Required Content for Award-bearing Programme Proposal Documents

LSHTM procedures for approval of new award-bearing programmes require that a Programme Proposal document be completed. This appendix sets out what should be included. Lead academics are encouraged to consult staff in the Quality & Academic Standards Office, Registry and Finance Office to assist in developing the content of the proposal.

- All items listed below should be seen by the Validation Panel giving academic approval. While the Panel cannot give approval in respect of resource implications and the business plan, it should normally see these items (at least in summary) so as to be able to comment on the realism of forecast student numbers, intended staffing levels etc.
- Separate financial approval (normally, to happen as part of the annual budget round) should specifically approve the resource implications and business plan. This should be contextualised with other relevant items – notably the summary and outline proposal.

Note that for non-award-bearing courses, proposals do <u>not</u> need to follow the format outlined here.

- For new short courses, a separate short course approval procedure will apply
- For new modules, a module specification should be drafted for approval by PMRC and SPGTC.

Summary/ cover page	Key elements of the proposal should be summarised on a one-page covering sheet. • This should include a statement, signed by the lead academic and the relevant Head(s) of Faculty and Taught Programme Director(s), confirming that the submission has been authorised by the Faculty or Faculties who will be responsible for organising the programme, and that all resource implications have been taken into account.

Outline proposal	A more detailed outline proposal or overview should then describe: • **Rationale** – why the new programme should be introduced. • **Competitor programmes** – information on any similar programmes which already exist elsewhere. • **LSHTM context** – how the proposed new programme aligns with LSHTM's goals and mission, and fits with existing programmes of study (including mix of modules and the extent to which students will cross over with those from other programmes). • **Organisation** – the lines of responsibility for the conduct of the programme must be clearly stated. • **Any other relevant matters** – as appropriate.
Programme specification	A draft programme specification for the new programme should be provided. A separate template is available for this; guidance on filling out programme specification templates is given in Annex 1 of the [Course & Module Design Code of Practice]().

External Adviser's feedback	Feedback from any External Advisers consulted as part of the programme design process should be included in the proposal, along with details about this work: • **External Adviser's details** – name, title, job role and institution. • **External Adviser's role –** a brief summary, e.g. one line to describe what this person was asked to do in reviewing the programme proposal. • **External Adviser's feedback** – comments given by the External Adviser, either in summary (with key quotes) or in toto. If they have given a more extensive report, this may be attached separately.
Resource implications	This section should briefly summarise any additional resources needed to deliver the programme and how the originating Faculty proposes to fund them. It should usually cover: • **Anticipated demand** – details of target groups for student recruitment (NB that this is an academic matter as well as having a financial impact), expected numbers of registrations (including any proposed cap, or limits below which the programme may need to be suspended), and evidence of expected student demand (including any national or international needs which the programme is attempting to respond to). This information should build on that in the outline proposal about rationale and competitor programmes. • **Programme fees** – details of all fees chargeable to students for the programme, with any appropriate fee payment deadlines.

- **Student funded places** – the document must state whether a claim will be made for an allocation of government-funded places (for students paying 'Home' fees). LSHTM has a capped quota of such places, so assigning some to a new programme will mean re-allocation from existing programmes.
- **Academic staffing details** – a list of faculty to be involved in teaching the programme should be given, including any external teachers. Where teachers from other Faculties will be contributing to the programme, the appropriate Heads of Faculty must have been consulted. Where new internal staff will be required, e.g. to provide sufficient subject expertise, details should be given on how they are expected to be funded.
- **Support staffing details** – if any additional administrative or technical staff may be required to support the new programme, e.g. in areas such as TSO, Registry or laboratories, this should be made clear. Such posts will normally be funded through programme income.
- **Space requirements** – details of expected classroom, lecture theatre, computer room, and laboratory requirements to teach the programme, including when, what size and how many different types of room will be required at different times of the academic year.
- **Other requirements** – details of any resources or activities, over and above those established as standard general practice at LSHTM, which the programme will entail; e.g. special programme materials to be provided to students; any specialist equipment or facilities (especially for lab-based programmes); field trips; whether any new Library resources, holdings or subscriptions will be needed; and any relevant details on other funding sources or pressures.
- **Marketing and recruitment** – details of any activities proposed to promote the programme, particular as it launches, e.g. advertising, programme leaflets/brochures, mailshots etc.
- **Long-term sustainability** – supplementing the business plan (which should cover the first 5 years of operation), brief comments should be given on the expected long-term financial sustainability of the programme.
- **For partnership programmes** – arrangements for distributing income and costs should be made clear, to give a clear picture of potential benefits or risks for LSHTM.

Business plan	This section should set out estimated student numbers and LSHTM income & expenditure associated with setting up and running the programme.
	It should normally be presented in a spreadsheet or balance sheet format, with line-items as described below; further columns should show associated figures for the development stage ('year zero'), and each of the first 5 years of operation. A model spreadsheet is available, but will almost always need specific adaptation for each new programme.
	Key items to cover are:
	- **Student numbers** – specific annual intake, indicating number of students paying Home/EU or Overseas fees, and whether they are full-time or part-time; derived number of students (headcount and FTE) in student body in any given year.
	- **Financial summary** – total income; total expenditure; in-year surplus/deficit; rolling surplus/deficit and associated return on investment; contribution to Full Economic Costs, and associated return on investment if FEC contributions may exceed true additional central costs; specific new costs, and associated return on investment.
	- **Income** – based on estimated student numbers paying the proposed tuition fees, at either full-time or part-time rates, plus any additional income e.g. from sponsorship.
	- **Development costs** – for both the programme overall and any new modules, in the period prior to launch. May include academic staff costs, administrative staff costs (e.g. Programme Administrator, Registry, Learning Technologists), marketing activities, office space, supplies and sundries etc.
	- **Core running costs for programme** – including contribution to Programme Director(s) salary, Programme Administrator salary, office space, specialist equipment or facilities, specific Library resources, etc.
	- **Variable running costs for programme** – varying with student numbers; and including costs for tutors, markers and supervisors not associated with specific modules; printing, handbooks and materials; student entertainment; any field trips or awaydays; etc.
	- **Central costs** – contribution (varying with student numbers) to cover Full Economic Costs for central services, based on TRAC overheads.
	- **Module costs** – varying with student numbers; and covering costs for any specific new modules associated with the programme

	(contributions to Module Organiser salary, costs of lectures by staff and Visiting Lecturers, teaching rooms or room hire, staff costs for module practicals/tutorials and assessment/marking, handbooks and materials, etc.), and additional costs for existing modules taking extra students from the new programme. Note that academic staff costs should be calculated against total workload (contact hours plus preparation time) and using estimates of the number of teaching staff involved at different levels (e.g. Professors, Readers, Senior Lecturers, Lecturers, Fellows, Research Assistants, Research Degree students).

Implementation plan	The proposal should include a plan for implementation of the new programme, setting out key milestones and deadlines plus fall-back plans if any aspects should over-run – including: • **Programme management** – a named person should be designated as Programme Director approximately six months prior to the programme beginning; if this is not the same person who is acting as lead academic for programme approval purposes, then their mutual responsibilities in implementation of the new programme should be clearly specified. • **Programme materials** – development schedule for all new materials required (note that not all material may necessarily be required in time for the start of the programme). • **Student recruitment** – schedule for inclusion of information in prospectuses, advertising and promotion, etc. This should leave sufficient turnaround time to receive students' applications, make offers, and admit students. • **Programme regulations** – schedule for developing and getting approved any specific programme regulations or agreements which need to be put in place, e.g. arrangements for allocation of intellectual property rights (IPR). • **Partnership agreements** – schedule for agreeing and signing off any contracts or documentation required as part of programmes delivered in partnership (e.g. operational and service level agreements, quality assurance commitments, financial agreements). Note that LSHTM programmes which make use of external staff may also need to ensure contracts are agreed in good time.

	• **Target start date** – the proposed academic year and date of commencement from which students will first begin studying the programme.
Programme regulations (where relevant)	If specific programme regulations will be required, it will often be helpful to attach a copy if they have already been drafted. • Alternatively, provided the programme proposal makes clear where the proposed programme may differ from standard LSHTM practice, any programme-specific regulations can be separately approved through normal committee processes following proposal approval.
Partnership agreement (where relevant)	If the proposal involves partnership, it will often be helpful to further attach a draft partnership agreement expected to be signed with the partner institution(s). • Partnership agreements should not be signed until LSHTM approval has been given for the new programme.