Programme Approval Policy

Scope

All programmes leading to an award of City, University of London including Partnership Provision. (The equivalent for Validated Provision may be found in the Validation and Institutional Partnerships Handbook)

Senate Regulations

Regulation 15 – Undergraduate Programmes
Regulation 16 – Graduate Programmes
Regulation 17 – Postgraduate Programmes
Regulation 19 – Assessment Regulations

Date approved/re-approved
XX

Date for review
To be reviewed every three years, with allowance for minor annual updates of roles and responsibilities by Educational Quality Committee as required

To be read in conjunction with:
Quality Manual Section 3

Equality and Diversity Statement

City, University of London is committed to promoting equality, diversity and inclusion in all its activities, processes, and culture, under its Public Sector Equality Duties and the Equality Act 2010. This includes promoting equality and diversity for all, irrespective of any protected characteristic, working pattern, family circumstance, socio-economic background, political belief or other irrelevant distinction.

Where relevant to the policy, decision-making panels will ensure a reasonable gender balance (with at least one man and one woman) and will actively consider representation of other protected groups.

Programme Approval Policy

City, University of London operates a process for the approval of all educational provision to ensure that the following are demonstrated:

- Strategic fit
- Demand and financial viability
- High quality learning opportunities
- Robust academic standards

The Deputy President and Provost, advised by the University Programme Approval Committee, is ultimately responsible for the approval of all provision and has oversight of mechanisms for approval.

Where significant amendments to existing provision are being proposed, the extent of change may mean that the proposal falls within the remit of the Programme Approval Policy and Guidance. Schools will liaise with Student and Academic Services on proposals for significant amendments on a case-by-case basis so that the appropriate process can be confirmed.

The approval process for new programmes is intended to provide rigorous scrutiny, whilst being supportive to the programme team and helping to facilitate innovation. The core principles of the programme approval process are:

- supporting the development of high quality, relevant and complementary provision.
- aligning with the University Vision and Strategy
- providing a common framework that is robust, but flexible and responsive to new market opportunities, and the development of new/innovative provision including flexible course delivery.
- being a peer review process, drawing on the expertise of internal colleagues and external experts, including the professional services such as LEaD.
- promoting constructive and challenging discussion of matters related to academic provision and the quality of the student learning experience.
- allowing for the enhancement of proposals drawing on internal and external innovation and good practice.
- having significant staff and, where appropriate, employer and student input from the earliest stages of development.
- articulating, as far as possible, with the:
    - Planning round
    - PSRB accreditations
    - Research Council requirements
- being evidence based, drawing on high quality proposals, well developed budgets, market research and employer and student feedback.

All programmes should conform to the University Credit Framework, and align to City's quality framework as set out in the Quality Manual. Proposals involving partner institutions are considered in line with the University's Partnership Policy.

A Programme Specification will be produced for each programme, and will be the definitive source of programme information for use in marketing and programme handbooks. The University has an approved template for programme and module specifications.

Programme teams should, in all instances, work with the relevant Professional Services to support and facilitate developments.

The approval process is managed by Student and Academic Services, which will support Schools with academic development matters in relation to City, University of London's educational offer, and the internal and external quality framework.

The process involves two main stages, consisting of School and University oversight:

> Stage 1 – Strategic Consideration and Resourcing: to consider if a proposal is academically sound, as well as financially viable; this will include evidence of a viable and sustainable market.

> Stage 2 – Full Approval: this is a closer consideration of the detailed academic proposal including full programme specifications, regulations and module descriptions.

No programme can be advertised before University Stage 1 approval is granted and any conditions to be met prior to marketing are approved by the Chair of UPAC. Final and full approval is required before applicants may be offered a place on a programme and before its commencement.

The process is designed to ensure the appropriate involvement of relevant Professional Services including: Learning Enhancement and Development (LEaD) (for educational and curriculum development and technology enhanced learning), Quality and Academic Development (policy and regulatory alignment and development of collaborative provision), Academic Operations (for matters relating to the academic model and the SITS record system), Timetabling (to ensure timetabling requirements are available), IT Services, the Library (to confirm resourcing), Finance and Research and Enterprise (for matters relating to broader research strategy).

Stage 1 – Strategic Consideration

The aims of the Stage 1 approval are to:

- establish that the proposed programme aligns with the University Vision and Strategy and School Plans.
- establish appropriate availability of resources to provide a high quality academic experience.
- ensure market intelligence and information is robust and well evidenced
- establish financial viability alongside appropriate resourcing required for a high quality student learning experience
- establish the proposed mode of delivery of the programme
- agree the programme title, level and outline structure.

Approval from the School Dean, the Chair of PARC (Programme Approval and Review Committee) and Finance is required prior to submission of the proposal documentation to Student and Academic Services. The submission will be presented to the University Programme Approval Committee (UPAC) for scrutiny. The Programme Team will be invited to attend the Stage 1 UPAC meeting to provide clarification on the proposals.

No programmes can be advertised before City Stage 1 approval is granted. Upon receipt of Stage 1 UPAC approval, marketing of the programme may commence, including the caveat '"*This programme is currently under development and is subject to final approval.*

For further information, please contact the [name of School/Department]", subject to any pre-marketing conditions being met and approved by the Chair of UPAC.

Responses to any conditions arising from Stage 1 UPAC must be confirmed by the Chair of UPAC Stage 1, unless met through the Stage 2 submission, in advance of Stage 2 UPAC approval.

Stage 2 – Full Approval

The aims of the Stage 2 approval are to undertake a rigorous oversight of the academic detail of the proposed programme, in particular the:

- appropriateness of standards relating to the level and title of the proposed award
- academic coherence of the programme including:
  o Curriculum design which enables the learning outcomes of the programme (including verification that the core modules enable all students on the programme to meet the set programme learning outcomes).
  o Appropriateness of assessment methodologies and strategy in accordance with the learning outcomes and discipline.
  o The role and nature of placement provision and student mobility opportunities on the programme (where appropriate)
- ensuring learning opportunities of the programme are inclusive and will enable students from diverse backgrounds to engage and achieve the learning outcomes.
- the relationship between current research in the field and proposed programme and modules.
- ensuring the robustness of the content of the programme specification for publication.

The Stage 2 proposal is submitted to the School PARC for scrutiny and approval prior to submission to UPAC. The Programme Team will be invited to attend the Stage 2 UPAC meeting to provide clarification and discuss the programme in detail.

A programme will be considered fully approved upon receipt of confirmation from the Chair of the UPAC Stage 2 meeting, of the responses to any conditions and recommendations and formal approval has been granted by the Deputy President and Provost. It is at this point that any marketing caveats may be removed, and offers may be granted to applicants.

After agreement by UPAC the new programme will be approved by the Deputy President and Provost. Student and Academic Services will liaise with the relevant Professional Services to ensure the approved programme is appropriately recorded on the City's systems and full marketing and recruitment can commence.

Reporting

Student and Academic Services will provide an annual report to Educational Quality Committee and Senate on the outcomes of the programme approval process.

Guidance as approved by Educational Quality Committee for Senate Information

Guidance for Programme Approval

Scope

All taught programmes leading to an award of City, University of London.

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

Date approved/re-approved
XX

To be read in conjunction with:
Quality Manual, Section 3.

Guidance for Programme Approval

Contents

1. Policy for Programme Approval

The Programme Approval Policy can be viewed online in Section 3 of the Quality Manual: [INSERT LINK]. This guidance should be considered in conjunction with the policy.

2. Introduction

Programme Approval is City's formal process for reviewing, and approving new programmes, and in certain cases significant amendments to existing programmes. The process is made up of stages, involving different members of staff, students, and an External Advisor, which allows for a robust review of the proposals from a range of perspectives.

The Deputy President and Provost is responsible for Programme Approval on behalf of Senate, ensuring comparability across City's programmes.

3. Stages of Approval

Any changes to the Stages of Approval resulting from PSRB requirements will be considered on a case by case basis. Programme Directors should talk to their School Quality Team in the first instance who will liaise with Student and Academic Services.

<u>Stage 0</u>

Stage 0 is only for proposals involving partnership provision. This stage involves institutional consideration of the new partner, including oversight of the organisation and its strategic and educational fit for City. It will also involve due diligence checks on the proposed partner including an institutional engagement meeting at the partner institution, and consideration of the specific responsibilities of the School and the proposed partner. More information can be found at: [INSERT LINK].

<u>Stage 1</u>

The aims of the Stage 1 approval are to assess the market, viability and educational purpose of the proposal. Stage 1 will specifically consider the following for all proposals:

- The financial and educational rationale
- Market research undertaken
- Fit with School and University plans
- Resource implications
- Promotion and recruitment issues
- Adequacy of peer review within School
- Consultation with relevant professional services
- Programme management and quality assurance issues
- Outline of programme including assessment and programme learning outcomes

The following will be considered when included in the proposal:
- Exceptions to University Assessment Regulations, Credit Framework and/or Academic Year
- Viability of any placement component of the programme
- Evidence of agreement with any Schools/Departments providing service teaching
- Progress of collaborative arrangements when another institution is involved in delivery of the programme
- Details of flexible course delivery.

The template for Stage 1 submissions can be found at [INSERT LINK].

After approval from the School Dean, Chair of PARC and from Finance, the submission should be sent to Student and Academic Services to be presented to the University Programme Approval Committee (UPAC), which advises the Deputy President and Provost. The terms of reference for UPAC can be found at [INSERT LINK]. The programme team is invited to attend the UPAC meeting to provide clarification and answer queries on the documentation.

As part of the Stage 1 process, the School is expected to put forward an academic External Advisor for Stage 2. Stage 1 UPAC will approve the External Advisor. Further details are provided in Section 7.

UPAC will either recommend approval of the Stage 1 submission, rejection of the proposal, or invite the School to re-submit with amendments. As part of the approval process UPAC can agree conditions which must be met and signed off by the Chair of Stage 1 UPAC prior to Stage 2 submission, as well as make recommendations for programme development. No programmes can be advertised before City Stage 1 approval is granted. Upon receipt of Stage 1 UPAC approval, marketing of the programme may commence, including the caveat "'*This programme is currently under development and is subject to final approval. For further information, please contact the [name of School/Department]",* subject to any pre-marketing conditions being met and approved by the Chair of UPAC. Places cannot be offered on the programme until it has full Stage 2 approval.

<u>Stage 2</u>

The aims of the Stage 2 approval are to undertake a rigorous overview of the academic detail of the proposed programme, in particular:

- To provide institutional oversight of proposals to ensure high quality provision, a high quality and inclusive student learning experience, appropriate academic standards and accordance with University academic policy and regulations.
- To consider the quality and standards of the overall proposal, including curriculum content; learning, teaching and assessment delivery, methods and overall coherence; and curriculum structure.
- To ensure and confirm sufficient external and independent consideration of the quality, standards and relevance of the proposed programme.
- To ensure appropriate consideration has been taken of student views.
- To confirm that proposed programmes are in line with relevant internal and external reference points, including any professional body requirements.
- To consider the quality, accuracy and accessibility of the programme documentation, including the information to be provided to students.
- To propose any final enhancements.

The template for Stage 2 submissions can be found at [INSERT LINK].

For certain types of partnership provision based on pre-approved University programmes, some of the information requested in the main Stage 2 form may not be applicable, and University Stage 2 approval may not therefore be required following School Stage 2 approval. Student and Academic Services will confirm the University Stage 2 approval requirements for such partnership programmes during Stage 1.

The Stage 2 submission, including responses to the Stage 1 conditions and recommendations must be submitted to the School Programme Approval and Review Committee (PARC) for scrutiny. The Programme Team should obtain approval from the School Dean, IT Services, and sign-off from the Library, and Learning Enhancement and Development (LEaD), prior to submission to PARC. The PARC terms of reference can be found at: [INSERT LINK]. The External Advisor will produce a written report for PARC giving their view on the proposed programme. PARC will then approve, or invite the programme team to revise and re-submit the submission. PARC can set conditions, which must be met prior to submission to UPAC, or make recommendations to support programme development.

After approval by PARC the proposal will be submitted to Student and Academic Services for consideration by UPAC. Proposals which do not include the necessary approvals and sign-offs will not be considered by UPAC. The Programme Team will be invited to the Stage 2 UPAC meeting to discuss the proposal and to offer clarification, if needed.

The External Advisor will also act as a member of Stage 2 UPAC, providing an external perspective, and ensuring that the recommendations from their report to PARC have been addressed. UPAC can recommend approval, rejection, or an invitation to re-submit the proposal with amendments.

Following the meeting, UPAC will make a recommendation to the Deputy President and Provost. If it is recommended that the proposed programme is approved, this may be subject to certain conditions being met by a set deadline which will normally be evidenced by:
- a formal, written response to the conditions, clearly detailing the changes and enhancements that have been made to the programme documentation to meet the conditions;
- full supporting documentation such as: updated programme or module specifications, evidence of any required authorisations or input, any other

items/documents which will demonstrate that which has been undertaken to meet the conditions.

Stage 2 conditions will need to be met by the Programme Team and signed off by the PARC Chair. The responses will then be presented to the President and Provost for formal approval. UPAC may also make recommendations for programme enhancement.

Once responses to conditions have been approved, Student and Academic Services will liaise with the relevant Professional Services to communicate the approval and initiate the final programme set-up. Once all Stage 2 conditions have been met and the programme has full approval, students may apply to and be accepted onto the new programme.

Summary of Programme Approval stages

Stage 0 – for proposals with partnership provision	
Requirements: • Institutional consideration of new partner • Compatibility of organisation, strategic and educational fit of proposals • Requirements for institutional engagement meeting at partner institution, where necessary • Consideration of the specific responsibilities of partner institution and School for the programme	Sign Off: • Dean of School • Deputy President and Provost • Vice-President International (for international proposals)
Prior to Stage 1 submission	
Requirements: • Programme title, outline proposal and structure • Strategic fit with School and University strategy and plans • Market opportunities and risk • Potential level of demand • Mode of delivery • Admissions criteria (and recognition of prior learning if applicable) • Programme management and staffing • Employability and destinations • Student numbers and marketing • School resources, budget and other financial matters • For partnership provision – institutional engagement meeting report and due diligence	Sign Off: • Dean of School • Chair of PARC • Finance • Marketing • LEaD • Timetabling
Stage 1 – University Programme Approval Committee (UPAC)	
Requirements: • All above requirements should be submitted to Student and Academic Services with completed sign-offs • All sections of the Stage 1 form should be completed	Sign Off: • Chair of UPAC
Prior to Stage 2 submission (covered by the Stage 2 form)	
Requirements: • Respond to any conditions and recommendations made by Stage 1 UPAC • Academic standards and quality • Enhancement of the proposal drawing on internal and external good practice • Endorsement of proposal by students and industry • Consideration of the specific responsibilities of the partner institution and School for the programme	• Chair of UPAC to approve responses to Stage 1 conditions

Stage 2 – PARC	
Requirements: • All above Stage 2 requirements should be submitted to the Secretary of PARC • Peer review of detailed proposal: curriculum, structure, credit values and exit points, learning and teaching, assessment, student support and overall student experience • External consideration of proposal, including quality and relevance of the provision, learning experience and academic standards	Sign Off: • Chair of PARC • Dean of School • LEaD • Library • IT Services
Stage 2 – UPAC	
Requirements: • All above Stage 2 requirements should be submitted to Student and Academic Services with completed sign-offs	Sign Off: • Chair of UPAC

4. Support for Programme Approval

The Programme Approval process requires a substantial amount of work to ensure that City has appropriate and robust oversight of the quality and standards of its provision. Template forms have been provided to facilitate this process and they can be found online in Chapter 3 of the Quality Manual.

Support is provided by a range of staff and professional services during the Programme Approval process, and approval or sign-off is required from specific individuals at key stages. It is important to factor in time for this approval; further information on the timescales for approval and key contacts can be found in Appendix 1:

School Quality Staff
School Quality Staff can provide full details of School-based considerations of proposals and how this is managed. They will be able to advise on PARC and UPAC dates and deadlines. They will also be able to support the preparation of documentation.

Associate Dean (Education) (ADE) or equivalent
As the Chair of PARC and a senior member of academic staff with responsibility for education in the School the ADE can provide guidance and advice. Their sign-off is also required at various stages of the process.

Learning Enhancement and Development (LEaD)
The LEaD representative plays a crucial role in programme development, as well as being a formal member of UPAC and their sign-off is required at Stage 1 and Stage 2. LEaD can provide full support for the designing and development of programmes and modules, including the development of the required programme documentation. It is important to involve LEaD in new programme development as early as possible for provision of support and to ensure there is time for the LEaD representative to review documentation in advance of submission dates. Programme developers should contact your School academic LEaD contact in the first instance for initial advice and guidance.

Timetabling
Sign-off from Timetabling is required prior to submission to Stage 1 UPAC to ensure appropriate space resources are available. At least three weeks should be given to allow

for Timetabling to undertake a space modelling exercise and confirm the appropriate space resources are available.

<u>Finance</u>
Sign-off from Finance is required prior to submission to Stage 1 UPAC. Finance should be contacted by programme developers and will provide support with this aspect of the process.

<u>Library</u>
Library sign-off is required prior to submission to Stage 2 UPAC to demonstrate that the Library has approved the suggested reading material identified within the documentation, and accounted for any budgetary concerns which may have been identified by Finance.

<u>Marketing</u>
Marketing can assist in the competitor analysis and help programme teams identify routes and strategies for marketing which should be included in the documentation. Marketing sign-off is required prior to Stage 1.

<u>Student and Academic Services</u>
Student and Academic Services manages the Programme Approval process and can be contacted with any queries. Student and Academic Services also services UPAC and provides information on dates and deadlines for UPAC meetings, as well as managing the payment of the External Advisor.

5. School Programme Approval and Review Committee (PARC)

The School Programme Approval and Review Committee plays a crucial role in the consideration of new programme and significant amendment proposals. Through its peer-review scrutiny of proposals, it should support the development and enhancement of proposals as well as providing an opportunity for the sharing of best practice from elsewhere within the School.

The minutes from PARC meetings support University Programme Approval Committee discussions particularly where they demonstrate a clear view on the key areas of the proposal as outlined in the table in 3. above.

The PARC should also ensure that proposal documentation is complete and of an appropriate quality prior to University level consideration. Proposals considered by the University Committee that are not of adequate quality will be referred back to the Programme Team and PARC for reconsideration.

6. Cross-School Provision

There are a number of additional considerations that must be taken into account when proposing cross-School provision. If arrangements to deal with these aspects are not considered and documented in the proposal submissions, it is likely that conditions will be applied to the approval of the programme:

- Financial planning: how will the costs (space, academic staffing, support staffing, marketing and resources) be divided? This should be signed off by both Schools.
- Communication channels for programme amendments: how will the other School be made aware of proposals to amend any elements of the programme?

- Which School will be the programme's "home"? i.e. which School will take ownership of the programme? The Home School is responsible for the oversight of all quality and standards mechanisms including:
  - External Examiner payment and oversight
  - Processes relating to compensation, marking/moderation and assessment extensions
  - Oversight of assessment, including Assessment Boards
  - Oversight of Annual Programme Evaluations (APEs)
  - Programme Handbook production
  - Administration of students on SITS
  - Oversight of Peer Review
  - Oversight of module evaluations and other student survey results
  - Management of Programme Committees and Staff Student Liaison Committees (SSLCs)

All proposals which involve cross-School provision should be signed by the Deans of both Schools and the relevant Programme Directors. Proposals without these approvals will not be considered.

7. Student involvement in Programme Approval

City places significant value on the input of students into the processes for managing the quality and standards of its educational provision.

Students can be involved in a variety of ways, both formally and informally, such as through discussions at Staff-Student Liaison Committee meetings, or through student membership of PARC.

City encourages informal student input into the development of proposals. This could include formal or informal discussions with current students on related programmes, at the end of lectures, through Moodle forums, and/or with alumni.

Programme Approval submissions should include information on how any informal input contributed to the development of the proposal. While indication of support for a new programme is helpful, developmental contributions demonstrate a more considered approach. If the proposal has been discussed in a more formal meeting with students, such as SSLCs, an extract of the minutes should be provided.

Student and Academic Services and the Students' Union are available to provide support for programme teams in collecting feedback from students.

The Students' Union President or Vice-President (Education) is a member of Stage 2 UPAC.

Whilst student members are equal members on PARC and UPAC it is not expected for them to critically scrutinise the content, as this will be undertaken by the other panel members, including the External Advisor. However, the student representative should be able to provide a student-focused view of the proposals, such as the student experience. In particular the student representative may focus on:

- Is the student facing documentation (Programme/Module Specifications, Programme Handbook) of a high quality? Does it look useful, relevant, and accessible to students?
- Are there adequate resources to support students in their learning?
- Has there been any consideration of student support?
- Are the learning, teaching, and assessment methods appropriate? Are they inspiring? Is there appropriate use of Moodle?

8. The role of the External Advisor

External input is fundamental to programme approval; City's approach encourages informal external input from both academia and industry throughout the development of the proposals. City also appoints an External Advisor in a formal capacity to support the assurance of the quality and standards of a proposed programme, its relevance and its comparability with similar programmes.

External Advisors are formally involved by:

1. Providing a written report, based on a template, to the School for consideration at the Programme Approval and Review Committee. The Chair of PARC would also be able to contact the External Advisor before or after a meeting to clarify any aspects of that report.
2. Attending the University Programme Approval Committee meeting for Stage 2 discussions as a Committee member.

Appointment Criteria

An External Advisor will:

- Have sufficient authority and knowledge of the discipline area under discussion.
- Normally be at least Senior Lecturer level
- 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 Advisors 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 Advisors 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 UPAC approval of a proposed External Advisor, Student and Academic Services will contact the External Advisor to confirm arrangements for the UPAC Stage 2 and provide an expenses form. After the UPAC meeting the External Advisor should complete their expenses form and return it to Student and Academic Services who will authorise payment of the fee.

Role and Management of the External Advisor

In line with the criteria above, the Programme Team will identify an External Advisor and include their details, including a recent CV, in the Stage 1 submission for formal approval by Stage 1 UPAC. The School should then confirm the arrangements with the External Advisor, including the PARC and UPAC dates, and the submission of the report:

- The External Advisor should receive the Stage 2 PARC submission 5 weeks before the PARC meeting.
- The External Advisor should then submit their report, based on the template, to the School within 3 weeks of receipt of the submission.
- The External Advisor will also be a member of the Stage 2 UPAC panel.

In exceptional circumstances, where the External Advisor cannot attend the Stage 2 UPAC, a separate meeting should be held in advance with at least the UPAC Chair, Programme Director and Secretary and the minutes of this meeting included within the documentation. Authorisation may also be granted for External Advisor to attend the UPAC via Skype.

Appendix 1 - Timeline for approval

Please note that to be considered 'approved', at either Stage, programme teams will need to have responded to any conditions and recommendations, and have had these approved by the Chair of the UPAC meeting. Please be aware that PSRB requirements may alter the timeline for approval, information should be sought from the School Quality Team in liaison with Student and Academic Services.

Following Stage 1 approval, programmes may advertise with the caveat '*This programme is currently under development and is subject to final approval. For further information, please contact the [name of School/Department]".*
Following Stage 2 approval, this caveat may be removed and offers to the programme may be made.
Pleas ensure that any new programmes adhere to the Prospectus Publication deadlines.
Programmes which do not have Stage 2 approval, confirmed by the deadline, will not be included in the prospectus.

Approval	Timeline for consideration	Key Contact
UG Prospectus publication deadline (at least 18 month lead-in time for prospectus)	**November**	--
PG Prospectus publication deadline (at least 12 month lead-in time for prospectus)	**May**	--
Stage One proposal	Submitted to S&AS at least 2 weeks before UPAC meeting	Academic Development and Quality Officer
Finance	Need at least 4 weeks, in advance of submission to UPAC, to consider proposals and approve.	Hafiza Patel
Marketing	Need at least 4 weeks, in advance of submission to UPAC, to consider proposals and approve.	Raffaella Cuccia
LEaD	Need at least 2 weeks, in advance of submission to UPAC, to consider proposals.	Pam Parker
Stage Two proposal	Submitted to S&AS at least 3 weeks before UPAC meeting	Academic Development and Quality Officer
PARC (should be <u>at least </u>3 weeks before UPAC)	Amendments from PARC will need to be completed (and signed off by the Chair) before submission to Stage 2 UPAC	Quality Team in School

Timetabling	Need at least 3 weeks to consider. This will need to be completed before Stage 2 submission	
Library	Need at least 3 weeks, before submission to PARC, for consideration and approval of proposals.	Claire Packham
LEaD	Need at least 3 weeks, before submission to PARC, for consideration of proposals.	School LEaD liaison
IT Services	Need at least 4 weeks, in advance of submission to UPAC, to consider proposals and approve.	Keith Wood