12   ACADEMIC LEADERSHIP: DEGREE PROGRAMMES AND MODULES

APPOINTMENT OF PROGRAMME LEADERS

12.1   Degree programme leaders are formally recognised at the point of first approval of a degree programme, on an open-ended basis. HN programme leaders are formally recognised via a Faculty-led appointment process. The programme leader is normally employed by the responsible academic partner.

12.2   Where a programme leader demits the role, or indicates their intent to do so, the principal of the responsible academic partner must immediately inform the relevant dean of faculty of the situation. Wherever possible, this should be at least one semester before a change in programme leadership needs to takes place.

12.3   If advance notice cannot be given for a need to change programme leadership, the principal of the responsible academic partner must agree interim measures with the relevant dean of faculty. In any case, a replacement should be nominated within three months of a programme leader demitting the role (or notifying their employing academic partner of intent to do so).

12.4   Normally the responsible academic partner will propose a replacement programme leader, and forward their *curriculum vitae* to the dean of faculty for consideration. The dean will present the proposal to the Faculty Board, which is responsible for approving the appointment of the new programme leader.

12.5   If approved, the responsible academic partner ensures that the following are informed of the change in programme leadership where appropriate:
o students on the programme
o programme committee
o admission and marketing staff at all relevant academic partners and at Executive Office
o external examiners
o relevant subject network leader
o awarding body (if this is not the university).

CHANGE OF RESPONSIBLE ACADEMIC PARTNER FOR A DEGREE AND HN PROGRAMME

12.6   If an academic partner does not wish to continue as responsible academic partner for a programme, or is unable to propose a replacement programme leader acceptable to the Faculty Board of Study within three months of an existing programme leader demitting the role, the principal must inform the relevant dean of faculty of the situation.

12.7   The dean of faculty will then invite all other academic partners to express an interest in assuming this responsibility. Academic partners who are interested in assuming the role of responsible partner should submit a rationale and provide the curriculum vitae of the proposed programme leader.

12.8   The dean of faculty will present the proposal(s) to the Faculty Board of Study, which will determine which academic partner is the most suited to take over as responsible academic partner. Members of the Faculty Board who are employed by any of the academic partners who have expressed an interest should not take any part in the decision-making process.

12.9   If the Faculty Board does not approve any proposal, or if the Faculty Board cannot reach agreement between nominees, the Deputy Principal, in consultation with the relevant dean of faculty, will form a short-life working group to resolve the issue.

12.10   Once a change of responsible academic partner has been approved, the outgoing responsible academic partner will ensure that the following are informed of the change in programme leadership where appropriate:
   o students on the programme
   o programme committee
   o admission and marketing staff at all relevant academic partners and at Executive Office
   o external examiners
   o relevant subject network leader
   o awarding body (if this is not the university).

APPOINTMENT OF MODULE LEADERS

12.11   The appointment of module leaders will be co-ordinated via the relevant subject network and noted by their Faculty Board.

12.12   Module leaders are formally recognised at the point of first approval of the module, on an open-ended basis.

12.13   Module leaders will have 'responsibility for' not 'ownership of' a module and are expected to fulfil the role specified in the Module/unit leader role description.

12.14   Where a module leader demits the role, or indicates their intent to do so, they must inform their subject network leader and line manager within their academic partner. Wherever possible, this should be at least one semester before a change in module leadership needs to take place.

12.15   If advance notice cannot be given of the need to change module leadership, the line manager within the relevant academic partner must agree interim measures with the relevant subject network leader. In any case, a replacement should be nominated within three months of a module leader demitting the role (or notifying their subject network leader and line manager of their intent to do so).

12.16   The relevant Faculty Officer will ensure that the available role is advertised via:
   o HR Practitioner Group
   o Partnership Planning Forum (PPF) representatives
   o Quality Managers
   o Programme Leaders
   o Subject Network Leaders.

12.17   This advert will clearly indicate the agreed closing date (normally ten working days after being advertised); and the appropriate email address for submission of responses.

12.18   This process of notification will ask applicants to complete an Expression of Interest Form (ML-01) which incorporates the current CV Template. Each expression of interest must confirm that the individual has the full support of their academic partner to undertake this role.

12.19   Internal expressions of interest will be considered in the first instance, with external nominations only being invited if a suitable internal candidate cannot be found.

12.20   If an external module leader is appointed, the responsible academic partner must ensure that they comply and engage with university legal and contractual obligations. This may be achieved through the nomination of an internal deputy module leader if necessary. Where an external candidate is appointed consideration should be given to implementing a buddy system wherever possible.

12.21   Where only one expression of interest (ML-01) has been received a Standing Panel will be convened to consider that application.

12.22   Standing Panels will comprise:
   o The SNL to whose network the module belongs. This SNL will act as Panel Chair
   o A second SNL, preferably from outwith the Faculty
   o A senior member of staff from an AP. The identified staff member will be selected from the agreed pool of appropriate staff and should have no vested interest in the outcome of that panel.

12.23   When there is only one expression of interest the Standing Panel will normally make their selection based solely upon the initial paperwork submitted (provided they are satisfied that the applicant meets the criteria for the role; and has their line manager's endorsement and approval).

12.24   If the Standing Panel are unclear about whether an expression of interest meets the criteria for the role, it has the discretion to ask for further information or, exceptionally, to seek to interview the sole applicant to confirm suitability.

12.25   Where more than one expression of interest (ML-01) has been received, the Faculty Officer will ask all applicants to confirm their intention to proceed with their application to the next stage. Any applicants who do not wish to do so may withdraw their application at this stage. Whilst candidates will know that there are other expressions of interest, they should not know how many, where they are, or who they are.

12.26   All applicants who wish to proceed to the next stage will be asked to complete a Module Leadership Application Form (ML-02). There should be a minimum of ten working days between the deadline for receipt of the Expression of Interest Form (ML-01) and the subsequent deadline for submission of the Module Leadership Application Form (ML-02).

12.27   In addition, it is the responsibility of the applicant to secure the independent submission, by their line manager, of a Line Manager's Supporting Statement (ML-03). This supporting statement should be submitted by the line manager – directly and through their own university email account - to the appropriate email address stated on the advertisement.

12.28   Any application not accompanied by a Line Manager's Supporting Statement (ML-03) at this stage, will not be permitted to proceed to the Standing Panel.

12.29   Upon receipt of the completed Module Leadership Application Form (ML-02) and the accompanying Line Manager's Supporting Statement (ML-03), the Standing Panel will meet and seek to reach a consensus on the most appropriate candidate based solely upon the paperwork submitted (again, provided they are satisfied that the applicant meets the criteria for the role; and has their line manager's endorsement and approval).

12.30   Where the Standing Panel cannot identify a clear differentiation, exceptionally they may need to proceed to an interview stage. Only applications which meet the criteria for the role will be selected for the interview stage.

12.31   When an applicant is selected for interview then any initial assessment from the Standing Panel process will not be carried forward to the interview stage. This means that any decision will be based solely on responses and performance at the interview stage.

12.32   The interview stage will consist of an interview of up to 30 minutes which will be designed around the evidence submitted in the Module Leadership Application Form (ML-02).

12.33   In particular, the Standing Panel will seek to assess experience/skills in the areas of leadership and communication. They will do this by asking questions which allow the applicant to provide specific examples of how they demonstrate these skills currently; how they have done so in the past; and how they might do so, as module leader, in the future.

12.34   A panel may set an interview question (ie the topic to be covered in the presentation) that is specifically designed to differentiate between two candidates for a single module on the basis that it is impossible to separate them on paper. This means that the topic in question can be specific to that module: the same topic does not need to be set for all modules but all interviewees for a particular module must be given the same topic.

12.35   Subsequent to the completion of the interview process, all candidates will be informed of the outcomes by the Chair of the Standing Panel. If requested, further feedback will be arranged by a mutually agreed method.

12.36   The appeal procedure will apply to appeals relating solely to the way in which this process was applied. An applicant cannot appeal simply on the basis of disagreeing with a panel decision. All applicants are entitled to ask for individual feedback about their own application from the panel chair.

12.37   When a Subject Network Leader submits an application for a module leadership to be considered by their own panel the following procedures will apply.

12.38   For modules where only one expression of interest has been received: the SNL will demit the role of chair and remove themselves from all discussion of that module. The remaining panel members will make their decision and assume responsibility for signing off on that decision.

12.39   For modules where more than one expression of interest has been received: the SNL will demit the role of chair and remove themselves from all discussion of that module. The SNL must be replaced on that panel. The replacement panel member should be an individual with no vested interest in the outcome of the allocation process and preferably possess a level of subject awareness.

12.40   Upon completion of this process, all applicants will be informed of the outcome by the Chair of the Standing Panel (SNL). If requested, further feedback will be arranged by a mutually agreed method.

12.41   The faculty officer will forward details of the appointed module leader to the Student Records Office (SRO). SRO will ensure these details are updated in SITS.

12.42   The successful applicant should confirm their acceptance of the role by email to the Chair of the Standing Panel (SNL).

12.43   Once ratified, the responsible Faculty Executive ensures that the following are informed of the change in module leadership:
   o Subject Network Committee
   o all faculty executives
   o employing academic partner of all applicants.

EXCEPTIONS TO NORMAL MODULE LEADER APPOINTMENT PROCESS

12.44   The process outlined in Section 12.11-12.43 above is the default position and will be applicable in all but exceptional circumstances.

Proposal that a module leader role is not advertised

12.45   Where a module leader role becomes available, the employing academic partner may propose that the role is not advertised in the normal way due to exceptional circumstances, eg if this may threaten the stability of the academic partner or the integrity of a programme.

12.46   Such a proposal will be discussed between:
   o the Faculty Dean to whose faculty the module belongs
   o the Subject Network Leader
   o a senior member of staff from the departing module leader's academic partner.

12.47   The final decision on whether to advertise or not will be made by the Faculty Dean.

12.48   An annual summary of all such decisions will be sent to PPF for noting so that the volume and trend of such decisions can be monitored.

12.49   It is the responsibility of the academic partner that originally employed the departing module leader to ensure that those involved in the advertising of the module leader role are aware

of its status as regards the academic partner recruitment to a substantive post or proposal that a role is not advertised.

ACADEMIC PARTNER RECRUITMENT TO A SUBSTANTIVE POST

12.50 When the departure of a member of staff who holds a module leadership role means that the employing academic partner will subsequently have to recruit to a substantive post, the timescale for advertising the module leadership role may be reduced to 7 working days.

12.51 If any applications are received the appointment process will apply as normal.

12.52 If no applications are received the academic partner that employed the departing module leader will be permitted to ring-fence temporarily the module leadership(s) and engage the Faculty as part of the recruitment process, ie combine the ring-fenced module leadership allocation with recruitment.

ALLOCATION OF TEACHING RESPONSIBILITIES WITHIN A MODULE TEAM

12.53 The module leader, within the context of a programme team, is responsible for determining the mode of delivery for that module and thus how much of it is taught by the module leader and how much is taught by other members of the module team, eg 100% face-to-face; 40% online and 60% face-to-face local delivery; 100% online.

12.54 All members of the module team will be listed within the relevant module descriptor (CUR03).

ALLOCATION OF STUDENTS TO EACH OF THE DELIVERING MEMBERS OF A MODULE TEAM

12.55 When the mode of delivery is 100% face-to-face, students will be allocated to the member of the module team delivering at the academic partner where the students are based.

12.56 When the mode of delivery is a combination of face-to-face and online delivery, the module leader will normally be responsible for delivering the online element. For the remaining face-to-face delivery, students will be allocated to the member of the module team delivering at the academic partner where the students are based.

12.57 When the mode of delivery is 100% online, teaching will normally be shared between members of the module team regardless of location. Students will be grouped into cohorts and each cohort allocated to a member of the module team, with the module leader being allocated the first cohort.

12.58 It is recognised that a significant number of such allocations will not divide quite so evenly across the network. When such a situation arises it will be the responsibility of the Subject Network Leader to lead discussion between the relevant line managers from each of the delivering academic partners to ensure that a solution is reached.

12.59 If the mode of delivery and/or suitable allocation of students are disputed by the module team, an arbitration process will apply. An advisory panel comprising the Head of Academic

Development, the relevant Subject Network Leader and a senior member of academic staff who is not substantively involved in the module, will seek to broker an agreement with the module team. The advisory panel will provide a final decision if an agreement with the module team cannot be brokered.

12.60   Timetabling the delivering members of the module team is the responsibility of the appropriate line manager within each employing academic partner.

CREATION AND IDENTIFICATION OF NEW MODULE AND PROGRAMME TEAMS

12.61   When new curriculum is proposed, the SNL will circulate a rationale and business case to members of the subject network and Partnership Planning Forum representatives, who are responsible for notifying relevant colleagues in their academic partner. Sufficient information on indicative academic content should be included to enable decision-making, but this will not be binding on the final programme structure.

12.62   This communication will include an agreed deadline and the appropriate contact details for the submission of any interest in joining the programme development team.

12.63   All respondents seeking to be part of the programme development team must confirm that they have the full support of their academic partner in undertaking this role.

12.64   During the curriculum development phase, all staff who have expressed interest in joining the programme development team will be advised of outline module titles and proposed module leaders.

12.65   When the proposed module leader is unopposed, their appointment as module leader will be confirmed at the point of approval of the programme.

12.66   Where more than one member of the programme development team is interested in leading a module, or where no module leader can be identified from within the programme development team, then the existing process for appointing a module leader will apply. It is the responsibility of the relevant Subject Network Leader to ensure that the module leadership appointment process is initiated.