Postgraduate Research Experience Survey results (as applicable), External Examiner/viva voce Chair reports, APEs, student feedback, Your Voice, progression/completion data and market information);
- reflect requirements of the discipline area including reference to existing, revised and new relevant subject benchmark statements and how they are reflected within the provision (http://www.qaa.ac.uk/quality-code/subject-benchmark-statements);
- be balanced between retrospective evaluation and forward looking strategies based on market needs;
- provide the vision and strategy for the programme’s development for the next 3-5 years, including identifying the programme’s strategic fit and viability during that period. This should draw on the University Vision and Strategy and the Education and Student Strategy, and the School Plan;
- evaluate the quality of the overall student learning experience;
- demonstrate the impact of educational enhancement activities undertaken in response to student feedback, external examiner feedback and programme-level management;
- articulate and embed the outcomes from the Development Event.

The Action Plan is designed to:

- support outcomes from the Development Event and Reflective Review;
- reflect ongoing actions from Annual Programme Evaluations;
- include detail of planned development of provision over a 3-5 year period;
- detail any programme amendments, new programmes to be developed or proposals for the removal of modules, as relevant.

The Reflective Review is accompanied by supporting documentation. This will usually consist of the documentation provided for the Preliminary meeting, plus the notes of the Development Event and any additional information requested by members of the Panel or agreed as part of the Development Event. Where agreed, supporting documentation might also include a short statement of endorsement from the Dean/Chair of Board of Studies to the proposals being made and/or a financial statement, marketing strategy and competitor analysis developed within the School if there is an impact on the delivery of the programme or on recruitment.

The Periodic Review submission should be considered and approved by the School Programme Approval and Review Committee (PARC). The PARC is responsible for ensuring the quality of the Reflective Review and Action Plan and the supporting documentation. Where revisions are required, these should be undertaken and signed off before the final submission of documentation to Student and Academic Services. The PARC must be scheduled sufficiently before the deadline for the submission of paperwork to the Panel to enable any necessary revisions to be made and signed off by the Chair of the PARC. Incomplete documentation will be rejected by the Chair and may delay the scheduling of the event.
7. **The External Panel Member**

External input is fundamental to periodic review. An External Panel member to support the assurance of the quality and standards of a programme, its relevance and alignment with national and sector benchmarks.

**Appointment Criteria**

An External Panel Member will:

- have sufficient authority and knowledge of the discipline area under discussion.
- normally be at least Senior Lecturer level or be a suitably qualified practitioner
- not be appointed from a department in an institution where a member of the inviting department is serving as an External Examiner.
- not be a former member of staff (including visiting lecturer) or student unless a period of five years has lapsed since their departure from City
- not be used as an External Examiner on the programme, or by the Department/School.
- not have any other conflict of interest so that independence and objectivity can be demonstrated.

External Panel Members will be paid a fee to reflect their involvement in the process and to enable them to dedicate their time to the proposal. There is a fixed fee and payment of reasonable expenses in line with City policy. Student and Academic Services will manage the payment of the fee and of any expenses, in liaison with the Finance Team.

External Panel Members must be able to demonstrate that they are eligible to work in the UK, and provide a copy of their passport or other documentation to Student and Academic Services. Following PARC approval of a proposed External Panel Member, Student and Academic Services will contact them External to confirm arrangements for Review and provide an expenses form.

8. **Meeting between the Chair, Secretary and Programme Director(s)**

It is good practice for the Chair, Secretary and Programme Director(s) to meet before the Periodic Review event to discuss any emerging themes for potential discussion. The Academic Partnership Coordinator may also be involved in this meeting if it is determined that the size and type of partnership provision would make their attendance useful. This meeting is designed to enable the Chair and Programme Director(s) to discuss any key issues that are likely to arise during the Periodic Review Event and to support the use of the Event as a developmental process for the programme team(s). The student panel member may also be invited to this meeting if the Chair and Programme Director(s) consider that this would be beneficial.

9. **Periodic Review Event**

The Periodic Review Event consists of a series of meetings between the Panel and relevant stakeholders, where the educational offer and future enhancement of the provision, as detailed in the Reflective Review and Action Plan are discussed. A proposed agenda can be found in the Quality Manual: https://www.city.ac.uk/about/education/quality-manual/8-programme-evaluation-and-review#tab=tab-2. The School should ensure that attendees to each meeting are carefully chosen to ensure each meeting covers the appropriate content.
Meetings include:

**Students and alumni**

A full range of students should be chosen with representation from each of the programmes under review. For example (and where appropriate) – representatives of different years of study, home and overseas, distance learning or students from partner institutions. Alumni should also be present.

This meeting will explore student views of the provision, including teaching and assessment practices (or equivalent for research degrees), learning resources, student support and mechanisms for gaining student feedback on experiences. It will also consider student views on proposed changes or enhancements to provision, as well as other areas that students consider might require enhancement.

**Departmental/Discipline Staff**

This meeting should involve as many of the staff who teach on the programme as is practically possible. These staff should have been involved in the preparation of the Reflective Review – this will include the Head of Department (or equivalent), Programme Directors and professional services staff. Where research degree provision is to be reviewed, Senior Tutors for Research and a selection of research supervisors are also likely to be involved.

This meeting will explore the views of the Programme Team and others directly associated with the provision, including approaches to teaching and assessment (or equivalent for research degree provision), any strengths/weaknesses/opportunities/threats, management and operation and the rationale for proposed actions and changes. It is likely that student views, including those gained from the student meeting, will be discussed with the Programme Team.

**Senior School Staff**

This meeting will include the Dean of School, Associate Dean (Education) and others as agreed at the Preliminary Meeting (e.g. Associate Dean (Research) for research degree provision).

This meeting will focus on the broader framework within which the provision sits, including resources, staff development, positioning, quality management and strategic fit. Issues that have arisen during the other meetings may also be discussed with the Senior Team, including those that have resource or other implications.

**Partnership Provision**

Partnership provision may be covered through one or more separate meetings with staff and/or students or may be covered in the above meetings with other provision. Where appropriate, relevant staff from partner institutions will be invited to participate.

Arrangements for meetings and the involvement of staff from partner institutions will be dependent on the type and size of the partnership provision. For example, articulation provision is likely to be covered in broader programme meetings without partner staff, whereas it is likely to be appropriate for joint partnership provision to be covered in separate meetings with staff from the partner present. The approach to be taken will be determined through discussions between Student & Academic Services, the Associate Dean (Education) and the School Quality Team.
10. Outcome of Periodic Review

At the end of the Periodic Review Event the Panel will meet to discuss the outcomes of the process. The outcomes of the Periodic Review will include:

- confirmation of the quality and standards of the provision;
- endorsement of the Action Plan and timescales, possibly with the addition of actions and/or recommendations;
- commendations of strengths of the provision (those areas identified as good practice or strengths by the Review Panel);
- recommendations (observations which are normally set to encourage further enhancements to the programmes and may be directed towards the programme team, School or City);
- where quality and academic standards require, conditions, that must be met within a stated timeframe.

The Panel will then meet with the Programme Team, Senior School Staff and School Quality Team to confirm the outcomes.

In some circumstances, the Panel may decide that it is not able to confirm confidence in the academic standards and/or quality of the learning opportunities of the provision. In this circumstance, next steps will be agreed by the Chair and the Deputy President and Provost, with support from Student and Academic Services.

11. Post-Periodic Review

The Programme Team, Senior School Staff and School Quality Team will receive written details of the outcomes within 1 working week of the Periodic Review Event from the Panel Secretary including any commendations, recommendations and conditions.

The Programme Team, Senior School Staff and School Quality Team will then receive a full Periodic Review Report normally within 4 working weeks of the Periodic Review Event from the Panel Secretary. The Report provides a more detailed overview of the programme(s) and the rationales for any commendations, recommendations and conditions. The Review Report should be received by the School PARC, as well as the Educational Quality Committee.

Programme Teams are asked to provide a timely response to the report. The initial response should cover any conditions and recommendations, as well as any general comments on the report and the topics covered during the Periodic Review Event. Initial responses should be considered by the Programme Committee and approved by PARC. The response will also be received by the Educational Quality Committee. Where conditions are set, these should be met within the timescale established at the Periodic Review and approved by the Panel Chair. The Panel Chair will determine a deadline for any conditions to be met.

Where the Programme Team or Panel has identified amendments to the Programme, these should be implemented through the Programme Amendments Policy.

Periodic Review outcomes are monitored by the Programme Committee and by School PARCs. Actions to be undertaken should be incorporated into the next Annual Programme Evaluation (APE) and tracked through subsequent APEs. The APEs are monitored by Boards of Studies. The School Quality Team, LEaD and Student & Academic Services can provide support to enable successful delivery of the Action Plan.
## Appendix 1 – Checklist of Tasks

### Acronyms:

- **ADE** – Associate Dean (Education)
- **LEaD** – Learning Enhancement and Development
- **PD** – Programme Director
- **QS** – School Quality and Standards Lead
- **Secretary** – Secretary to the Periodic Review Panel
- **SU** – Students’ Union
- **S&AS** – Student and Academic Services

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<tr>
<th>Task</th>
<th>Responsibility</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Set deadline for Periodic Review Event</td>
<td>S&amp;AS</td>
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<tr>
<td>Organise dates for Preliminary Meeting, Periodic Review and Development Events</td>
<td>QS and ADE (in liaison with S&amp;AS)</td>
<td>-</td>
</tr>
<tr>
<td>Book rooms and catering for all Periodic Review related meetings</td>
<td>QS</td>
<td>Once dates finalised</td>
</tr>
<tr>
<td>Compile preliminary documentation and circulate to Preliminary Meeting attendees</td>
<td>PD, QS and ADE</td>
<td>At least one week before Preliminary Meeting</td>
</tr>
<tr>
<td>Compile and circulate Preliminary Meeting agenda</td>
<td>QS</td>
<td>At least one week before Preliminary Meeting</td>
</tr>
<tr>
<td>Review preliminary documentation</td>
<td>QS, ADE and LEaD</td>
<td>Before Preliminary Meeting</td>
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<tr>
<td>Manage preliminary meeting</td>
<td>QS, LEaD</td>
<td>-</td>
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<tr>
<td>Compile and circulate Development Event agenda</td>
<td>QS and ADE</td>
<td>At least two weeks before Development Event</td>
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<tr>
<td>Chair Development Event</td>
<td>ADE</td>
<td>-</td>
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<tr>
<td>Minute Development Event</td>
<td>QS</td>
<td>-</td>
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<tr>
<td>Attend Development Event</td>
<td>PD, ADE, QS, LEaD and S&amp;AS</td>
<td>-</td>
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<tr>
<td>Identify External Panel Member (for PARC approval) and contact to confirm availability on Periodic Review Event</td>
<td>PD, QS</td>
<td>Once dates finalised</td>
</tr>
<tr>
<td>Confirm date for Periodic Review Event and communicate to S&amp;AS</td>
<td>QS, ADE</td>
<td>Following Development Event</td>
</tr>
<tr>
<td>Draft Reflective Review and Action Plan</td>
<td>PD in liaison with students, Programme Team and ADE</td>
<td>After Development Event</td>
</tr>
<tr>
<td>Find student, and alumni attendees for Periodic Review</td>
<td>PD, QS and ADE</td>
<td>Once dates finalised</td>
</tr>
<tr>
<td>Confirm Programme Staff availability for Periodic Review</td>
<td>QS and ADE</td>
<td>Once dates finalised</td>
</tr>
<tr>
<td>Confirm Senior School Team availability for Periodic Review</td>
<td>QS and ADE</td>
<td>Once dates finalised</td>
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<tr>
<td>Identify Internal Panel Members and Chair</td>
<td>S&amp;AS</td>
<td>Once dates finalised</td>
</tr>
<tr>
<td>Identify Student Panel Member</td>
<td>S&amp;AS</td>
<td>Once dates finalised</td>
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<tr>
<td>Liaise with External Panel Member</td>
<td>Secretary</td>
<td>Once External finalised</td>
</tr>
<tr>
<td>Comment on Reflective Review and Action Plan</td>
<td>QS, LEaD</td>
<td>In advance of Boards of Studies/PARC</td>
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<tr>
<td>Task</td>
<td>Responsible Party</td>
<td>Timeframe</td>
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<tr>
<td>Finalise Reflective Review and Action Plan</td>
<td>PD</td>
<td>Following input from QS/LEaD</td>
</tr>
<tr>
<td>Approve Reflective Review and Action Plan, and all supporting</td>
<td>Board of Studies</td>
<td>At least six weeks before Periodic Review Event to allow adjustments to made</td>
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<td>documentation</td>
<td>(normally delegated to PARC)</td>
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<tr>
<td>Submit Periodic Review documentation to S&amp;AS</td>
<td>QS</td>
<td>At least one month before Periodic Review Event</td>
</tr>
<tr>
<td>Compile Periodic Review agenda</td>
<td>QS</td>
<td>At least one month before Periodic Review Event</td>
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<tr>
<td>Circulate Periodic Review documentation to Panel</td>
<td>Secretary</td>
<td>One month before Periodic Review Event</td>
</tr>
<tr>
<td>Circulate relevant documentation and agenda to Programme Team, Senior School Staff and Students/Alumni</td>
<td>QS</td>
<td>One month before Periodic Review Event</td>
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<tr>
<td>Facilitate meeting between Chair and Programme Director</td>
<td>Secretary</td>
<td>Before Periodic Review Event</td>
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<tr>
<td>Provide discussion points for Panel</td>
<td>All Panel members</td>
<td>Two weeks before Periodic Review Event</td>
</tr>
<tr>
<td>Brief student and alumni attendees</td>
<td>QS and ADE</td>
<td>Before Periodic Review Event</td>
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<tr>
<td>Minute Periodic Review Event</td>
<td>Secretary</td>
<td>-</td>
</tr>
<tr>
<td>Communicate outcomes of Periodic Review to Programme Team and Senior School Staff</td>
<td>Secretary</td>
<td>Within one week of Periodic Review Event</td>
</tr>
<tr>
<td>Communicate the Periodic Review Report to Programme Team and Senior School Staff</td>
<td>Secretary</td>
<td>Within three weeks of Periodic Review Event</td>
</tr>
<tr>
<td>Provide any amendments for accuracy to the Report</td>
<td>PD</td>
<td>Within three weeks of circulation of the Report</td>
</tr>
<tr>
<td>Provide response to the Periodic Review Report</td>
<td>PD</td>
<td>First Board of Studies/PARC following receiving the Report</td>
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<tr>
<td>Approve response to the Report</td>
<td>Board of Studies</td>
<td>First Board of Studies/PARC following receiving the Report</td>
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<tr>
<td>(normally delegated to PARC)</td>
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</tr>
<tr>
<td>Provide response to any conditions set</td>
<td>PD</td>
<td>By the deadline set by the Panel Chair</td>
</tr>
<tr>
<td>Approve response to the conditions</td>
<td>Panel Chair</td>
<td>Upon receiving response</td>
</tr>
<tr>
<td>Provide Periodic Review Report to Educational Quality Committee</td>
<td>S&amp;AS</td>
<td>First EQC following receiving the Report</td>
</tr>
<tr>
<td>Include actions taken within the Annual Programme Evaluation process, tracking over subsequent years</td>
<td>PD</td>
<td>APEs post- Periodic Review Event</td>
</tr>
<tr>
<td>Monitor APEs to ensure actions are sufficiently taken</td>
<td>PARC</td>
<td>APEs post- Periodic Review Event</td>
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## Appendix 2 - Roles and Responsibilities

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<th>Role</th>
<th>Responsibilities</th>
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| **Programme Director** [where research degree provision is involved, this may be shared with or managed by Senior Tutors for Research] | - Coordinate development and production of Reflective Review and Action Plan with relevant members of Programme Team/School Staff  
- Facilitate staff engagement with Periodic Review  
- Identify potential external member for Panel |
| **Associate Dean (Education)** [where research degree provision is involved, this may be shared with or managed by the Associate Dean (Research)] | - Detailed oversight and management of Periodic Review in the School.  
- Provide guidance to Programme Team on Education & Student Strategy, School Plan, Education and Student Strategy etc. (for research degree provision, guidance on the Research Strategy may also be relevant).  
- Chair Development Event  
- Input into Reflective Review and Action Plan |
| **Board of Studies/Programme Approval and Review Committee** | - Provide peer review and feedback on Reflective Review and Action Plan and the additional documentation, especially the quality of student documentation (Programme Handbook, including Programme and Module Specifications).  
- Monitor implementation of action plan and Periodic Review outcomes.  
- Consider and approve Programme Team initial responses and actions embedded within the subsequent Annual Programme Evaluations |
| **Dean of School** | - Overall responsibility for quality and direction of educational provision.  
- Involved in Senior Staff meeting.  
- Endorse Reflective Review and Action Plan, including its fit with School strategy and its financial viability. This may include submission of a short statement as part of the documentation for the Periodic Review. |
| **Programme Team** [where research degree provision is involved, this may be shared with or managed by research degree supervisors]. [Where partnership provision is involved, this may include programme staff from the] | - Provide input into development event, Reflective Review and Action Plan  
- Attend Periodic Review  
- Provide input into the response to the Periodic Review report capture of developments through the Annual Programme Evaluation. |
| Students and Alumni | • Consider and provide input to Reflective Review and Action Plan  
|                     | • Attend Periodic Review |
| School Quality Team | • Coordinate arrangements of the Preliminary Meeting, Development Event and Review Event  
|                     | • Support the collation of necessary documentation and data for the Review  
|                     | • Minute the Preliminary Meeting and Development Event  
|                     | • Support the production of the Reflective Review and Action Plan, including providing feedback on drafts  
|                     | • Liaise with Student and Academic Services around submission of the Reflective Review and Action Plan, and supporting evidence.  
|                     | • Liaise with Student and Academic Services around the dates for the various events and the External Panel Member.  
|                     | • Offer guidance in identifying an internal panel member from the School.  
|                     | • Coordinate room bookings, catering and Staff/Student and Alumni attendance at the Periodic Review Event  
|                     | • Produce the agenda for both the Development Event and the Review Event  
|                     | • Work with programme teams on follow-up to Review, in conjunction with LEaD |
| Student and Academic Services | • Oversee the cycle of Periodic Review on behalf of the Deputy President and Provost  
|                     | • Provide advice on matters related to Periodic Review policy and process including how partnership provision will be covered.  
|                     | • Facilitate links between the School, LEaD, Review Panel and any other departments.  
|                     | • Identify the Chair, panel members and student panel member for the Review.  
|                     | • Brief student panel members on the role of Periodic Review and the nature of the student panel member’s contribution to the Event  
|                     | • Facilitate links between the Chair and Programme Directors and the Chair and student panel members  
|                     | • Provide advice on matters related to City’s academic framework, and Education & Student Strategy.  
|                     | • Share knowledge of practice in other Schools, at partner institutions and from the wider national/international context.  
|                     | • Provide guidance in relation to the development of partnership provision.  
|                     | • Contribute to discussions around the development of provision in accordance with student learning experience matters and quality of provision. |
- Act as Secretary to the Review. This includes supporting the Panel with background to developments and advice during the process and writing a report that provides direction to the ongoing enhancement of provision and is based on the findings of the panel.
- Work with programme teams on follow-up to Review, in conjunction with LEaD

<table>
<thead>
<tr>
<th>LEaD</th>
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<tr>
<td>Work in partnership with Schools to understand requirements and plan and design new learning opportunities and enhance existing offerings.</td>
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<tr>
<td>Support the evaluation of existing provision and exploring tools and techniques that might enhance the learning experience of students.</td>
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<td>Facilitate Development Events and participate in discussions in advance of the Periodic Review meeting.</td>
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<td>Contribute to the development of the Reflective Reviews and Actions Plans.</td>
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<td>Provide specialist advice on academic practice, educational developments and technology-enhanced learning.</td>
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<td>Provide ongoing support to ensure the successful delivery of agreed actions.</td>
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<tr>
<th>Students’ Union</th>
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<tr>
<td>To support the process of Periodic Review and, where necessary, to provide guidance and insight for consideration by the Panel.</td>
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</table>
Appendix 3a – Recommended contents list for Reflective Review and Action Plan (Taught/Mixed degree provision)

**Partnership Provision**

Partnership provision may be covered separately within the document or may appear with other programmes, provided that it is clearly identified within each section. Further guidance on matters to be covered for partnership provision is provided in each section below in *italics* and advice can also be sought from Student & Academic Services. Programme teams may also find it helpful to refer to the Collaborative Provision Typology which defines City’s current collaborative provision and its key characteristics [http://www.city.ac.uk/data/assets/word_doc/0004/126463/register_collaborative_provision.doc](http://www.city.ac.uk/data/assets/word_doc/0004/126463/register_collaborative_provision.doc) and areas covered at programme approval for each type of partnership arrangement [http://www.city.ac.uk/about/education/quality-manual/10-partnership-provision](http://www.city.ac.uk/about/education/quality-manual/10-partnership-provision).

**Introduction and Background**

- Scope of the Review, including any partnership provision included
- Overview of the Programme
- Background to Department/Discipline, and requirements of the discipline area
- Staffing and staff:student ratios (including supervisor information and staff profile for research degree provision)
- Departmental vision and priorities (including reference to the REF and fit with institutional research strategy as appropriate)
- Programmes’ strategic fit and viability, including how this will continue to be ensured for the future
- Critical self-assessment and analysis on the alignment to City’s Vision and Strategy – in particular consideration of employability, student progression/completion and student experience. Statistical information can be accessed at: [https://cityuni.sharepoint.com/sites/wo_Annual_Student_Survey/Pages/Dashboard.aspx](https://cityuni.sharepoint.com/sites/wo_Annual_Student_Survey/Pages/Dashboard.aspx) *-This is a core requirement in order to comply with both internal monitoring and extremal regulations around quality assurance.*
- Nature of PSRB accreditation (if appropriate)
- Nature of any partnership programme being included and its relationship with any of the other programmes covered by the Review (e.g. for articulation provision, the programmes at City to which students on the partnership programme progress)
- Background to the partnership and the partner institution.
- Staffing and staff:student ratios, including at the partner institution, as appropriate to the nature of the partnership. This is most relevant to joint programmes, dual awards, franchised programmes including franchised access/feeder programmes and off-site partnership delivery.
- Strategic fit and viability of the partnership provision, including how this will continue to be ensured for the future.

**Educational offer/effectiveness of provision**

- Strengths of provision and approach
- Market position of provision in comparison to other institutions
- Currency of provision including relevant internal/external developments and changes since last Periodic Review (or in last five years)
• Educational aims and intended learning outcomes and how they contribute to the curriculum design, including the development of transferable skills among research students and others.
• Curriculum structure (which should align to the University’s Credit Framework)
• Teaching and learning practice and innovation, including research and practice informed teaching, and research supervisor practice.
• Flexible delivery modes (If applicable)
• Evaluation of new approaches and developments as detailed in APEs
• Ways in which internationalisation is embede in the curriculum for your programme
• Engagement with strategic learning and teaching/research initiatives, and implementation of policy and practice developments
• Student engagement with provision and relevant staff
• Research and professional activity and how this supports and enhances teaching and programme development
• Engagement with LEdA and other initiatives
• Any changes to PSRB requirements (if appropriate)
• Summary of planned actions
• Currency of partnerships, including the extent to which they continue to support the direction of the programmes and the quality of the educational offer and student experience
• All types of partnership provision expect access/feeder and articulation arrangements: the above areas should be covered in the context of the partnership and should reference the entire programme, including any aspects that are delivered at or by the partner institution. This may include, for example, teaching and learning practice and innovation at the partner institution and how practice between the institutions has been shared; implementation of policy and practice developments at City by the partner institution if appropriate; student engagement with staff at both City and the partner institution; engagement of staff at both institutions in the ongoing development of provision.
• Access/feeder provision and articulation provision: some areas above will not be relevant. For these types of provision, this section should focus on the relationship between the partnership provision and the City programmes to which students progress, e.g. changes since last Periodic Review to either the partnership provision or City programme and continuing alignment of provision, particularly where students are admitted to City with advanced standing.

Academic standards and student achievement

• Management and effectiveness of arrangements for ensuring academic standards including consideration of APEs
• Student admissions and progression (including retention, resits and completion/qualification rates)
• Destinations/alumni matters
• Review of assessment strategies and effectiveness in supporting student learning, good academic practice. Consideration of the balance and timing of assessment and inclusivity of assessment methods.
• Employer/PSRB/professional engagement and placement activities
• Staff development to support academic standards including peer review, appraisal/promotion, student feedback
• Implementation of academic policy and practice developments related to strengthening academic standards
• Evidence gained from External Examiner/viva voce Chair reports
• Summary of planned actions
• All types of partnership provision expect access/feeder and articulation arrangements: the above areas should be covered in the context of the partnership and should reference the entire programme, including any aspects that are delivered at or by the partner institution. This may include, for example, the roles of the partner institution and City in the arrangements for ensuring academic standards and the effectiveness of these; staff development undertaken by staff at the partner institution and joint activities between the institutions, e.g. peer review of City staff by the partner and vice versa; comparability of student progression and achievement with internal provision, particularly where the same programme is delivered in more than one location, e.g. through a franchised arrangement or off-site partnership delivery.

• Access/feeder and articulation provision: some areas above will not be relevant. For these types of provision, this section may cover, for example, comparability of student progression and achievement for students entering via the partnership programmes with those admitted by City directly; ongoing effectiveness of arrangements for ensuring academic standards of the partnership programme where students are admitted to City with advanced standing through an articulation arrangement.

Student support and resources

• Academic support related to induction, progression and tutorials
• Learning support including skills development
• Learning resources and facilities, including learning environment and infrastructure
• Student community
• Consideration of feedback and issues raised by students through Staff Student Liaison Committees
• Preparation of students for future careers
• All types of partnership provision except access/feeder and articulation arrangements: the above areas should be covered in the context of the partnership and should reference the entire programme, including any aspects that are delivered at or by the partner institution. This may include, for example, academic support provided by each institution and comparability across the institutions; learning resources and facilities at each institution; access to City facilities and resources and the effectiveness of these arrangements where students are based solely at the partner institution.

• Access/feeder and articulation provision: this should cover the nature and effectiveness of student support for students entering City by these programmes. For example, for students admitted with advanced standing via articulation arrangements, whether bridging support is provided and integration of students with the wider student community.

Other areas for partnership provision (as appropriate to the type of partnership and if not covered elsewhere):
• Roles and responsibilities of each institution (e.g. for admissions, quality assurance, student support) and whether these are operating effectively
• Programme management and administration arrangements and their effectiveness
• Academic governance arrangements and their effectiveness
• Student representation and feedback arrangements and whether these are operating effectively

Conclusion

Action Plan

All actions should be cross-referenced to the relevant corresponding area in the reflective review proposing the action.
Actions should also consider the timing of proposed changes and how these relate to publication of information to students.
### Action Plan - Actions Identified during and arising from Periodic Review

<table>
<thead>
<tr>
<th>Date and academic year</th>
<th>Area, specific issue and source (cross reference to relevant corresponding area and give brief reason for development / need for action)</th>
<th>Action taken or to be taken (please be specific and note if this is a new or ongoing action)</th>
<th>Person(s) responsible for action</th>
<th>Intended impact or actual impact of action (e.g. improve student progression or student experience)</th>
<th>Support needs for implementation of action (e.g. specific service/technology, etc.)</th>
<th>Monitoring of Impact</th>
<th>Deadline (or completion date)</th>
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*Please add additional rows as required.*
Appendix 3b – Recommended contents list for Reflective Review and Action Plan (Research)

**Partner Provision**

Research degree provision offered in partnership is normally in the form of joint programmes leading to joint awards. Partnership provision may be covered separately within the document or may appear with other programmes, provided that it is clearly identified within each section. Further guidance on matters to be covered for partnership provision is provided in each section below in italics and advice can also be sought from Student & Academic Services.

**Introduction and Background**

- Scope of the Review, including any partnership provision included
- Background to Department/Discipline
- Staffing, supervisor profiles, staff:student ratios (for taught doctorates)
- Departmental and programmes’ vision and priorities, including fit with institutional research strategy and viability and how these will continue to be ensured for the future.
- REF strategy and approach
- *For partnership provision, the above areas should be covered in the context of the partnership and should make reference to the partner institution and/or the joint operation of the programme as appropriate.*

**Educational offer/effectiveness of provision**

- Strengths of provision and approach
- Market position of provision in comparison to other institutions
- Currency of provision including relevant internal/external developments and changes since last Periodic Review (or in last five years)
- Supervisor practice
- Transferable skills development
- Evaluation of new approaches and developments as detailed in APEs
- Engagement with strategic learning and teaching/research initiatives, and implementation of policy and practice developments
- Student engagement with provision and relevant staff
- Engagement with LEaD and other initiatives
- Summary of planned actions
- *For partnership provision, the above areas should be covered in the context of the partnership and should make reference to the partner institution and/or the joint operation of the programme as appropriate.*

**Academic standards and student achievement**

- Management and effectiveness of arrangements for ensuring academic standards including consideration of APEs
- Student admissions and progression (including qualification rates)
- Goals, standards and assessment matters
- Research degree progress and monitoring, including annual student progress reviews
- Destinations/alumni matters
• Employer/PSRB/professional engagement and placement activities
• Staff development to support academic standards including peer review, appraisal/promotion, student feedback
• Implementation of academic policy and practice developments related to strengthening academic standards
• Evidence gained from viva voce Chair reports
• For partnership provision, the above areas should be covered in the context of the partnership and should make reference to the partner institution and the joint operation of the programme as appropriate.

Student support and resources

• Academic support related to induction, progression and tutorials
• Learning support including skills development
• Learning resources and facilities, including learning environment and infrastructure
• Student community
• Preparation of students for future careers
• Intellectual climate
• For partnership provision, the above areas should be covered in the context of the partnership and should make reference to the partner institution and the joint operation of the programme as appropriate.

Other areas for partnership provision (as appropriate to the type of partnership and if not covered elsewhere):
• Roles and responsibilities of each institution (e.g. for admissions, quality assurance, student support) and whether these are operating effectively
• Programme management and administration arrangements and their effectiveness
• Academic governance arrangements and their effectiveness
• Student representation and feedback arrangements and whether these are operating effectively

Conclusion

Action Plan

All actions should be cross-referenced to the relevant corresponding area in the reflective review proposing the action. Actions should also consider the timing of proposed changes and how these relate to publication of information to students.

<table>
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<th>Development 1:</th>
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<td>Responsibility</td>
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Etc…