

Meeting: SCHOOL OF MANAGEMENT
LEARNING, TEACHING AND QUALITY COMMITTEE

Date and Time: Wednesday 15 October 2025, 14.15pm

Venue: Remote using MS Office TEAMS

Present:

Dr T WAKELEY (Chair)
Mr D BARKER
Mr D DALY
Dr B DUNCOMBE
Dr J ELLIS-BRUSH, items 268 to 276
Prof G ERDOGAN
Ms M FOUND (reserve for Mrs D MAHIL)
Prof R JACKSON, item 276
Mrs C MARTIN
Mr M WILLIS, items 274 to 286

In Attendance:

Mrs L BARNES, secretary to the meeting
Mrs A BEVAN
Ms K ELLIOTT
Ms M HORASAN, items 276 and 278
Prof R KAMM
Dr K STSIAMPKOUSHKAYA, items 276 and 278
Dr L STUBBS

Apologies were received from:

Mr I CRAWFORD
Mrs D MAHIL
Dr I PYRKO

NB No Sabbatical Officers had been allocated to the School at the time of this meeting.

ACTION

Part I Business

268 Declarations of Interest

There were no declared conflicts of interests.

269 Minutes of Previous Meeting

The minutes of the meeting of the committee held on 18 June 2025 (Paper SLTQC25/26-001) were approved as a correct record.

270 Matters Arising

Item 256): The Committee was provided with a verbal update on the School's generic marking scheme for MBA. The MBA course will use the MSc generic marking scheme for 2025/26 onwards. Prof KAMM confirmed that the MSc generic marking scheme would not need to be changed following this but would be reviewed annually.

The Chair noted that the new Director of Teaching Postgraduate is now Mr M WILLIS, who has now taken over from Prof R KAMM.

Item 258): Chair's Action has been granted for the changes to the online MSc Business Analytics course and units for January 2026. More details are given in minute 283e.

271 Chair's Business

The Chair noted that a new Director of Inclusive Education had been appointed, and more information would be shared in due course.

The Chair noted that the School of Management was currently being visited for a potential reaccreditation by EQUIS.

272 Education Action Plan (EAP)

The Committee received information on revised School processes for the Education Action Plan (EAP).

The Chair noted that in the School the Director of Teaching Undergraduate and the Director of Teaching Postgraduate will be responsible for updating the EAP. They will curate action plans in response to data provided through surveys and in response to issues that are revealed through discussions with stakeholders. The Chair will oversee this work.

Ms ELLIOTT, School Assistant Registrar, explained that this is now a standing item for the committee and so would be discussed at every meeting. The intention is to provide a tool so the committee can continuously review action plans and improvement measures taken.

The Chair noted that the Education Annual Review and Enhancement (EARE) is a 'snapshot' of the EAP.

Mrs BEVAN has had input into the EAP and added details about recent initiatives, including one called 'Uni and You' which has been organised by Student Experience Officers in the School.

The Chair noted that the Director of Teaching Postgraduate had been asked to write an action plan by the Pro-Vice Chancellor (Education) following on from the Postgraduate Taught Experience Survey (PTES) outcomes.

The Chair noted that for the National Student Survey (NSS) assessment and feedback was an important issue, the School is currently working on ways to ensure clearer information is provided to students on what to expect in assessment feedback and how to use this feedback effectively.

273 Education Advisory Board: Education Strategic Implementation Plan (ESIP)

The Committee received an update from the Education Advisory Board outlining progress against the 2024/25 ESIP priorities and outline project plans for 2025/26 (Paper SLTQC25/26-002).

The Chair noted that the main ESIP priorities in 2025/26 were Education Portfolio Review, Recruitment and Admissions, Postgraduate Taught courses and Generative AI.

The University is considering a move away from the three categories of Generative AI usage (A/B/C- non/limited/mandatory use) to a two-lane approach. AI classification will be either secure (exams) or open (permitted or designed into the assessment), making it clearer to students whether they can use AI or not.

Mr DALY questioned how training would be provided. Mr BARKER confirmed that the Skills Centre will support students. It was noted that MOODLE contains guidance on the use of AI.

Ms ELLIOTT confirmed that the Director of Teaching Undergraduate is delivering skills sessions to students on this topic. It was noted that the Director of Pedagogy and Innovation is a knowledgeable point of contact regarding the use of Generative AI and could be approached for support.

The Chair noted that it was important that all Unit Convenors gave out the same message to students about the use of Generative AI.

The Education Portfolio Review process involved each course being RAG rated by the University against a set of risk criteria. The Committee noted that the School did not have any courses that fell into the red zone; most were green or amber. All UG courses were green. It was noted that all red courses in the University will be the subject of a deep dive investigation.

Although the School did not have any courses in the red zone, it had decided to take this opportunity to review some courses. So, five School-provided courses had been chosen to be included in the process.

Mrs BEVAN noted that the courses involved in the Education Portfolio Review were BSc Business, MBA (full time), Online MSc Business Analytics, MSc Human Resource Management and MSc International Management. Both online MSc Business Analytics and MSc Human Resource Management had been chosen due to low recruitment levels, the other programmes had been chosen because they had the potential to grow.

Recruitment in the School was good for Undergraduate courses, with an increase in numbers in 2025/26 from last year. However, Postgraduate numbers were lower. The strategy in the School was to increase the offer for UG courses, with the BSc Finance course starting in 2026/27. The MSc entry requirements have been amended for entry from Sept 2026 onwards. The IELTS requirements have been reduced from 7.0 to 6.5 making it more attractive to applicants. These changes were anticipatory.

The Chair informed the Committee that a new Director of Projects (for projects undertaken by students during taught courses of study) had been appointed to oversee group work as well as the newly appointed Director of

Inclusive Education.

[Mr M WILLIS joined the meeting.]

274 Inclusive Education

The Committee received an update on Inclusive Education.

The University is actively reviewing a number of aspects in order to ensure that, in addition to meeting its legal duty, it is possible to be anticipatory in making reasonable adjustments when needed by students. The aim is to produce a framework that is transparent to both staff and students. The Chair shared a slide presentation with the Committee showing the approach to support students with disabilities, long term health conditions and specific learning difficulties.

The timeline was shared showing the plans for Autumn 2025 and Spring/Summer 2026. The Chair reported that during the 2025/26 academic year changes to the IMC process will be considered, aimed at establishing a consistent approach across the different IMC Panels in the University.

A new development is the creation of a framework for providing reasonable adjustments for students for their study and assessments. This has been split into 3 levels, illustrated by the shape of a triangle, with the intention that most cases will be managed at the first level.

With regard to Level 1 of the support process, the Chair noted the importance of 'universal design for learning', which includes measures such as large font on slides, recorded lectures and accessibility. The Accessible tool on MOODLE can be used to help make learning materials clear and accessible. It was noted that Mrs BEVAN had completed an audit of all MOODLE units identifying the units for which assessment and marking guidelines were not always easy to navigate.

It was noted that group work guidance is provided by the Centre of Learning and Teaching (CLT) as well as anticipatory support. The Chair noted that unit convenors must provide guidance to students if they include group work assessment in their unit. The School has a pilot for Level 1 adjustments for group work. The Committee noted that if anyone was interested in volunteering for this pilot then they should contact the Chair.

At Level 2, the Chair highlighted the use of 'Standardised individual adjustments'. It was noted that these adjustments are generally contained in a Disability Access Plan (DAP), but staff do not need to wait for a DAP to be written before these adjustments can be put into place. It was noted that Student Experience Officers within the school are available to provide support for students at this level.

The Chair noted that if Level 1 and 2 are working properly then there is less need for Level 3, 'Exceptional individual adjustments'. Level 3 adjustments require Board of Studies approval. It was noted that there was also a higher-level escalation point which is beyond the approval of the Board of Studies. More information about this was yet to be confirmed.

Dr DUNCOMBE noted that it is often helpful to share with colleagues the problem that can be solved with the new approach.

275 Undergraduate Student Exchange

- The Committee received proposals for new exchange agreements with:
- a EM Grenoble (Paper SLTQC25/26-003).
 - b ICN (Paper SLTQC25/26-004).
 - c Chinese University of Hong Kong (Paper SLTQC25/26-005).
 - d Hong Kong University of Science and Technology (Paper SLTQC25/26-006).

The Committee noted that some concerns have been raised regarding workload expectations on students at a specific exchange partner, so it was noted that greater information regarding academic expectations was necessary in any new exchange approvals.

Dr DUNCOMBE noted that the process for converting marks should be clearly communicated to students prior to their acceptance of a placement. It was also noted that Committee members could contact Dr DUNCOMBE if they had any suggestions for improvements to QA code of practice 37 (Student Exchange Arrangements) as this was being reviewed in February 2026. Dr. DUNCOMBE will ensure that you are appropriately connected with the relevant colleagues.

Prof KAMM noted that, in the past, some partner universities were reluctant to share grade conversion information.

Committee members noted that students with a Disability Access Plan (DAP) require clearer guidance regarding the support that would be provided as partner universities do not always recognise or accommodate DAPs.

Mr DALY questioned if the minimum entry requirements for the exchanges should be standardised as there were inconsistencies between the new exchange proposals. The Committee members noted that the entry requirements for the exchanges needed further clarification with the School's International Office.

Dr DUNCOMBE suggested seeking advice from Miss LE PATOUREL, Senior Academic Quality and Standard Officer or other Faculties prior to submission to the Courses and Partnerships Approval Committee (CPAC).

AGREED: Exchanges recommended for consideration by the Courses and Programmes Approval Committee, subject to documents being adjusted to provide clarification on entry requirements and the provision of further guidance on the conversion of marks, including how this information will be communicated to students.

KE

AGREED: The School's International Office to discuss with partner universities the support available for students who have agreed special adjustments for study at Bath.

KE

[Dr STSIAMPKOUSKAYA, Ms HORASAN and Prof JACKSON joined the meeting]

276 MBA Student Exchange

The Committee received the exchange proposal for NEOMA (Paper SLTQC25/26-007).

Prof JACKSON noted that NEOMA was a highly regarded institution. It was noted that whilst only 1 or 2 students would be going on the exchange in the first year, the expectation was for the exchange to be undertaken by up to 10 students per annum. Prof JACKSON noted that expenses for travel, accommodation and visas would be met by the student. Successful applicants would be encouraged to take out the University insurance policy; however, the cost of this would be met by the student. It was also noted that approval from Student Immigration would be needed before the exchange could be considered for final approval.

Dr DUNCOMBE noted the importance of ensuring MOODLE resources are made available and maintaining effective communication with students on placements, particularly those located further afield. It was also noted that clear guidance should be provided to students regarding the conversion of marks.

As noted with the undergraduate exchanges grade conversions needed to be advertised to students prior to the selection process.

AGREED: Subject to confirmation by the International Office and confirmation that conversion information would be provided in advance to students, the exchange was recommended for approval to the Courses and Programmes Approvals Committee.

KE

[Prof JACKSON left the meeting]

[The following two items (277 and 278) were taken out of sequence, with item 278 being discussed prior to item 277 in the meeting.]

277 Anonymous assignment submission

The Committee received a report on anonymous assignment submission (Paper SLTQC25/26-008).

Prof KAMM noted that anonymous submission was University policy, and that MOODLE had been updated over the summer resulting in anonymous submission being the default option.

The Committee was asked to consider one of two options: either remove the cover sheet entirely or revise it to exclude the student's name.

Mrs MARTIN queried if the system would manage extensions in the same way. Prof KAMM confirmed that this was the case. Mr BARKER confirmed that administrative users would be able to find the student user.

Mr DALY noted that the Department of Health have been using anonymous marking successfully.

Prof KAMM noted that it would be useful to use cover sheets for group submissions, to provide a means of discussing contribution.

Mr DALY questioned if we needed a cover sheet at all, especially as the names are revealed once grades are released.

The Chair suggested that removing the cover sheet entirely might need more consideration.

AGREED: Chair and Prof KAMM to liaise with the Director of Pedagogy and Innovation and the School's Assessment and Timetabling Office to devise a new cover sheet removing the student's name for individual coursework submission.

Chair, RK

278 Assurance of Learning (AoL) for AACSB accreditation

The Committee received the School's measures for Assurance of Learning (AoL) which will form part of the AACSB accreditation (Paper SLTQC25/26-009).

The Chair commended colleagues for successfully preparing the required documents under significant time pressure.

Prof KAMM informed the Committee about the background to the direct and indirect measures and the School's approach. The Committee had previously approved direct measure for pre-CT (transformed) units, the documents under consideration now cover direct measures for transformed courses and units and all indirect measures.

It was noted that indirect measures do not have specific target standards as by their nature they are not easily quantified. Examples of indirect measures include alumni or employer surveys.

[Dr J ELLIS-BRUSH left the meeting]

Mrs MARTIN noted the importance of monitoring indirect measures associated with 3-year courses. Prof KAMM confirmed that, whilst it is not a requirement to have indirect measures for all courses, the team would seek to source alternative to placement information for 3-year courses.

Mr DALY questioned why MSc Sport Management had not been included in the list of courses being measured. Ms ELLIOTT noted that this may be due to the percentage of the course that was managed by the School, as this could mean it was out of scope.

AGREED: Direct and indirect measures approved.

AGREED: Ms ELLIOTT to confirm with School's Accreditation team why some courses were out of scope.

KE

[Dr STSIAMPKOUSKAYA and Ms HORASAN left the meeting]

279 Senior Academic Advisor Report

The Committee received the Senior Academic Advisor Report (Paper SLTQC25/26-010).

The Chair noted that the School's Student Experience Officers provide effective advisory support to students supplementing the work done by Academic Advisors.

280 Responses to unit evaluations from 2024/25

- a** The Committee received updates on the responses to unit evaluations for MSc units (Paper SLTQC25/26-011). These showed that not all Unit Convenors had filled in the QA51 form with their response to the evaluation. This will be followed up by the Heads of Division.

The Chair noted that an easier to navigate timetable in 2025/26 would be better for students. Students now had 2 hours of lectures a week (per 5 credit unit) rather than 2 hours followed by 1 hour in the following week.

- b** The Committee received updates on the responses to unit evaluations for UG units (Paper SLTQC25/26-012). The Undergraduate unit evaluations did not show any significant concerns. The Associate Dean (Education) and Director of Innovation and Pedagogy will continue to monitor these.

AGREED: Heads of Division to be asked to contact unit convenors who may require support in responding to concerns noted in unit evaluations.

Chair

281 Faculty Representatives' Items

Faculty representatives were not present at the meeting.

AGREED: Mrs MARTIN will contact the UG student representatives and remind them to attend.

CM, Sec

Part II Business

282 Committee membership and terms of reference

- a** The Committee noted terms of reference at <https://www.bath.ac.uk/corporate-information/faculties-and-school-learning-teaching-and-quality-committees-terms-of-reference/>
- b** The Committee received membership for 2025/26, noting PGT student representative still to be confirmed (Paper SLTQC25/26-013).

Part III Business

283 Chair's Action

- a** The Committee noted Chair's Action taken to change the IELTS entry requirements for School's PGT courses for Autumn 2026 onwards (Paper SLTQC25/26-014).
- b** The Committee noted Chair's Action taken to suspend MN32272 Services Marketing in 2025/26 (Paper SLTQC25/26-015).
- c** The Committee noted Chair's Action taken to approve changes to MSc Decarbonisation affecting MSc Sustainability and Management and MSc Innovation and Technology Management from 2026/7 onwards (Paper SLTQC25/26-016).
- d** The Committee noted Chair's Action taken to approve a MN unit to be made available to MSc Decarbonisation from 2025/26 onwards (Paper SLTQC25/26-017).
- e** The Committee noted Chair's Action taken to confirm changes to the online MSc Business Analytics course and units for January 2026 (Paper SLTQC25/26-018).

- f** The Committee noted Chair's Action taken to add a significant and persistent unit to be archived for BSc Management with Marketing with Year-long work placement (Paper SLTQC25/26-019).
- g** The Committee noted Chair's Action taken to approve changes made to clarify the contact hours within the course specifications for semester 2 starts for MSc Marketing and MSc Finance (Paper SLTQC25/26-020).
- h** The Committee noted Chair's Action taken to approve changes made to the course specifications for semester 2 starts for MSc Marketing and MSc Finance (Paper SLTQC25/26-021).

284 Papers from other committees for reference

- a** The Committee noted the EAB paper on Curriculum Transformation update (Paper SLTQC25/26-022).
- b** The Committee noted the EAB paper on Mitigating Final Year NSS Outcomes: Curriculum Transformation (Paper SLTQC25/26-023).
- c** The Committee noted the EAB paper on Progression Interventions (Paper SLTQC25/26-024).
- d** The Committee noted the EAB paper on APP Continuation and Completion Data for 2023/24 (Paper SLTQC25/26-025).
- e** The Committee noted the EAB paper on DDAT update (Paper SLTQC25/26-026).
- f** The Committee noted the EAB paper on Digital and Academic skills from the Skills Centre (Paper SLTQC25/26-027).
- g** The Committee noted the EAB paper on Bath Insights Internship Programme Impact Report (Paper SLTQC25/26-028).

285 Committees

- a** The Committee noted the minutes from the Education Advisory Board meeting of 7 July 2025 (Paper SLTQC25/26-029).
- b** The Committee noted the minutes from the Student Experience Advisory Board meeting of 25 June 2025 (Paper SLTQC25/26-030).
- c** The Committee noted the minutes from the Student Experience Advisory Board meeting of 18 September 2025 (Paper SLTQC25/26-031).

Part IV Business

286 Any Other Business

There was no other business.

The meeting concluded at 16:15pm
