

Major Academic Initiatives Policy

1. The Major Academic Initiatives (MAI) process provides a structure for the evaluation of the service requirements of new major teaching, research and other academic initiatives. It ensures that:
 - i) the initiative is in line with both the School's regulations and the School's strategic priorities;
 - ii) resource plans take into account the full costs of undertaking the new initiative;
 - iii) separate resource plans are established so the financial impact of the MAI is clear;
 - iv) due diligence is applied on a consistent basis;
 - v) Professional Service Divisions can plan for any additional or bespoke requirements.
2. **Definition of a MAI:** The MAI process is primarily intended for use in relation to non-standard teaching activities, the establishment of new academic entities and large scale research ventures, although it has been applied to other initiatives which have an impact across the School (e.g. the implications of the change in the structure of the teaching year).
3. **Non-standard teaching activities:** Standard teaching programmes are of a defined length (three or four years for undergraduate, one or two years for taught postgraduate) and are delivered by LSE academic staff during the day in term time on the LSE campus. Teaching programmes falling outside of these parameters can be considered non-standard and the MAI process is likely to apply. Examples of non-standard programmes include executive MSc programmes, joint degrees, part time undergraduate programmes and ancillary programmes that deviate from the model already in use.
4. **New academic entities:** The MAI process can be used to evaluate the impact of new academic entities such as new Departments and Institutes.
5. **Large scale research ventures:** Research ventures involving substantial levels of funding (i.e. more than £5m total income or more than £1m income per annum) or placing significant demands on School resources (e.g. space for more than 5 FTE research staff) are likely to be subject to the MAI process. The establishment of a new research centre is the most common example of a large scale research venture. Please refer to the flowchart. All such proposals must comply with the conditions set out in section C7.5 of the Financial Regulations.
6. **MAI Process:** The main features of the MAI process are:

- i) The appointment of a facilitator to assist the academic and administrative leads in the development of the MAI proposal and guide it through the consultation, review and approval process.
 - ii) Consultation and input from contacts across the Service Divisions. Services are not asked to approve the initiative but rather to consider what is required to make it happen.
 - iii) Documentation of the proposal and consultation process through completion of a comprehensive checklist.
 - iv) Completion of a resource plan pro-forma with full economic costs.
7. There are five stages in the MAI process; these are summarised in the MAI process diagram and described in detail below.
- **Stage 1 – Support in principle from senior management for a new MAI:** The MAI is proposed by an individual, an academic unit or via a School committee. Based on a brief description (akin to question 1 of the MAI checklist), the Directorate assesses the strategic fit of the MAI with the School's priorities and gives support in principle or rejects the proposal. For MAIs that are supported, a member of the Directorate will be nominated to act as the senior management sponsor for the MAI; this will entail representing the views of the Directorate through the development of the MAI proposal and guiding the proposal through committees when it reaches stage 4. Ideally the MAI will be discussed by the Directorate and appropriate head(s) of academic units during the Annual Monitoring meetings in Michaelmas Term. If this is not possible then the proposal should be considered at one of the regular meetings of the School Management Committee (SMC). If the MAI proposal originates from the Directorate or from a committee then the head(s) of the appropriate academic unit(s) will be consulted and must take the proposal to a departmental meeting to ensure strategic fit with the unit's plans. The head(s) of the academic unit(s) must confirm their support in principle for the MAI.
 - **Stage 2 – Development of proposal, consultation with Service Areas and production of resource plan pro-forma:** A facilitator from the central administration will be identified to work with an academic lead and administrative lead nominated by the academic unit. For non-standard teaching activities and new academic entities, the facilitator will usually be a member of the Planning Unit. For large scale research ventures, the facilitator will usually be a member of the Research Division. Facilitation for other initiatives will be determined on a case-by-case basis by the Head of Planning and Finance Director. In consultation with the academic and administrative leads, the facilitator will: (i) complete the MAI checklist (note that there are different versions of the checklist depending on the nature of the initiative and the facilitator will advise on the appropriate checklist to use), (ii) set up a meeting with staff in the Professional Service Divisions to discuss the MAI and feed into the checklist, (iii) establish a timetable for approval and implementation, and (iv) suggest how success of the MAI will be assessed. The representatives from the academic unit must liaise with Finance to complete a resource plan pro-forma for the MAI (with involvement from the facilitator as necessary). The resource plan must include all relevant direct and indirect costs and adhere to the principles of full economic costing, as advised by the Finance Director. Typically external deadlines for research funding can be extremely tight and many applications for funding will be unsuccessful. The facilitator for research initiatives must liaise with Finance regarding the resource plan and ensure that all potential costs are included, but can be selective in communicating with other Service Divisions in the completion of the MAI checklist depending on the nature of the proposal (this is reflected in the MAI checklist for research initiatives).

- **Stage 3 – Senior management sign-off:** For research initiatives, the Pro-Director (Research) will confirm to DMT that (a) Research Committee, or the Research Development Panel (RDP) to which it has delegated authority, has supported the MAI proposal and (b) the Finance Director has reviewed an outline resource plan, any issues raised in that review have been addressed satisfactorily and that any obvious one-off costs have been identified within the resource plan. For proposals for other initiatives, a cover paper should be prepared for consideration by DMT alongside the checklist and any other pertinent information. Drawing on the completed checklist the cover paper should summarise:
 - How will the MAI contribute to the existing priorities and plans of both the School and the academic unit(s) involved?
 - Will there be any impact on existing School activities in this area?
 - Who will set up the MAI and who will run it on an ongoing basis?
 - What governance arrangements will be in place for the MAI?
 - How will success be measured and reported on?
 - What are the financial implications – what are the School's expected investments and returns and have these been signed off by the Finance Director?
 - What are the key risks (including, but not limited to, proceeding versus not proceeding)?

DMT will then determine if the proposal can progress to the committees.

- **Stage 4 – Progress through committees:** The facilitator will advise on the route through the School's committee structure. MAIs relating to teaching activities must be supported by the Academic Planning and Resources Committee (APRC) (via a nominated sub-group where relevant) and the appropriate subcommittee of the Academic and Student Affairs Committee (ASC). MAIs relating to research activities must be supported by the RDP. All proposals must be supported by the Finance Committee and receive final approval from the Council (this may be through specific consideration of an individual MAI or via approval of the overall School budget). As Council meetings are infrequent and the schedule for applying for research funding is often tight, it will not always be possible for proposals to be presented to Council prior to their final agreement; where this is the case the Pro-Director (Research) will ensure that Council is informed of the decisions taken and provide assurance that due diligence has been observed. The involvement of other committees (such as the Academic Board and the Department Heads Forum) will depend on the nature of the MAI proposed. The facilitator will ensure that the decisions of the committees are communicated back to the academic lead and Service Areas including providing final confirmation when the initiative has been agreed or rejected.
- **Stage 5 – Operation and review of new initiative:** The academic lead will agree and document the individuals with responsibility for taking the initiative from approval through to launch and steady-state operation; this should cover at least one cycle of activity or the first 12 months of a programme of activity. The facilitator will advise on a schedule for review of the MAI and the assessment of its success. Documents relating to the proposal will be available to senior management and those involved in the MAI process via SharePoint.

8. The MAI process was approved by the APRC in October 2015. The ongoing development of the MAI process is managed by the Head of the Planning (Wayne Tatlow) and overseen by the MAI Project Board. Any queries regarding the MAI policy and process should be directed to w.n.tatlow@lse.ac.uk in the first instance.

Checklist for major academic initiatives relating to new academic entities (Version 6: updated 25/05/2015)

This checklist is for all proposals for Major Academic Initiative (MAI) relating to **new academic entities** to be considered during the **2015-16** session. Prior to completion of this checklist please refer to the MAI policy document and process diagram for guidance on the suitability of using this checklist – the latest version of the policy is available from the policy and procedures website (search for 'major academic initiatives' at www.lse.ac.uk/intranet/LSEServices/policies/).

Section A should be completed by the academic lead with support and advice from the facilitator, the administrative lead and appropriate staff in the Professional Service Divisions as indicated below against certain questions. **Section B** will be completed by the facilitator based on feedback from staff in the Professional Service Divisions. The facilitator will also complete **section C** which records consultation and approvals.

In addition to this checklist the following information must be provided before the proposal can progress to the School committees:

- **Resource Plan pro-forma:** The academic and administrative leads should contact Finance as early as possible to begin completion of a resource plan pro-forma. This will be an iterative process as information becomes available from the Service Division contacts. Please note that developers and facilitators must abide by Section B.21 of the Financial Regulations (see: www.lse.ac.uk/intranet/LSEServices/financeDivision/).
- **'Institutes at LSE: Application and Proposal Form':** If the new entity is an Institute or forms part of an Institute then the academic lead must complete the Institute proposal form that was approved by the Academic Board. This can be obtained from the facilitator.
- **'Proposal for a New Programme' form:** If the initiative has any associated teaching programmes then this form must be completed and agreed with the Departments involved in delivering the programme. This document can be obtained from the Teaching Quality Assurance and Review Office (TQARO) website (see: www.lse.ac.uk/intranet/LSEServices/TQARO/).

SECTION A – DETAILS OF THE INITIATIVE

For completion by the academic lead

1. General Information

1.1 Full title of initiative

1.2 Short description of the initiative

1.3 What is the proposed year of commencement of funding for the initiative? This should take into account the timing of any start-up costs.

1.4 What are the governance arrangements for the initiative?

1.5 How will the success of the initiative be assessed? Please indicate the measures that will be used to assess success, who will make the assessment and when.

1.6 Does the initiative involve any particular ethical issues (e.g. is a third party providing input or funding to the initiative)? All proposals must comply with the School's Ethics Code.

1.7 What is the environmental impact of the initiative and how will any issues be addressed?

1.8 What issues relating to equity, diversity and inclusion (EDI) have been identified? How will EDI be embedded into the initiative?

1.9 Details of academic lead, administrative lead and facilitator

Academic Lead	Name
	Telephone
	Email
	Office
	Department
Administrative Lead	Name
	Telephone
	Email
	Office
	Department
Facilitator	Name
	Telephone
	Email
	Office
	Division

2. Human Resources Requirements

The academic lead must seek advice from their HR Partner in providing the information below. All appointments must be subject to an open advert unless specific arrangements have been agreed with HR to the contrary.

2.1 What posts (academic / research / teaching / support) will be involved in this initiative? Please provide details below for each post, replicating the rows as appropriate. Staff supported by core funding will be in place for the duration of the initiative and will be central to its operation and success. Staff supported by development funding will only be employed if sufficient resources are secured to run additional activities.

Title (Post 1)

Grade of post?

Role? (Academic / research

/ teaching / support)

Anticipated time
commitment?

New appointment or
existing member of LSE
staff?

How will the post be
funded? (Core or
development)

Timescales for
advertisement and
recruitment?

Title (Post 2)

Grade of post?

Role? (Academic / research
/ teaching / support)

Anticipated time
commitment?

New appointment or
existing member of LSE
staff?

How will the post be
funded? (Core or
development)

Timescales for
advertisement and
recruitment?

2.2 Will any staff on the initiative be employed outside of LSE's standard terms and conditions (i.e. NOT academic / research / teaching / support)? If so, please provide details below.

2.3 Will any staff on the initiative be working abroad? If so, please provide details below.

2.4 If no support staff are involved, how will the initiative be supported administratively?

2.5 Will the initiative involve any consultants or self-employed (schedule D) appointments? If so, please provide details below.

3. Estates Requirements

The resource plan will include estimated costs of refurbishing and fit out of additional space and providing furniture.

3.1 Will the initiative require any additional office accommodation for academics,

researchers or support staff? If so, please provide details below for each post that will require additional space, replicating the rows as appropriate. Any allocation of space will be based on the School's approved norms.

Title (post 1)

- i) Grade
- ii) Full time / Part time
- iii) Number of hours per week
- iv) Start date of post
- v) Permanent or temporary
(please provide duration for temporary posts)
- vi) Funding source
- vii) Current room allocation
- viii) Office type (single occupancy, shared occupancy or open plan)
- ix) Any special requirements?

Title (post 2)

- i) Grade
- ii) Full time / Part time
- iii) Number of hours per week
- iv) Start date of post
- v) Permanent or temporary
(please provide duration for temporary posts)
- vi) Funding source
- vii) Current room allocation
- viii) Office type (single occupancy, shared occupancy or open plan)
- ix) Any special requirements?

3.2 Will the initiative require additional space for any other purposes? If so, please provide details below.

3.3 Will the initiative require premium office space? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan.

4. Teaching Programme Information

4.1 Will the initiative have any associated teaching programmes? If so, please indicate in which Department the teaching programme(s) will be based and when the 'Proposal for a New Programme' form(s) will be considered by the ASC subcommittee. Note that as there are no permanent academic appointments in Institutes, teaching programmes cannot be based in Institutes and must be delivered with the agreement of a host Department(s).

5. Academic and Professional Development

Requirements

5.1 What support will be required from the LSE Careers Service, Teaching and Learning Centre and Language Centre? If requirements exceed standard expectations then this will need to be discussed with the relevant service provider and Finance will need to be notified so provision can be made in the resource plan.

6. Information Technology Requirements

6.1 How many additional staff will be involved in this initiative and what hardware requirements will they have? Please include details of numbers of desktops, laptops, printers and other requirements (e.g. clusters of PCs connected together).

6.2 What operating system will they be using?

6.3 Will any specialist support be required (e.g. editing media)? If so, please provide details below.

6.4 What are the software requirements, including version numbers?

6.5 Will staff or students require high performance computing (e.g. large amounts of processing power)? If so, please provide details below.

6.6 Will the initiative require high bandwidth (e.g. for streaming video)? If so, please provide details below.

6.7 Will there be additional file storage requirements (i.e. more than is currently provided as H:space and departmental shared storage)? If so, please provide details below.

6.8 Are any student IT facilities required beyond those currently provided (see: www.lse.ac.uk/itservices/facilities)? If so, please provide details below.

6.9 Will there be any visiting or guest staff requiring IT accounts? If so, please state how many.

6.10 Will any IT / AV support be required outside of normal hours (e.g. at weekends, evenings, during vacations)? If so, please provide details below.

6.11 Will advice and support be required from Learning Technology and Innovation

(e.g. advice on blogs and other web 2.0 tools)? If so, please provide details below.

6.12 Will the proposed web presence be in line with the School web policy and within the Content Management System? Please note that there may be extra costs associated with delivering a web solution to a specific date.

6.13 Are there any other IT requirements that are not stipulated above? If so, please provide details below.

7. Library Requirements

7.1 Does the new initiative require any study or research materials not already provided by the Library (e.g. specific journals, access to electronic versions of reading list items)? If so, please provide details below. Note that the Academic Support Librarian will be able to assist in assessing requirements and the likely costs of additional provision.

8. Communications Requirements

8.1 Will the initiative require support from the Press and Information Office (e.g. for publicity work)? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan.

8.2 Will the initiative require support from the Design Unit (e.g. for the design of publicity materials)? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan.

8.3 Will the initiative have any associated conferences, public lectures or other events requiring space on campus? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan. Note: The Conference and Events Office will need to assess any conflicts with programmes and events already planned and can only confirm specific requests after room space is released and dates and details are known.

9. Catering Requirements

Please consult the Catering Services pricing guidelines before providing the information below, especially regarding availability in certain buildings and additional surcharges for services outside of core hours.

9.1 Will the initiative have any specific Catering requirements (e.g. for associated conferences)? If so, please specify (i) whether the requirements will be during term time

or vacation, (ii) whether the requirements fall in the daytime / evening / weekend, (iii) the type of catering required and (iv) the proposed dates/hours.

10. LSE Advancement Requirements

If the initiative involves sponsorship from a philanthropic entity (such as an individual donor or charitable trust or foundation) the initiative will be subject to LSE Advancement's internal check list.

10.1 What support has been agreed with LSE Advancement (e.g. in terms of the initiatives reliance on fundraising)? Requirements must be discussed with LSE Advancement and Finance will need to be notified so provision can be made in the resource plan.

11. Research Funding

11.1 What are the potential sources of peer-reviewed research funding? The Research Division will be able to assist in assessing potential sources.

SECTION B – COMMENTS FROM PROFESSIONAL SERVICE DIVISIONS

For completion by the facilitator based on responses from staff in Professional Service Divisions

The individuals listed below (or a nominated alternate) must be given the opportunity to comment on the initiative. It should be recorded below: (i) if requirements specified in section A can or cannot be met, (ii) any additional costs that are likely to arise should the initiative be approved which should be included in the resource plan, (iii) any other comments or concerns that should be taken into consideration and (iv) the date that the comments were received.

1. HR Partner (Department specific)

- (i)
- (ii)
- (iii)
- (iv)

2. Head of Property & Space Management (Richard Jenden)

- (i)
- (ii)
- (iii)
- (iv)

3. Academic and Professional Development Division (Director of LSE Careers (Jenny Blakesley), Director of Teaching and Learning Centre (Neil Mclean), Director of LSE Language Centre (Nick Byrne))

- (i)
- (ii)
- (iii)
- (iv)

4. Information Management and Technology (Head of Customer Services (Floriana Molone), Head of Applications (John Harris), Corporate Web Editor (Catherine Bellamy), Head of Learning Technology & Innovation Centre (Peter Bryant))

- (i)
- (ii)
- (iii)
- (iv)

5. Academic Support Librarian (subject specific)

- (i)
- (ii)
- (iii)
- (iv)

6. Communications Division (Head of Communications and Public Affairs (Adrian Thomas), Head of Press and Information (Daniel O'Connor), Art Director – LSE Design Unit (Claire Harrison), Head of Conferences & Events (Rachel Ward))

- (i)
- (ii)
- (iii)
- (iv)

7. Head of Catering (Jacqui Beazley)

- (i)
- (ii)
- (iii)
- (iv)

8. Deputy Director for Operations – LSE Advancement (Julian Szego)

- (i)
- (ii)
- (iii)
- (iv)

9. Research Division (Jon Deer)

- (i)
- (ii)
- (iii)
- (iv)

10. Ethics Manager (Stephanie Allison)

- (i)
- (ii)
- (iii)
- (iv)

11. Head of Environmental Sustainability (Martin Bolton)

- (i)
- (ii)
- (iii)
- (iv)

12. Equality & Diversity Manager (Carolyn Solomon-Pryce)

- (i)
- (ii)
- (iii)
- (iv)

SECTION C – CONSULTATION AND APPROVALS

For completion by the facilitator in consultation with the academic and administrative leads

- 1. Stage 1 requirement – When did the proposal receive support in principle from the Directorate?**

- 2. Stage 1 requirement – Who is the senior management sponsor for the MAI?** Note this must be a member of the Director's Management Team.

- 3. Stage 1 requirement – When was the proposal discussed and approved at the relevant Academic Department staff meeting(s)?** Please note that colleagues with related interests in other Departments / Institutes will need to have been consulted.

- 4. Stage 2 requirement – What is the timetable for approval and implementation?**
Please specify dates of meetings.

- 5. Stage 2 requirement – When was the fully completed resource plan for the initiative approved by Finance?**

- 6. Stage 3 requirement – When did the proposal receive agreement from the Directorate that it could proceed to the School committees?**

- 7. Stage 4 requirement – What is the proposed progress through the School's committee structure?** Please specify dates of meetings and attach copies of minutes of meetings where the proposal is discussed.

- 8. Stage 4 requirement – When was final approval (or rejection) received?** Please specify dates of meetings and attach copies of minutes of meetings where the proposal is discussed.

Checklist For Major Academic Initiatives Relating To Research

(Version 1: produced 25/05/2015)

This checklist is for all proposals for Major Academic Initiative (MAI) relating to **new research initiatives** to be considered during the **2015-16** session. Prior to completion of this checklist please refer to the MAI policy document and process diagram for guidance on the suitability of using this checklist – the latest version of the policy is available from the policy and procedures website (search for 'major academic initiatives' at www.lse.ac.uk/intranet/LSEServices/policies/).

Section A should be completed by the academic lead with support and advice from the facilitator, the administrative lead and appropriate staff in the Professional Service Divisions as indicated below against certain questions. The first question must be completed for all research initiatives; the facilitator can complete the other questions on a selective basis but must consult those Services where the proposal suggests there will be a specific impact.

Section B will be completed by the facilitator based on feedback from staff in the Professional Service Divisions. The facilitator will also complete **section C** which records consultation and approvals.

In addition to this checklist the following information must be provided before the proposal can progress to the School committees:

- **Resource Plan pro-forma:** The academic and administrative leads should contact Finance as early as possible to begin completion of a resource plan pro-forma. This will be an iterative process as information becomes available from the Service Division contacts. Please note that developers and facilitators must abide by Section B.21 of the Financial Regulations (see: www.lse.ac.uk/intranet/LSEServices/financeDivision/).
- **Compliance with Section C7.5 of the Financial Regulation:** The facilitator must review Appendix C of the Financial Regulations and ensure that all items have been addressed in the completion of this checklist. Comments must be recorded in question 1.7 of Section A.

SECTION A – DETAILS OF THE INITIATIVE

For completion by the academic lead

1. General Information

1.1 Full title of research initiative

1.2 Short description of the research initiative, including the potential sources of peer-reviewed research funding. The Research Division will be able to assist in assessing potential sources.

1.3 What is the proposed year of commencement of research funding for the initiative?

This should take into account the timing of any start-up costs.

1.4 What are the governance arrangements for the research initiative?

1.5 How will the success of the research initiative be assessed? Please indicate the measures that will be used to assess success, who will make the assessment and when.

1.6 Does the research initiative involve any particular ethical issues (e.g. is a third party providing input or funding to the initiative)? All proposals must comply with the School's Ethics Code.

1.7 What is the environmental impact of the initiative and how will any issues be addressed?

1.8 What issues relating to equity, diversity and inclusion (EDI) have been identified? How will EDI be embedded into the initiative?

1.9 Details of academic lead, administrative lead and facilitator

Academic Lead	Name
	Telephone
	Email
	Office
	Department
Administrative Lead	Name
	Telephone
	Email
	Office
	Department
Facilitator	Name
	Telephone
	Email
	Office
	Division

1.10 Can the facilitator confirm that Appendix C of the Financial Regulations has been reviewed and it has been concluded that all items are addressed in this checklist? All proposals must comply with section C7.5 of the Financial Regulations. Appendix C does not need to be completed if the facilitator can confirm that the contents of this checklist covers all items raised in Appendix C.

2. Human Resources Requirements

The academic lead must seek advice from their HR Partner in providing the information below. All appointments must be subject to an open advert unless specific arrangements have been agreed with HR to the contrary.

2.1 What posts (academic / research / teaching / support) will be involved in this

initiative? Please provide details below for each post, replicating the rows as appropriate. Staff supported by core funding will be in place for the duration of the initiative and will be central to its operation and success. Staff supported by development funding will only be employed if sufficient resources are secured to run additional activities.

Title (Post 1)

Grade of post?

Role? (Academic / research / teaching / support)

Anticipated time commitment?

New appointment or existing member of LSE staff?

How will the post be funded? (Core or development)

Timescales for advertisement and recruitment?

Title (Post 2)

Grade of post?

Role? (Academic / research / teaching / support)

Anticipated time commitment?

New appointment or existing member of LSE staff?

How will the post be funded? (Core or development)

Timescales for advertisement and recruitment?

2.2 Will any staff on the initiative be employed outside of LSE's standard terms and conditions (i.e. NOT academic / research / teaching / support)? If so, please provide details below.

2.3 Will any staff on the initiative be working abroad? If so, please provide details below.

2.4 If no support staff are involved, how will the initiative be supported administratively?

2.5 Will the initiative involve any consultants or self-employed (schedule D) appointments? If so, please provide details below.

3. Estates Requirements

The resource plan will include estimated costs of refurbishing and fit out of additional space and providing furniture.

3.1 Will the initiative require any additional office accommodation for academics, researchers or support staff? If so, please provide details below for each post that will require additional space, replicating the rows as appropriate. Any allocation of space will be based on the School's approved norms.

Title (post 1)
i) Grade
ii) Full time / Part time
iii) Number of hours per week
iv) Start date of post
v) Permanent or temporary (please provide duration for temporary posts)
vi) Funding source
vii) Current room allocation
viii) Office type (single occupancy, shared occupancy or open plan)
ix) Any special requirements?

Title (post 2)
i) Grade
ii) Full time / Part time
iii) Number of hours per week
iv) Start date of post
v) Permanent or temporary (please provide duration for temporary posts)
vi) Funding source
vii) Current room allocation
viii) Office type (single occupancy, shared occupancy or open plan)
ix) Any special requirements?

3.2 Will the initiative require additional space for any other purposes? If so, please provide details below.

3.3 Will the initiative require premium office space? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan.

4. Information Technology Requirements

4.1 How many additional staff will be involved in this initiative and what hardware requirements will they have? Please include details of numbers of desktops, laptops,

printers and other requirements (e.g. clusters of PCs connected together).

4.2 What operating system will they be using?

4.3 Will any specialist support be required (e.g. editing media)? If so, please provide details below.

4.4 What are the software requirements, including version numbers?

4.5 Will staff or students require high performance computing (e.g. large amounts of processing power)? If so, please provide details below.

4.6 Will the initiative require high bandwidth (e.g. for streaming video)? If so, please provide details below.

4.7 Will there be additional file storage requirements (i.e. more than is currently provided as H:space and departmental shared storage)? If so, please provide details below.

4.8 Are any student IT facilities required beyond those currently provided (see: www.lse.ac.uk/itservices/facilities)? If so, please provide details below.

4.9 Will there be any visiting or guest staff requiring IT accounts? If so, please state how many.

4.10 Will any IT / AV support be required outside of normal hours (e.g. at weekends, evenings, during vacations)? If so, please provide details below.

4.11 Will advice and support be required from Learning Technology and Innovation (e.g. advice on blogs and other web 2.0 tools)? If so, please provide details below.

4.12 Will the proposed web presence be in line with the School web policy and within the Content Management System? Please note that there may be extra costs associated with delivering a web solution to a specific date.

4.13 Are there any other IT requirements that are not stipulated above? If so, please provide details below.

5. Library Requirements

5.1 Does the new initiative require any study or research materials not already provided by the Library (e.g. specific journals, access to electronic versions of reading list items)? If so, please provide details below. Note that the Academic Support Librarian will be able to assist in assessing requirements and the likely costs of additional provision.

6. Communications Requirements

6.1 Will the initiative require support from the Press and Information Office (e.g. for publicity work)? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan.

6.2 Will the initiative require support from the Design Unit (e.g. for the design of publicity materials)? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan.

6.3 Will the initiative have any associated conferences, public lectures or other events requiring space on campus? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan. Note: The Conference and Events Office will need to assess any conflicts with programmes and events already planned and can only confirm specific requests after room space is released and dates and details are known.

7. Catering Requirements

Please consult the Catering Services pricing guidelines before providing the information below, especially regarding availability in certain buildings and additional surcharges for services outside of core hours.

7.1 Will the initiative have any specific Catering requirements (e.g. for associated conferences)? If so, please specify (i) whether the requirements will be during term time or vacation, (ii) whether the requirements fall in the daytime / evening / weekend, (iii) the type of catering required and (iv) the proposed dates/hours.

8. LSE Advancement Requirements

If the initiative involves sponsorship from a philanthropic entity (such as an individual donor or charitable trust or foundation) the initiative will be subject to LSE Advancement's internal check list.

8.1 What support has been agreed with LSE Advancement (e.g. in terms of the

initiatives reliance on fundraising)? Requirements must be discussed with LSE Advancement and Finance will need to be notified so provision can be made in the resource plan.

SECTION B – COMMENTS FROM PROFESSIONAL SERVICE DIVISIONS
For completion by the facilitator based on responses from staff in Professional Service Divisions

The individuals listed below (or a nominated alternate) must be given the opportunity to comment on the initiative; for some research initiatives this consultation may occur after an initial resource plan has been agreed with Finance. It should be recorded below: (i) if requirements specified in section A can or cannot be met, (ii) any additional costs that are likely to arise should the initiative be approved which should be included in the resource plan, (iii) any other comments or concerns that should be taken into consideration and (iv) the date that the comments were received.

1. HR Partner (Department specific)

- (i)
- (ii)
- (iii)
- (iv)

2. Head of Property & Space Management (Richard Jenden)

- (i)
- (ii)
- (iii)
- (iv)

3. Information Management and Technology (Head of Customer Services (Floriana Molone), Head of Applications (John Harris), Corporate Web Editor (Catherine Bellamy), Head of Learning Technology & Innovation Centre (Peter Bryant))

- (i)
- (ii)
- (iii)
- (iv)

4. Academic Support Librarian (subject specific)

- (i)
- (ii)
- (iii)
- (iv)

5. Communications Division (Head of Communications and Public Affairs (Adrian Thomas), Head of Press and Information (Daniel O'Connor), Art Director – LSE Design Unit (Claire Harrison), Head of Conferences & Events (Rachel Ward))

- (i)
- (ii)
- (iii)
- (iv)

6. Head of Catering (Jacqui Beazley)

- (i)

- (ii)
- (iii)
- (iv)

7. Deputy Director for Operations – LSE Advancement (Julian Szego)

- (i)
- (ii)
- (iii)
- (iv)

8. Research Division (Jon Deer)

- (i)
- (ii)
- (iii)
- (iv)

9. Ethics Manager (Stephanie Allison)

- (i)
- (ii)
- (iii)
- (iv)

10. Head of Environmental Sustainability (Martin Bolton)

- (i)
- (ii)
- (iii)
- (iv)

11. Equality & Diversity Manager (Carolyn Solomon-Pryce)

- (i)
- (ii)
- (iii)
- (iv)

SECTION C – CONSULTATION AND APPROVALS

For completion by the facilitator in consultation with the academic and administrative leads

1. Stage 1 requirement – When did the proposal receive support in principle from the Directorate?

2. Stage 1 requirement – Who is the senior management sponsor for the MAI? Note this must be a member of the Directorate.

3. Stage 1 requirement – When was the proposal discussed and approved at the relevant Academic Department staff meeting(s)? Please note that colleagues with related interests in other Departments / Institutes will need to have been consulted.

4. Stage 2 requirement – What is the timetable for approval and implementation? Please specify dates of meetings.

5. Stage 2 requirement – When was the fully completed resource plan for the initiative approved by Finance?

6. Stage 3 requirement – When did the proposal receive agreement from the Directorate that it could proceed to the School committees?

7. Stage 4 requirement – What is the proposed progress through the School's committee structure? Please specify dates of meetings and attach copies of minutes of meetings where the proposal is discussed.

8. Stage 4 requirement – When was final approval (or rejection) received? Please specify dates of meetings and attach copies of minutes of meetings where the proposal is discussed.

Checklist For Major Academic Initiatives Relating To Teaching Activities (Version 8: updated 12/4/2018)

This checklist is for all proposals for Major Academic Initiatives (MAI) relating to **teaching activities** to be considered during the **2018-19** session. Prior to completion of this checklist please refer to the MAI policy document and process diagram for guidance on the suitability of using this checklist – the latest version of the policy is available from the policy and procedures website (search for 'major academic initiatives' at www.lse.ac.uk/intranet/LSEServices/policies/).

Section A should be completed by the academic lead with support and advice from the facilitator, the administrative lead and appropriate staff in the Professional Service Divisions as indicated below against certain questions. **Section B** will be completed by the facilitator based on feedback from staff in the Professional Service Divisions. The facilitator will also complete **section C** which records consultation and approvals.

In addition to this checklist the following information must be provided before the proposal can progress to the School committees:

- **Resource plan pro-forma:** The academic and administrative leads should contact Finance as early as possible to begin completion of a resource plan pro-forma. This will be an iterative process as information becomes available from the Service Division contacts. Please note that developers and facilitators must abide by Section B.21 of the Financial Regulations (see: www.lse.ac.uk/intranet/LSEServices/financeDivision/).
- **'Proposal for a New Programme' form:** This form must be completed for any new programme proposal. This document can be obtained from the Teaching Quality Assurance and Review Office (TQARO) website (see: www.lse.ac.uk/intranet/LSEServices/TQARO/).

SECTION A – DETAILS OF THE INITIATIVE For completion by the academic lead

1. General Information

1.1 Full title of initiative

1.2 Short description of the initiative

1.3 What is the proposed year of commencement of funding for the initiative? This should take into account the timing of any start-up costs.

1.4 What are the governance arrangements for the initiative?

1.5 How will the success of the initiative be assessed? Please indicate the measures that will be used to assess success, who will make the assessment and when.

1.6 Does the initiative involve any particular ethical issues (e.g. is a third party providing input or funding to the programme)? All proposals must comply with the School's Ethics

Code.

1.7 What is the environmental impact of the initiative and how will any issues be addressed?

1.8 What issues relating to equity, diversity and inclusion (EDI) have been identified? How will EDI be embedded into the initiative?

1.9 Details of academic lead, administrative lead and facilitator

Academic Lead	Name
	Telephone
	Email
	Office
	Department
Administrative Lead	Name
	Telephone
	Email
	Office
	Department
Facilitator	Name
	Telephone
	Email
	Office
	Division

2. Programme Information

The form 'Proposal for a New Programme' must be completed and submitted to the appropriate subcommittee of the Academic and Student Affairs Committee (ASC). The form includes information relating to the perceived demand and market for the programme, proposed student numbers and programme regulations. This form will need to be completed (at least in draft form) prior to consultation with the Professional Service Divisions.

2.1 Please confirm that a draft version of the 'Proposal for a New Programme' form has been completed and the date when it will be considered by the ASC subcommittee?

2.2 Who are the key competitors for this programme – internal, national and international?

2.3 Taking into account fees charged at competitor institutions, what is the proposed fee for this programme? Please include details of tuition fees and any other additional charges (e.g. for language courses, placements, residential sessions). The fee level may need to be adjusted at a later date in order to cover the costs of the programme.

2.4 Is it intended that students on this programme will have access to the School's undergraduate or postgraduate financial support schemes? If so, please provide details below.

2.5 Will the programme require any changes to the existing departmental regulations (e.g. deviations from standard student progression routes)? If so, please provide details below including the date when the changes will be considered by committee. Programme regulations are set by the School and should not be altered by Departments. If a Department proposes a change in regulations this will need to be approved by the appropriate School committees.

2.6 How will students apply to the School for this programme? Please include details of whether applicants will be asked to pay a deposit and/or an application fee.

2.7 Are any changes to standard admissions processes for these students anticipated? If so, please provide details below.

2.8 Will the programme have any specific entry requirements (e.g. language requirements) for applicants? If so, please provide details below.

2.9 Will the programme require any special arrangements for the registration of students? If so, please provide details below of any special arrangements for (i) registration, (ii) mode and schedule of assessment and (iii) schedule of award and graduation.

3. Timetabling Requirements

This information will assist the Timetabling and Conference and Events Offices who are responsible for room allocation. Please note that confirmation that the initiative can be accommodated is required before approval can be granted. Once the timetabling for the initiative is agreed it cannot be changed without consultation with the Timetables Manager. Promotional/advertising literature must not include timetabling information unless it has been approved by the Timetables Manager.

3.1 When will the programme run – term time or vacation time? If the programme will run in term time, please state which term(s) and in which weeks. If the programme will run in vacation time, please state if Christmas, Easter or Summer vacation and in which weeks.

3.2 When will the programme run – daytime, evening or weekends? Please specify the proposed weeks/dates/hours.

3.3 Are there any specific room requirements? If so, please include details relating to (i) lecture rooms (e.g. Harvard style), (ii) seminar rooms (e.g. layout of room with front-facing or inward-facing tables) and (iii) extra space (e.g. for socials, break out, catering).

3.4 Is it intended that the resource plan for the programme should include provision to pay for premium teaching space? If so, please provide details below. Requirements will need to be discussed with the Timetables Manager and Finance will need to be notified so provision can be made in the resource plan pro-forma.

4. Academic and Professional Development and careers requirements

4.1 What support will be required from the LSE Careers Service, Teaching and Learning Centre and Language Centre? If requirements exceed standard expectations then this will need to be discussed with the relevant service provider and Finance will need to be notified so provision can be made in the resource plan pro-forma.

5. Information Technology Requirements

5.1 How many additional staff will there be teaching on or supporting this programme and what hardware requirements will they have? Please include details of numbers of desktops, laptops, printers and other requirements (e.g. clusters of PCs connected together).

5.2 What operating system will they be using?

5.3 Will any specialist support be required (e.g. editing media)? If so, please provide details below.

5.4 What are the software requirements for this programme, including version numbers?

5.5 Will staff or students require high performance computing (e.g. large amounts of processing power)? If so, please provide details below.

5.6 Will the programme require high bandwidth (e.g. for streaming video)? If so, please provide details below.

5.7 Will there be additional file storage requirements (i.e. more than is currently provided as H:space and departmental shared storage)? If so, please provide details below.

5.8 Are any student IT facilities required beyond those currently provided (see: www.lse.ac.uk/itservices/facilities)? If so, please provide details below.

5.9 Will there be any guest lecturers requiring IT accounts? If so, please state how many.

5.10 Will any IT / AV support be required outside of normal hours (e.g. at weekends, evenings, during vacations)? If so, please provide details below.

5.11 Will there be a requirement for lecture capture? If so, please provide details below. Note that consent must be given by each of the lecturers who will be recorded. Blanket consent from the programme leader is not sufficient.

5.12 Will advice and support be required from Learning Technology and Innovation (e.g. regarding the use of Moodle, advice on blogs and other web 2.0 tools)? If so, please provide details below.

5.13 Will the proposed web presence be in line with the School web policy and within the Content Management System? Please note that there may be extra costs associated with delivering a web solution to a specific date.

5.14 Are there any other IT requirements that are not stipulated above? If so, please provide details below.

6. Library Requirements

6.1 Does the new initiative require any study or research materials not already provided by the Library (e.g. specific journals, access to electronic versions of reading list items)? If so, please provide details below. Note that the Academic Support Librarian will be able to assist in assessing requirements for the programme and the likely costs of additional provision.

7. Communications Requirements

7.1 Will the programme require support from the Press and Information Office (e.g. for publicity work)? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan pro-forma.

7.2 Will the programme require support from the Design Unit (e.g. for the design of publicity materials)? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan pro-forma.

7.3 Will the programme have any associated conferences, public lectures or other events requiring space on campus? If so, please provide details below. Finance will need to be notified so provision can be made in the resource plan pro-forma. Note: The Conference and Events Office will need to assess any conflicts with programmes and events already planned and can only confirm specific requests after room space is released and dates and details are known.

8. Human Resources Requirements

The academic lead must seek advice from their HR Partner in providing the information below.

8.1 Are any current academic / research / teaching / support staff that are already employed by the School involved in this initiative? If so, please provide details below for each individual, replicating the rows as appropriate. Please include a brief description of their duties and their level of involvement and whether this is likely to change over time (e.g. an academic may agree to act as programme director for a certain period of time).

Name (individual 1)

Level of involvement and duties?
Anticipated time commitment?
Is this part of, or additional to the individual's normal role?
Is it anticipated payment will be made for the work involved?
What rate of any supplementary pay will be applicable?

Name (individual 2)

Level of involvement and duties?
Anticipated time commitment?
Is this part of, or additional to the individual's normal role?
Is it anticipated payment will be made for the work involved?
What rate of any supplementary pay will be applicable?

8.2 Has authority been received for colleagues to work on the initiative by the appropriate Head(s) of Department(s) / Service(s)?

8.3 If the assistance of further internal colleagues is identified, how will they be recruited to the initiative?

8.4 Will any new staff be recruited? If so, please provide details below of how many, whether they are academic / research / teaching / support and the timescales for advertising and recruitment.

8.5 Will new staff be recruited to 'backfill' those who are committed to the initiative (e.g. new LSE Fellows to backfill for academic colleagues or administrative assistance to backfill Department Support Staff)? If so, please provide details below of how many, whether they are academic / research / teaching / support and the timescale for advertising and recruitment.

8.6 Will any of the new staff be employed outside of LSE's standard terms and conditions (i.e. NOT academic / research / teaching / support)? If so, please provide details below.

8.7 Will any staff on the initiative be working abroad? If so, please provide details below.

8.8 If no support staff are involved, how will the initiative be supported administratively?

8.9 Will the initiative involve any consultants or self-employed (schedule D) appointments?
If so, please provide details below.

9. Residential Services Requirements

9.1 Does the initiative require accommodation for staff or students in LSE Halls of Residence or other LSE managed accommodation? If so, please provide details below of the number of rooms, number of nights and when this will be required. Note rates will need to be agreed with Residential Services and Finance will need to be notified so provision can be made in the resource plan pro-forma.

9.2 Does the initiative require hotel accommodation? If so, please provide details below of the number of rooms, number of nights, when this will be required and who will be responsible for block booking the accommodation. Note rates and suitable hotels will need to be agreed with LSE Procurement Team and the Finance will need to be notified so provision can be made in the resource plan pro-forma.

10. Catering Requirements

Please consult the Catering Services pricing guidelines before providing the information below, especially regarding availability in certain buildings and additional surcharges for services outside of core hours.

10.1 What are the Catering requirements during term time? Please specify (i) whether the requirements fall in the daytime / evening / weekend, (ii) the type of catering required and (iii) the proposed dates/hours.

10.2 What are the Catering requirements during vacation time? Please specify (i) whether the requirements fall in the daytime / evening / weekend, (ii) the type of catering required and (iii) the proposed dates/hours.

10.3 Does the initiative require any form of bespoke Catering? If so, please provide details below.

11. Estates Requirements

The resource plan pro-forma will include estimated costs of refurbishing and fit out of additional space and providing furniture.

11.1 Will the initiative require any additional office accommodation for academics or administrative staff? If so, please provide details below for each individual that will require additional space, replicating the rows as appropriate. Any allocation of space will be based on the School's approved norms.

Name (individual 1) if known

- i) Grade
- ii) Full time / Part time
- iii) Number of hours per week
- iv) Start date of post

v) Permanent or temporary
(please provide duration for
temporary posts)

vi) Funding source

vii) Current room allocation

viii) Office type (single
occupancy, shared occupancy or
open plan)

ix) Any special requirements?

Name (individual 2) if known

i) Grade

ii) Full time / Part time

iii) Number of hours per week

iv) Start date of post

v) Permanent or temporary
(please provide duration for
temporary posts)

vi) Funding source

vii) Current room allocation

viii) Office type (single
occupancy, shared occupancy or
open plan)

ix) Any special requirements?

11.2 Will the initiative require additional space for any other purposes? If so, please provide details below.

11.3 Will the initiative require premium office space? If so, please provide details below.
Finance will need to be notified so provision can be made in the resource plan pro-forma.

12. LSE Advancement Requirements

If the initiative involves sponsorship from a philanthropic entity (such as an individual donor or charitable trust or foundation) the initiative will be subject to LSE Advancement's internal check list.

12.1 What support has been agreed with LSE Advancement (e.g. in terms of the initiatives reliance on fundraising)? Requirements must be discussed with LSE Advancement and Finance will need to be notified so provision can be made in the resource plan pro-forma.

SECTION B – COMMENTS FROM PROFESSIONAL SERVICE DIVISIONS

For completion by the facilitator based on responses from staff in Professional Service Divisions

The individuals listed below (or a nominated alternate) must be given the opportunity to comment on the initiative. It should be recorded below: (i) if requirements specified in section A can or cannot be met, (ii) any additional costs that are likely to arise should the initiative be approved which should be included in the resource plan, (iii) any other comments or concerns that should be taken into consideration and (iv) the date that the comments were received.

1. Director of Recruitment and Admissions (Cath Baldwin)

- (i)
- (ii)
- (iii)
- (iv)

2. Head of Student Services Centre (To be advised)

- (i)
- (ii)
- (iii)
- (iv)

3. Head of Admissions (Simon Beattie)

- (i)
- (ii)
- (iii)
- (iv)

4. Communications Manager – TQARO (Andrea Boyle)

- (i)
- (ii)
- (iii)
- (iv)

5. Timetables Manager (Linda Taylor)

- (i)
- (ii)
- (iii)
- (iv)

6. Director of LSE Careers (Jennie Blakesley)

- (i)
- (ii)
- (iii)
- (iv)

7. Director of Academic and Professional Development Division including LSE Language Centre (Neil Mclean)

- (i)
- (ii)
- (iii)
- (iv)

8. Information Management and Technology (Head of Customer Services (To be advised),

Head of Applications (John Harris), Production Manager [Web] (Richard Meheux), Head of Learning Technology & Innovation Centre (To be advised))

- (i)
- (ii)
- (iii)
- (iv)

9. Academic Support Librarian (subject specific)

- (i)
- (ii)
- (iii)
- (iv)

10. Communications Division (Head of Communications and Public Affairs (Adrian Thomas), Head of Media Relations Office (Daniel O'Connor), Art Director – LSE Design Unit (Claire Harrison))

- (i)
- (ii)
- (iii)
- (iv)

11. HR Partner (Department specific)

- (i)
- (ii)
- (iii)
- (iv)

12. Residential Services (Director of Residential Services (Ian Spencer), Staff Accommodation Co-ordinator (Samantha Da-Costa))

- (i)
- (ii)
- (iii)
- (iv)

13. Head of Catering (Jacqui Beasley)

- (i)
- (ii)
- (iii)
- (iv)

14. Director of Property & Space Strategy (Richard Jenden); Head of Conferences & Events (Rachel Ward)

- (i)
- (ii)
- (iii)
- (iv)

15. Deputy Director for Operations – LSE Advancement (To be advised)

- (i)
- (ii)
- (iii)
- (iv)

16. Ethics Manager (Stephanie Allison)

- (i)

- (ii)
- (iii)
- (iv)

17. Acting Head of Sustainability (Jon Emmett)

- (i)
- (ii)
- (iii)
- (iv)

18. Equality, Diversity & Inclusion Manager (Isabella Chan)

- (i)
- (ii)
- (iii)
- (iv)

19. Head of Business Improvement Unit (Neil Harris)

- (i)
- (ii)
- (iii)
- (iv)

20. Head of Fees and Credit Control (Glenn Ruane)

- (i)
- (ii)
- (iii)
- (iv)

SECTION C – CONSULTATION AND APPROVALS

For completion by the facilitator in consultation with the academic and administrative leads

- 1. Stage 1 requirement – When did the proposal receive support in principle from the Directorate?**

- 2. Stage 1 requirement – Who is the senior management sponsor for the MAI?** Note this must be a member of the Directorate.

- 3. Stage 1 requirement – When was the proposal discussed and approved at the relevant Academic Department staff meeting(s)?** Please note that colleagues with related interests in other Departments / Institutes will need to have been consulted, especially where any component of the proposed programme is to be taught in another Department.

- 4. Stage 2 requirement – What is the timetable for approval and implementation?** Please specify dates of meetings.

- 5. Stage 2 requirement – When was the fully completed resource plan for the initiative approved by Finance?**

- 6. Stage 3 requirement – When did the proposal receive agreement from the Directorate that it could proceed to the School committees?**

- 7. Stage 4 requirement – What is the proposed progress through the School's committee structure?** Please specify dates of meetings and attach copies of minutes of meetings where the proposal is discussed.

- 8. Stage 4 requirement – When was final approval (or rejection) received?** Please specify dates of meetings and attach copies of minutes of meetings where the proposal is discussed.

Review schedule

Review interval	Next review due by	Next review start
1 year	Feb 2019	Nov 2019

Version history

Version	Date	Approved by	Notes
1	Last updated: 26 February 2018	APRC	

Contacts

Position	Name	Email	Notes
Head of Planning	Wayne Tatlow	w.n.tatlow@lse.ac.uk	

Communications and Training

Will this document be publicised through Internal Communications?	No
Will training needs arise from this policy	No
If Yes, please give details	