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| Ongoing development process | **Institute-Level new course development strategy:** Institute develops / amends 3-year ‘live’ course development plan.This document is regularly updated through CSG and comprehensively reviewed annually as part of the University planning process. | * Encourages proactive search for curriculum innovation
* Gives direction to course development team
* Integrates cross-Institute and cross-functional involvement
* Facilitates delegation
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|  | **Idea Generation:** New course ideas generated within (or across) Institute(s)  | * Response to new market opportunities
* Brainstorming
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| Launch -24 months | **Initial consideration** at Institute level**NB: Most ideas are likely to be rejected at this stage** | * Assesses the relevance of the course to the organisation’s / Institute’s objectives
* Assesses the organisation’s ability to develop and deliver the course
* Preliminary analysis of viability, based upon review of:
	+ Market size, growth rates, sustainability
	+ Competitive position & competitor strategies
	+ Projected financial sustainability
	+ Organisational capacity and capability
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| Launch -21 months | **Development of Proposal:** Prospective Course Leader develops short proposal for consideration by CSG Stage 1 (submit via AQU) | * Provides a vision of the new course stated in terms meaningful to prospective students
* Potentially includes testing the new course concept with a group of target students to find out if the concept has genuine appeal
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|  | **CSG Stage 1:** Proposal considered by DVC and Deputy Director of Finance**NB: Although a ‘consultancy phase’, ideas are likely to be rejected at this stage** | * Does the course fit with the existing course portfolio, or does it risk cannibalisation?
* Does the organisation have the expertise to develop and deliver the course, or can this be brought in?
* Does market demand justify a new course?
* What is our evaluation of potential contribution to overall student recruitment?
* What is our assessment of financial viability?
* What is the proposed marketing strategy – the marketing logic by which the Institute hopes to achieve objectives?
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| Launch -18 months | **CSG Stage 2:** Course Leader presents FULL CSG Proposal, including CSG1 submission, market and financial assessments and proposed web copy to CSG 2 | As above |
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|  | **VCAG Approval:** Marketing commences | Occasional potential for Test Marketing, exposes the course to the market and highlights weaknesses in the proposed marketing mix |
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| Launch -12 months | Course Design and Course Approval |  |
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| Launch | **Course Launch** |  |
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| Post-launch | **CSG Annual Review:** CSG Annual Review of relative success of all courses launched in previous 2 academic year’s |  |

**CSG Process Flow Diagram (amended October 2017)**