



Programme Specification Definitive Document

1. Basic Information

1.1 Awarding Institution:	Plymouth Marjon University
1.2 Teaching Institution:	Plymouth Marjon University
1.3 Locus of Delivery:	Plymouth Marjon University
1.4 Final Award Title:	Bachelor of Arts (Hons)
1.5 FHEQ Level:	4, 5 and 6
1.6 Programme Title:	Football Development and Coaching
1.7 Mode and Duration of Study:	Full Time – 3 years Part Time – 6 years
1.8 School:	Sport, Exercise & Rehabilitation
1.9 HECOS Code:	100095
1.10 Collaborative Provision Arrangement:	None
1.11 UCAS Code(s):	S3H6
1.12 Admission Criteria:	Normal University entrance criteria apply (please refer to the website for further details). 3 A level qualifications or equivalent: A Levels - BCC; BTEC DMM GCSE English Language grade C or above (or equivalent) DBS check as per University policy Applications from non-traditional learners will be considered on an individual basis. Recruitment follows University policies, which promote equality of opportunity International students will be expected to meet the English language requirements of IELTS 6.0 or equivalent.
1.13 Accrediting Professional Body/PSRB:	N/A
1.14 QAA Subject Benchmarking Group(s):	Hospitality, Leisure, Sport and Tourism, 2008
1.15 Other External Points of Reference:	QAA The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies, 2015; QAA UK Quality Code for Higher Education; SkillsActive Endorsement

	The Football Association's Vision 2008-12 Handbook (2008); FA Learning's 'The Future Game' (2010). English
1.16 Language of Study (for learning, teaching and assessment):	
1.17 Work-Based Learning Arrangements:	FDVD90/ SPDD24 Sport Event Management
1.18 Foundation Degree Progression Routes:	Direct entry to BA (Hons) Football Development and Coaching to students studying FdA Football Coaching and Development at Exeter College
1.19 Arrangements for Distance Learning:	N/A
1.20 Original Date of Production:	January 2016
1.21 Date of Commencement:	September 2016
1.22 Review Date:	September 2022

2. Programme Outline

The BA in Football Development & Coaching (FDC) will give students the opportunity to forge a career in the popular but competitive football-industry. It will enable all learners to acquire the knowledge, understanding and practical experience of a range of topics that relate to the development of football and consider the role coaching plays within these developmental processes.

Football has held a unique position within sporting and wider popular cultural within both national and international contexts. Football is a truly globalised game where its popularity and economic power makes it a powerful force within and beyond the sports sector. The governance of the global game through FIFA has highlighted how football transcends discussions beyond sport into international finance, corporate sponsorships and geopolitics. Good governance of football is required to ensure football is used as a force for good and domestically the Football Association recognise the need for a well-trained footballing workforce. Football like many governing bodies, needs to respond to the needs and wants of a wide variety of private, public and voluntary bodies, and unprecedented levels of investment in the game has led to various football providers pursuing highly qualified graduates with appropriate levels of experience to lead and assist with a plethora of football-related activities in order to enhance the football experience for all.

The FDC programme is underpinned by broader themes in sport development to enable students to locate the issues within football within the broader contexts of sport. Development issues will include the wider governance and management of the game in the context of national and international policy contexts. Students will consider developments in the game and in talent identification and player pathways, an understanding and appreciation of underrepresented groups, and innovative ways to promote the sport to a wide audience. The role of coaching is integral in the development of football across all aspects of the game. Coaching-focused modules will address issues relating to the education of coaches, the development of coaches, and trends within sport science (psychology, physiology, biomechanics, performance analysis) that impact upon the coaching realm and student will take a number of specific coaching modules in performance analysis, coaching children, and performance coaching.

The BA (Hons) Football Development and Coaching programme takes a multi-disciplinary approach to the study of football. The programme draws from the academic disciplines / sub-disciplines of public policy, sociology and management studies and sports coaching that underpin football development and coaching academically and in applied practice. The programme is underpinned by current research, theoretical discourse and professional practice. Importantly, the programme is designed for students to become practically competent when working in the football development sector.

2.1 Integrating Sustainability into the Curriculum

The curriculum is influenced by a sustainability agenda through the policy, process and practice of Sport Development. Sport Development projects have sustainability principles in terms of the legacy of regenerative projects, such as the London Olympic Games, that have sustainability in the built environment, and human legacy, at their core. Sustainability principles are also considered with smaller scale sports projects that impact upon local communities. The overarching aim is to empower students to become global citizens while also increasing their employability. We implement this through adherence to the broad term of sustainability which outlines respect for human rights, equality, social and economic justice, intergenerational responsibilities and cultural diversity, within and through sport. The programme team work alongside other university-wide agendas such as employability and student engagement to embed these concepts wider. The programme team aims to lead by example. We will reduce our impact on the green environment, through the use of e-learning, e-submission and e-books. The programme team are responsible for embedding sustainability into the curriculum.

3. Distinctive Features

The BA Football Development and Coaching programme is distinctive through the formal partnership with Plymouth Argyle Football Club's Argyle Community Trust. The programme is specifically focused towards developing students' knowledge and understanding football development and coaching and applying this within the football industry. The programme shares some of its curriculum with the BA Sport Development framework and has been designed in with reference to employers (undertaken via the Skills Active accreditation guidance) and with Plymouth Argyle's Community Trust who focus on a number of sport and physical activity interventions developing communities' *through* sport and developing sport *in* the community.

The special feature of the programme and unique selling point is that Argyle's Community Trust professional football development and coaching staff contribute directly to the programme. Argyle staff teach practical elements on programmes and lead applied sessions, hosting student placement, supporting applied performance analysis, facilitating football events and initiatives, supporting volunteering, and helping to facilitate undergraduate football research. This providing students with the opportunities to develop their employability skills by being actively involved in real-life development initiatives and building their professional network with professionals already working within the football industry. A comprehensive coach education programme is offered to all students on the Football Development and Coaching programme in order to provide a unique selling point in

comparison to our competitors, but perhaps more importantly, permit programme staff to *explicitly* link theory to real-life practice and enhance employability. This is linked to some wider football coaching projects that the University undertakes (programme staff successfully applied for funds from the FA and BUCS in 2013/14 in order for the University to be known as an 'FA Young Coach Development Centre'). Students have access to subsidised National Governing Body coaching qualifications. All students will have the opportunity to achieve FA Level 1, FA Level 2, FA Youth Award Module 1, FA Youth Award Module 2, FA Futsal Level 1, and ISSA Street Soccer Level 1, or equivalent, following the FA's coach education review. These opportunities are seen as enhancement activities and will take place outside of core module delivery, potentially off-site at weeks/weekends in partnership with Devon FA. The FDC students also have the opportunity to achieve the Level 3 AfPE qualification 'supporting delivery of P.E and School sport' that is integrated into the programme.

Football Development practitioners are at the centre of developments in elite football, mass participation, or football for wider social policy objectives. The Football Development and Coaching programme develops the students' appreciation of the contested nature of the subject to ensure they have a sound level of knowledge and understanding of the underlying concepts, theories, principles and cultural contexts of football development. It supports students to develop higher level skills and to become critically reflective thinkers through the development of their intellectual and practical skills in applied aspects of football development and coaching. The Football Development and Coaching programme encourage increasing independence in learning in applied work-based and practical settings through the stages of the programme. The programme aims to foster a culture of continued personal and professional reflection to support career development planning.

The programme aims to develop individuals with a strong theoretical and practical understanding of football development to enhance 'professionalism' within the sector. The successful completion of the programme will give the graduate the skills necessary to work within the football development sectors and opportunities to continue to study at postgraduate levels.

In recent years football has achieved a much higher profile than ever before, as Government pursued a national policy agenda that aimed to achieve increases in mass participation, improved competitive sports structures, international success, hosting mega events, such as the London 2012 Olympics, and using sport to support a cross cutting social inclusion agenda. Additionally issues with the global governance of football provide opportunities to consider ethical and financial issues.

The commercial success of the English Premier League has seen a dramatic increase investment in football related sport development interventions across that have focussed on the development of the game as well as seeing a rise in football development initiatives with broader social objectives across the public, commercial and voluntary sectors. This can be related to national and international development issues including social exclusion, poor health; high levels of crime and drug use; community regeneration, poor educational achievement, social cohesion and conflict resolution. The programmes partner, Plymouth Argyle Community Trust are actively engaged in managing initiatives that focus on wider cross cutting social issues related to education, health and

social cohesion. The football club are also actively engaged with mass participation initiatives in schools and the development of talent players for their first team, alongside inclusive competitive provision for women, girls and players with disabilities. Football Clubs provide a microcosm for the key themes in football development considered academically and within an applied context through the BA Football Development programme.

4. Programme Aims

The Programmes aims to:

- Develop students' critical thought, intellectual reasoning and practical competence for application to diverse settings.
- Help students from diverse cultural and social backgrounds to fulfil their potential in both intellectual and practical domains.
- Provide a stimulating and caring learning environment in which students feel secure and motivated to learn.
- Prepare students for employment or postgraduate study by equipping them with a diverse range of skills.

Specific programme aims:

- To develop a critical understanding of the concepts, theories, principles and practices related to Football Development and Coaching
- To develop a critical awareness and insight of the policies, planning, and management in a variety of contexts across the football industry.
- To enhance employability with the development of a range of skills and attributes relevant to football development and coaching.
- To provide conditions for vocational learning and applied practice with a range of work-based and voluntary opportunities within the football industry.

To develop the intellectual skills necessary to be able to take full advantage of further study, including progression on to a postgraduate study.

5. Programme Learning Outcomes

Knowledge & understanding:

By the end of this programme students should be able to demonstrate:

1. Demonstrate a comprehensive understanding of the concepts, theories, political contexts and issues related to Football Development and Coaching;
2. Demonstrate a critical understanding of the processes involved in the facilitation of Football Development in a variety of settings ranging from local to international;
3. Critically plan, deliver, and evaluate applied practice pertinent to football development and coaching populations and settings;
4. Demonstrate an ability to apply and interpret the findings of research to Football Development and Coaching;
5. Appreciate and demonstrate an understanding of the moral, ethical, educational and governance issues which underpin professional practice in football development and coaching;

Intellectual skills:

By the end of this programme students should be able to demonstrate:

6. Critically assess and evaluate evidence to develop reasoned and informed argument;
7. Describe, analyse and interpret data using a variety of appropriate techniques;
8. Use and interpret knowledge and information to solve problems in theoretical and practical contexts;
9. Research and critically evaluate theories, principles and concepts in football development and coaching with minimal supervision;
10. Apply existing theories, concepts and techniques to solve new problems;
11. Take responsibility for their learning and continuing professional development.

Practical skills:

By the end of this programme students should be able to demonstrate:

12. Demonstrate safe and effective practice in a variety of Football Development settings; to include risk assessment and the identification of emergency procedures;
13. Demonstrate technical proficiency and analysis across a range of practical contexts, in Football Development and Coaching;
14. Undertake appropriate needs analysis to inform the design of physical activity sessions pertinent to football development populations;
15. Demonstrate competence in the ability to communicate ideas, concepts and disseminate good practice.

Transferable / key skills:

By the end of this programme students should be able to demonstrate:

16. The ability to communicate effectively in a variety of forms;
17. The ability to communicate critically reflect and evaluate personal strengths and weaknesses;
18. The ability to communicate work effectively as a member of a team and take responsibility for leadership where appropriate;
19. The ability to communicate select and manage information using appropriate digital resources, including the internet, word processing, spreadsheets, and performance analysis software packages;
20. The ability to communicate select and use appropriate quantitative and qualitative techniques for data collection, presentation, analysis and problem solving;
21. Confidence to challenge received opinion and debate in a professional manner.
22. The ability to organise and communicate specialist and inter-related information evidencing appropriate proficiency in English language, using selected criteria, to audiences in complex contexts.

6. Learning and Teaching Methods

The following teaching and learning methods are used to engage students in the learning process and to support student achievement of the programme aims including:

Case Studies	A group of people, or an individual, engaged in study or work, based on a 'real life' situation in a practical field. Case study or scenario based learning activities.
Computer based learning / E-learning	Computer and network enabled transfer of skills and knowledge, using electronic applications and processes to learn.

Crit / Group Critique	The presentation of work in progress to peers and/or staff / professionals in order to gain constructive criticism to enable development.
Critical reflection:	Students engage in critical reflective practice and activities to highlight areas of academic, personal and professional strength and weakness.
Directed Study and reading	Specific reading task set by the lecturer for students.
Electronic material	This includes moodle based exercises and other software
Field work	Visits or Offsite sessions for the purposes of research. This would encompass data collection sessions together with visits to relevant organisations. An investigation carried out in the field rather than in a laboratory or lectures room
Group discussions	A focus groupwork together to discuss opinions and gauge their responses to specific stimuli.
Guest speaker	Using specialists from the field to present to students. Typically refers to when a learner, guest speaker, explains or shows some content to a learning audience; similar to a lecture.
Group Work	Students work in small groups to achieve a goal or carry out a task. There is usually a feedback session, or a chance to disseminate the results within the larger module group.
Independent learning/directed self study	Activities where an individual learner conducts research, or carries out a learning activity, on their own.
Lectures/whole group lecturers	Subject introduced and delivered by the teacher in a specific time which transmits information
Observation (methods)	Learners observe selected practices related to their area of study and reflect and review them in relation to other models and processes as a means of learning.
Peer group study	A learning event in which one learner, or a small group of learners, helps other learners with a particular subject
Personal and professional development planning:	Students take part in activities that contribute towards the creation of a personal and professional action plan to achieve stated personal and career related objectives.
Practical sessions (including Field and Laboratory based investigations)	Student activity, e.g. learning a skill or group work. This can also include laboratory sessions, coaching sessions in the sports hall and conditioning sessions in the fitness suite.
Presentations	Typically refers to when a learner, guest speaker, explains or shows some content to a learning audience; similar to a lecture.

Seminar groups	These are an opportunity for students to have a non-teacher led session, where they may analyse data in detail and discuss it in groups or may work on a topic with a view to giving a short presentation on a topic, adding detail to a lecture, or reporting back on some data collection task, for example.
Student-led presentations	Where used, these may not be assessed. However, where they occur in LEL modules with an exam, students are assured of an exam question on their presentation topic. Thus work on their presentation has an 'end'.
Tutorials	One-to-one teaching (student to lecturer) usually for counselling purposes based on the student's work.
Video viewing and analysis	Students view instructional/educational videos for academic content
Virtual Learning Environment	A software system designed to support teaching and learning in an educational setting.
Work based tasks	Learning events which take place within a working environment enabling learners to develop 'real' skills and practices
Workshops	A group of people engaged in intensive study or work normally in a creative or practical field.

6.1 Learning Enhancement

The BA (Hons) Football Development & Coaching programme adopts key aspects of the institutional Learning, Teaching and Assessment Strategy including the need to address issues of inclusivity and vocationality. It has a practice-based focus underpinned by academic knowledge and understanding. A range of learning teaching and assessment approaches are utilised to enable flexible, student-centred learning, including the adoption of some of the opportunities offered by technology enhanced learning, such as the creative use of the virtual learning environment and social media. The strategies used aim to develop student approaches to learning which will facilitate reflection and analysis, aid application of theory to practice and develop critical awareness of the multi-dimensional influences of football development and coaching professional practice.

Practical modules carry a duty of care statement that students are fit to study. In particular, practical, applied and experiential modules require a professional commitment and compulsory attendance to ensure that the students' delivery meets the required professional standards and underpinning health and safety standards. All practical and off-site activities are risk assessed by the respective Module Leaders and Lecturers.

The learning, teaching and assessment strategies employed enhance and contribute directly to the development of key and transferable skills and professional practice skills, enabling students to monitor their achievements and identify their learning needs and targets for personal development. To achieve this, the course will employ a variety of approaches, such as field trips, guest speakers, course conferences and applied practice with industry, event management, project work, industry placements, promoting voluntary placements, and access to and promotion of industry qualifications. An annual Sport Development Awards

night recognises, and celebrates good practice. The activities and events across the programme are to be captured via a digital Sport Development Event calendar (following a successful Teaching and Learning Award) so students have visibility and overview of learning opportunities that are integrated in their programme, but decoupled from modules and years to allow students to continue to access a wide range of learning opportunities.

6.2 e-Learning

The team recognises the increasing contribution that digital resources make to the learning experiences of students. The team utilises the virtual learning environment to provide access to resources, discussion groups and other learning materials, such as audio files, learning objects, lecture capture, and performance analysis technology. The team are developing a digital Sport Development event calendar to support students' experience by making available key programme events and activities within modules available to all students across the three years of the programme and this is extended to provide further enhancement for the BA Football Development and Coaching students. For example learning enhancement activities such as course conferences and field trips will be publicised in an annual calendar and available to all students. The programme also has a twitter feed that encourages dissemination of practical Football Development and Coaching information from professional organisations and the development of professional networks. In addition, students have open access to extensive computer facilities within the University to support their studies.

7. Modes of Assessment

The assessment strategy of Football Development and Coaching programme uses a range of assessment methods that incorporate the formative and summative achievement of learning outcomes.

Achievement of learning outcomes is formative through responses to assessment orientated activities in lectures, seminars and applied activities. Students are required to draw on these experiences to inform summative assessments, thus providing the opportunity for cumulative learning and reflection and to demonstrate the whole of their learning. Module learning outcomes are explicitly stated in module guides and incorporated into assignment marking criteria to guide the student. Following feedback from the External Examiner, Marking Frameworks are made available to students so there is transparency in the marking criteria and processes and student are clear how their assessment grades are marked and how to improve their assessed work by learning to respond to the assessment criteria.

A broad range of assessment strategies are used in the programme to support the development of knowledge and understanding and professional and practical skills; as well as providing opportunities to foster key and transferable skills.

Students will be required to reflect on their own practice within assignments and therefore they will be personal to their own circumstances and learning journey. This will potentially avoid the temptation for plagiarism within formative and summative assessment and will support assessment against the academic criteria. The university uses Turnitin electronic assessment submission, this allows students to submit assignments electronically without the need to be physically present on campus. Turnitin deters plagiarism and supports staff

identifying poor practice and malpractice. The typed feedback via Turnitin allows students to be able to read feedback clearly, which was not always achieved via handwritten assessment forms.

Method	Description
<i>Application and interview</i>	An assessment whereby students go through the process of applying for a job and are subsequently interviewed.
<i>Assignment</i>	An extended piece of written work, which includes research and/or own reflective practice.
<i>Case Study</i>	An analysis of a real-life example within the field
<i>Critical Review/Literature review</i>	A critique of a selected text (usually a chapter from a book or an article from a journal), activity or organisation. An essay style assignment critically evaluating literature pertinent to a topic.
<i>Essay</i>	A written response to a question based on synthesis and analysis. These may be negotiated with an academic tutor.
<i>Evaluation/Evaluative Report</i>	An evaluative or critically reflective piece of writing that identifies key issues, challenges, and 'learning' that is relevant to the student's experiences. This may be as the result of a placement, event, work experience etc.
<i>Examination</i>	Usually takes the form of essay questions, but also other forms, such as multiple choice questions, short answer questions, or any combination, which are taken under examination conditions.
<i>Fieldwork</i>	Assessment based on practical work, which can take a variety of different forms according to the module.
<i>Honours Project</i>	An in-depth independent study of 10,000 words, or equivalent, chosen by the student.

8. Exemptions to University Regulations

N/A

9. Work-Based Learning/Placement Learning

The Football Development and Coaching programme provides extensive opportunities for students to apply their knowledge and understanding in vocationally relevant workplaces and gain new skills and experiences that will enhance their future employability. Students will have structured work experience opportunities and will have the opportunity to select workplace settings to tailor the programme towards their particular area of interest. The relationship with Plymouth Argyle provides specific access to a professional football club.

All students that are engaged in work based modules are allocated a University Placement Advisor who confirms the appropriateness of the student's placement and agrees the focus of the placement and its associated assessment. Students negotiate their placement aims with the host organisation and their university placement advisor. All placements adhere to the University Policy on Placement Learning. The specific workbased module runs for the whole of the second academic year. Students work within a football organisation which aligns to their area of interest and future career aspirations. Students have the option to take either the Placement Learning Module, or the Sport Event Management Module, (which engages with real life football events in the sports industry), but not both, to achieve the Work-based element of their programme.

Students engage with industry at several points throughout their programme, through applied projects and event management and in practical delivery and coaching. The programme is strongly vocationally orientated and students review their career aspirations in year 1 and complete a Career Development Plan to ensure they maximise opportunities to enhance their future employability, via direct opportunities at university and via external opportunities. Understanding the sports industry, and more specifically the football industry, is integral to the programme and the breadth of the sporting landscape and employment opportunities becomes apparent to students. The programme has strong industry links via its Alumni and the relationship with the Plymouth Argyle Community Trust. Alumni case studies provide clear links to career progression for current students.

10. Programme Structure

Full Time

Level 4

Module Code	Module Title	Credits	Assessment	Semester/ Term	Compulsory/ Optional	Condonable/ Non- Condonable
FDVC51	Engaging with Football Coaching and Development	20	100% Coursework	Semester A	Compulsory	Condonable
SBMC01	Introduction to the Management of Sport	20	50% Coursework 50% Exam	Semester A	Compulsory	Condonable

SDEC52	Foundations in Sport Development	20	100% Coursework	Semester A	Compulsory	Condonable
SDEC55	Coaching for Sport and Physical Activity	20	50% Coursework 50% Practical	Semester B	Compulsory	Condonable
FDVC01	Football in the Community	20	50% Coursework 50% Practical	Semester B	Compulsory	Condonable
SCOC04	An Introduction to Analysis in Sport Coaching	20	100% Coursework	Semester B	Compulsory	Condonable

Level 5

Module Code	Module Title	Credits	Assessment	Semester/ Term	Compulsory/ Optional	Condonable/ Non- Condonable
FDVD51	Engaging in Employability: Football Coaching and Development	20	100% Coursework	Semester X	Compulsory	Condonable
FDVD52	Practical Football Development	20	30% Coursework 70% Practical	Semester X	Compulsory	Condonable
FDVD53	Principles of Football Coaching	20	50% Coursework 50% Practical	Semester A	Compulsory	Condonable
SDED53	Inclusion in Sport and Physical Activity	20	50% Coursework 50% Practical	Semester A	Compulsory	Condonable
SDED54	Research and Critical Inquiry in Sport	20	100% Coursework	Semester B	Compulsory	Condonable
FDVD54	Developing Players in Football	20	100% Practical	Semester B	Compulsory	Condonable

Level 6

Module Code	Module Title	Credits	Assessment	Semester/ Term	Compulsory/ Optional	Condonable/ Non- Condonable
SHSHP1	Honours Project	40	100% Coursework	Semester X	Compulsory	Non- Condonable
SDEH51	Inclusive Coaching in Sport & Physical Activity	20	50% Coursework 50% Practical	Semester A	Compulsory	Condonable

FDVH51	Performance Coaching	20	40% Coursework 60% Practical	Semester A	Compulsory	Condonable
SDEH53	Leadership, Management and Mentoring in Sport	20	100% Coursework	Semester B	Compulsory	Condonable
SDEH54	Graduate Employability in Sport	20	100% Coursework	Semester B	Optional	Condonable
OMEH04	Entrepreneurship and Small Business Management	20	100% Coursework	Semester B	Optional	Condonable

Key: Semester X = A & B

- A definitive module descriptor is required for each module

11. Accrediting Professional Body /Professional Regulatory and Statutory Body (PSRB)

N/A

12. Professional Advisory Group

13. Academic Progression Opportunities

Students with a will have the opportunity to pursue postgraduate education. Students may access University of St Mark and St John Post Graduate Certificate in Education with a specialism in Primary or Secondary school; Masters level study; or MRes or PhD studentships. Students on sports courses have historically gone on to higher level study, notably teaching training, with other providers. Increasingly Football Community Trusts are employing qualified teachers as part of their staffing structures to support educational programmes. Students will be made aware that post graduate progression is available within the context of lifelong learning and long term relationships with the Alumni often results in further study in the future.

14. Employability and Career Progression Opportunities

The Football Development and Coaching Programme is uniquely positioned to provide excellent employability opportunities to graduates for the football industry. The nature of the Football Development and Coaching degree considers the breath of the diverse sporting landscape, focussed specifically upon football, within the UK and beyond within the public, private and voluntary sectors. The programme provides a breadth of opportunity to study football whilst allowing students to follow their own interests through applied projects, placement and research. This breadth creates employment opportunities upon graduation and also opportunities for students to utilise their degree in the long term as their careers develop.

There is a range of career progression and employability opportunities available for graduates of the FDC programme. The programme prepares students for postgraduate level study and can provide

some preparation for those wishing to progress onto teacher training or Masters programmes. There are a variety of immediate employment opportunities following graduation including, Football Development Officers, working for Local Authorities, National Governing Bodies, Professional Football Clubs, and Professional Football Clubs charitable Trusts. Increasingly Football Clubs are setting up charitable Trust that are playing key roles in the delivering sport for sport sake, and wider cross cutting processes. Students on the programme will be able to seek employment as a football coach, and will be able to achieve NGB coaching qualifications, built into the programme alongside their degree studies.

The BA Football Development and Coaching degree has been design to respond to sector specific demands and also considers the Universities UK and CBI (2009) recommendations about how opportunities for 'employability skills'. As such the students on the degree will develop employability skills in 4 ways:

- Integrated into curriculum (use of case studies, team presentations, rewarding evidence of skills, personal development planning (PDP), accredited modules, industry conferences)
- Additional on /off campus activities (summer experiences, enterprise and entrepreneurship, volunteering, practical delivery, event management)
- Work placements / industry events
- Careers advice and industry style job interviews

The integration of employability skills into the curriculum has been ensured by considering the alignment of module content, pedagogy and assessment to CBI (2011) most desired skills by employers of:

- Business and customer awareness
- Self-management
- Team work
- Problem solving
- literacy and numeracy
- Positive attitude
- Use of IT

Alongside the 'enterprise' skills identified by the Pedagogy for Employability Group (2006) of:

- Initiative
- Creativity
- Identifying and working on opportunities
- Leadership
- Acting resourcefully
- Responding to challenges

15. Support for Students and for Student Learning

The University recognises the value of the whole student experience within Higher Education and students have full access to the University's facilities for academic and pastoral support and guidance. The Student Support team offers a confidential and comprehensive service to guide and support students through their studies in the following areas:

- Academic Advice
- Academic Skills
- Accommodation
- Disability and Inclusion Advice Service
- Employability and Careers Development
- Finance and Welfare
- Health
- Student Counselling and Well-being
- Student Volunteering

Student support and guidance is further promoted by the following:

- Personal Development Tutor for every student in the University
- Academic tutorial staff, including programme leaders, module leaders and tutors
- Extensive library, and other learning resources, and facilities
- Library and study skills guidance material
- Programme handbooks, and module guides
- The Chaplaincy Centre which is at the heart of the University and is used for social gathering, quiet reflection and prayer
- On-campus Nursery provision

The Personal Development Tutor is a key relationship to support students. Personal Development Tutors are allocated to new students at induction and maintain a consistent relationship at all levels of the programme. Students then have regular meeting to discuss personal, academic, and career aspects of their university experience. The Personal Development Tutor is a key supportive relationship with students. Personal Development Tutors are lecturing staff from the programme team so this fosters positive working relationships and personalised support either directly or via sign-posting to support opportunities highlighted above.

16. Student Feedback Mechanisms

The lecturing team seek to develop positive relationships with students to ensure there is an on-going and continuous dialogue on a weekly basis to allow for regular communication and feedback. The team aim to develop a trusting culture where students see that their feedback directly influences the programme to continue to drive improvement and refine the student experience.

Formal feedback aims to be transparent where two way reporting is apparent to students. Feedback mechanisms include:

- Module Evaluations from students and Module Reports are available to students.
- Staff Student Liaison Committees made up of elected student representatives. Minutes and Action Points are available via the Virtual Learning Environment and Actions from previous meetings are formally followed up at subsequent meetings.
- Programme Reports and the External Examiners report, and response, are made available to students and are discussed formally at SSLC.
- The Programme Team, and in particular the PAL use social media to engage with students online. This includes publicly visible information via a Facebook page and Twitter Feeds and via 'Private' groups, such as the Sport Development Awards night

group, or student instigated groups so support students and communicate via a more informal platform.

- Student feedback on specific issues, for example through module evaluations or via discussions at the Staff Student Liaison Committee, are evident via minor modification processes that require student feedback as part of the quality assurance mechanisms.
- The development of the new curriculum was discussed at the SSLC in order to seek the views of students.
- Students are made aware of the summative nature of the National Student Survey and issues identified from by students are disseminated via Programme Reports and discussed via the SSLC so students are aware of their feedback influence the continuous improvement of the programme.

17. Other Stakeholder Feedback

Employers and applied practice partners feedback via modules. For example the placement providers on workbased learning provide direct feedback to the university and practical initiatives and events are fed back to Module Leaders and Module Teams. Formal Partners Plymouth Argyle feedback via formal and informal channels. The partnership arrangement with Plymouth Argyle fosters continuous dialogue through module teaching and across the programme more generally.

Graduates (Alumni) remain connected via the social media platforms in the absence of a coordinated university wide strategy. The programme Alumni contribute with placements, events, field trips and lecture contributions which ensures industry connections and engagement. A key Sport Development Alumni now works in a senior role at Plymouth Argyle Football Club. A number of University of St Mark and St John sports graduates work within Argyle's Football in the Community Trust.

18. Quality and Enhancement Mechanisms

The quality of the student experience and the standards of the awards are managed and quality assured through the University's regulations policies and procedures. Student achievement and progression is managed through the Module Assessment Boards (MABs) and the Progression and Award Boards (PABs). Programmes are reviewed annually through University annual monitoring processes, including external examiner contributions, and incorporate student feedback mechanisms at both modular and the programme level reported formally through the University's annual monitoring and reporting cycle.