

**Leadership, Governance and Management Fund
Market Assurance in New Course Development (NCD)
Project 212**

Associate HEI Application Form

What's the project all about?

The project will develop, evaluate and disseminate methods and techniques for the effective market assurance of new programmes.

Initial intelligence suggests that the failure rate of new courses is high and this represents a significant hidden cost to the sector and individual HE providers.

Failure to recruit viable numbers to new courses can result in costly remedial marketing, a loss of morale, weakened internal confidence in an ability to innovate and potential damage to the sector's reputation amongst disappointed applicants, students enrolled in a small cohort and alumni.

The purpose of the project is to support:

1. More efficacious course development and, therefore, reduced incidences of failure by HEIs to recruit viable cohorts of students
2. Improved financial sustainability in the sector due to a greater proportion of new courses achieving strong and sustained market appeal
3. A more collaborative approach between academics and other professionals (e.g. marketing, quality, HR) to new course development
4. Initiating networks of HE staff with common interests in course development

The outputs will be applicable to deans, subject leaders, academic course developers, and marketing, finance, quality and planning departments.

Who are the lead universities?

The project is led by Paul Coyle Pro Vice-Chancellor Learning and Teaching at the University for the Creative Arts pcoyle@ucreative.ac.uk.

The HE partners are The University of the West of England (UWE), The University of Leeds and UCAS. The Knowledge Partnership is the appointed project manager and consultant.

What are the benefits of being an associate member of the project?

We are seeking a maximum of 9 HEIs to join the project. Your involvement in the project will be communicated to HEFCE.

1. A free benchmarked evaluation of your new course development processes
2. Access to best practice examples across the 12 partners
3. Development opportunities for your staff
4. Early exclusive access to analysis of the degree and masters market
5. Free survey results of students enrolling to your new courses
6. Opportunities to promote and showcase your successful new courses to a wider audience

The nominated project managers from all HEIs who apply to join the project will have a free and exclusive place at our project initiation seminar at UCAS on May 5th. This will include leading external and commercial experts in areas of product/service innovation and the opportunity to network with the other 11 HEIs.

You will have the opportunity to shape the project and gain access to emergent analysis well before the rest of the sector. For example we have access to the UCAS dataset and a professional analyst to mine the data to help us to provide innovative insights into understanding the performance of new courses and emerging markets. We will also be evaluating HESA data on postgraduate markets.

You will obtain free results from the survey of students enrolling on new and established programmes which will deliver insights specific to your new courses (details below).

Your nominated project manager will have a free place at the end of project conference and your forum group will have 50% discounted places.

You will receive a report on our visit to your university that will provide an analytical perspective on the state of your new course development processes – in reality a free mini consultancy that will provide benchmarking against the other 11 members and recommendations for development based on best practice located across the 12 visits.

What are the commitments for associate members?

There are NO fees or direct costs associated with being a member.

The non-financial costs and commitments are:

Nominating 6 new courses launched 3-5 years ago, half of which were clear successes and half that failed to attract viable numbers. Facilitating the analysis of course success/failure by providing access to documentary and statistical evidence from your student records.

The time commitments of your academic (PVC academic or similar, programme leaders and heads of school etc) and professional staff (registrar, marketing, quality, finance) in organising and participating in a 2-3 day project visit to your campus to investigate the nominated course histories in more detail. This visit would be conducted by 2 members of

the project; one would be from The Knowledge Partnership and one from an HE partner and/or UCAS so as to ensure a mix of consulting/evaluation experience and an HEI perspective. This visit is scheduled to take place November 2010-January 2011.

Contributing to the development of the final analysis and outputs of the project (your nominated project manager may be asked to attend a meeting to support this but it is envisaged that this will largely be via electronic communications).

Preparing 1-2 case studies relating to your courses that were successful innovations of up to 500 words.

Delivering a presentation at either the final project conference (early summer 2011) or one of the dissemination seminars designed for specific networks (e.g. for quality staff, marketers, etc) or facilitating and reporting on a workshop session. The topic would relate to the evidence gathered from the study visit to your university.

You will need to nominate a professional in a suitable role to be the project lead and to co-ordinate all relations with the project. They will need to convene a small group of staff within your university that represent different roles and perspectives on new course development (marketing, planning, quality, associate head of school or similar, finance, admissions, etc). The role of the members of this forum would be ad hoc and limited but they will be provided with opportunities to comment on draft outputs from the project and reflect on emergent findings etc. Our aim is for them to be engaged and informed before the case study visit in which they would be asked to particulate.

In October 2010 we will be conducting a an online survey of students that have enrolled on new programmes and a control group of students on established programmes to test early adopter and life cycle theory. Member HEIs will participate in this by sending appropriate samples of degree and masters students email links to compete the survey and one reminder.

Good practice in the development of new courses captured as part of the 12 visits will be shared across the project members (a short description). Associates will be asked to nominate a contact staff member associated with good practice examples to facilitate the sharing of insights.

Competition and Confidentiality

You can be assured that none of the data or intelligence supplied to the project will be released outside the project team – confidentiality agreements can be prepared and signed in advance to assure this.

The visit to your university will exclude those representing project partners that you feel are direct competitors. The project members have already committed to visiting associate members that are in mission and culture different to their own university so as to maximize their learning experiences.

The selection criteria

We anticipate that more than 9 HEIs will want to join the project because soundings tell us that there is widespread interest in course development and portfolio review.

A minimum of 6 of the associates will be chosen based on application. Up to 3 will be invited to join because analysis using UCAS/HESA/QAA data identifies them as being:

- Particularly successful in bringing new courses to market
- Being particularly active in course and subject innovation
- Having specific areas of good practice

Given that this project is funded by HEFCE and is designed to capture and share best practice, we have developed a formal set of criteria for selecting associate members and this is set out below.

Commitment

The application form must be signed by the vice chancellor or registrar and co-signed by the nominated project manager.

The staff that would be involved from finance, marketing, quality and academic perspectives should be named in the application.

Participation in the baseline survey

At least two staff from the institution should have completed the online survey, details of which will be widely circulated to relevant staff.

Good and successful practice to share

You are asked to list at least 3 new courses that have been launched successfully and could be included in the project.

Evidence of good practice in course development.

Evidence of innovation

Innovative practice in course portfolio processes.

Recent systematic review of course portfolio.

Academic interest in the field of service development of innovation

We are keen to gain insights from active researchers in this field.

Willingness to nominate course failures

You must nominate at least 3 new courses that have been launched without success.

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Confidential

Name of Institution	
Nominated Project Manager Name Email Role	
Nominated reference group (at least 3 staff should be nominated giving name, role and email in areas such as quality, planning, marketing, finance and academic management roles).	1 2 3 4
New FT courses launched in past 3-5 years that have been success/over achieved with contact name and email	1 2 3
New FT courses launched in past 3-5 years that have been unsuccessful with contact name and email	1 2 3
Evidence of good or innovative practice in new course development processes or portfolio review?	
Academics active in the or related fields (name, field, email)	

We commit to supporting the project as outlined in the application material and understand the benefits of participating in the project.

Vice chancellor/Principal _____

Nominated project Manager _____

Please send this form, completed and signed, to Paul Coyle at the address below.

Paul Coyle
Pro Vice-Chancellor (Learning & Teaching) and Executive Dean (Epsom and Farnham)
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