

London School of Commerce, Malta (LSCM) – Follow-up report

STANDARD 1: POLICY FOR QUALITY ASSURANCE	
JUDGEMENT: LSCM meets Standard 1	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p><i>KR1: LSCM should establish a research strategy as part of its quality assurance policy. This should indicate a minimum level of research activity to be conducted by the institution and its staff, as well as opportunities for students to participate in such research. Such research strategy may cover academic and/or professional research</i></p>	<p>Actions</p> <ul style="list-style-type: none"> • Establish a research strategy that mirrors the LSC Group Research Strategy • Engage staff and students in research activities • Establish LSCM as a member of the LSC Research Degrees Committee <p>Implementation update</p> <ul style="list-style-type: none"> • The LSC Group Research policy is included in the Quality Handbook; The LSCM is part of LSC Group Research Degree Committee and contributes to the overall Group research activities. • All students are required to develop their research skills through undertaking final project modules on both undergraduate and master degrees via different pathways (including options for Dissertation, Business Development Project and Integrated Case Studies). Students are also encouraged to co-develop research projects with their tutors at master level and presented their research project at the LSC annual conference in 2020 and 2021; • (Ongoing): All academic staff are expected to contribute to research and scholarship and share and report outputs. As a minimum, research and practice informed teaching must be evidenced. Academic staff are also invited to attend LSC Group Research Seminars to discuss research-informed practice and other research development activities. • (Completed in August 2020): During the pandemic, online research seminars were organized to allow staff and students to continue engaging in research and professional development activities.
<p><i>KR2: The institution should create a stakeholder engagement strategy. At minimum, this should imply structured cooperation with employers (or their representatives) as well as with student associations, on topics including curriculum, employment opportunities and research possibilities.</i></p>	<p>Actions</p> <p>Actively engage with employers in new programme development and design, employment opportunities and research possibilities</p> <p>Implementation update</p> <ul style="list-style-type: none"> • (Ongoing): LSCM uses appropriate consultative committees to inform curriculum development and

	<p>to create internship opportunities. Regular meetings with LSCM staff are conducted to discuss curriculum enhancement and programme and take feedback from practitioners and employers</p> <ul style="list-style-type: none"> • (Completed in June 2019): LSCM has established a network of employers who give advice on the local employment needs and provide short-term internships and careers guidance for the students of LSCM. • (Ongoing) LSCM part time MBA, who are working professionals and senior executives in organizations, have been involved in LSC curriculum design and development and supporting internship projects for undergraduate and full time MBA students. • (Ongoing) LSCM MBA teaching staff are actively engaged in local industry and employer networks. Some teaching staff are entrepreneurs themselves who provide advice to students on creating business start-up or employment opportunities during the programme delivery.
<p><i>KR3: The quality assurance policy could be further enhanced by creating a set of measurable academic objectives, which are publicly reported periodically</i></p>	<p>Action</p> <ul style="list-style-type: none"> • Establish an Enhancement Strategy and Action Plan <p>Implementation update</p> <ul style="list-style-type: none"> • (Completed in July 2019): Enhancement policy with academic metrics and KPI approved by Academic Board in July 2019. • (Completed March 2020): In response to the challenges imposed by the pandemic, LSCM adapted its teaching and learning strategy and implemented technology-based delivery with online zoom support for all students. • (Completed in Nov 2021): LSCM submitted an application to MFHEA to be an online provider and is now licensed as such. The BA programme has been approved for online and blended delivery. • (Ongoing): The MBA programme has been subject to MFHEA periodic review, for delivery face-to-face, online and in blended mode and is under the final stages of review. • (Completed in May 2021) All changes relating to the teaching and learning strategy and to quality assurance processes arising from online and blended delivery were updated in the LSC Academic Regulations and the LSC Quality Handbook in May 2021 and were duly approved by LSC Academic Board for implementation (and reviewed by MFHEA as part of online licensing).
<p><i>KR4: The institution should use the NCFHE audit as an opportunity to embark upon an in-depth strategic review of operations. A future SAR should not only contain a description of the</i></p>	<p>Action</p> <ul style="list-style-type: none"> • Establish an Annual Strategic Review of Operations

<p><i>institution, but an actual assessment of its performance, presenting its strengths, weaknesses and planned improvements across each standard, with the data from this having come from consultations throughout the institution.</i></p>	<p>Implementation Update</p> <ul style="list-style-type: none"> LSC Group’s Annual Review has incorporated the LSCM action plan to further enhance the strategic direction of LSCM as regards academic capacity building.
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STANDARD 2: INSTITUTIONAL PROBITY

JUDGEMENT: LSCM meets Standard 2

<p>Recommendation (as per EQA Report)</p>	<p>Take-up and Implementation of Recommendation</p>
<p><i>KR5a: It is recommended that LSCM adopts measures in its policy making to ensure that principles of equal and impartial treatment of applications for all posts within the company are adhered to. Furthermore, it is recommended that management continues implementing its strategic objective to increase the scope, student numbers and proportion of turnover relating to LSCM own degrees, as this will increase its profitability, reduce the risk of dependence on foreign universities and diversify its offerings to local and foreign students alike.</i></p>	<p>Good practice identified and LSCM was commended for engaging experienced persons of repute for corporate posts and leadership posts and emphasizing on academic and research record in the policy governing the selection of candidates for senior posts.</p> <p>Actions</p> <ul style="list-style-type: none"> Fully embed and review the School’s equal opportunities policy for applications for academic posts and the recruitment of students. Fully promote LSCM as an autonomous institution with its own degree awarding status, including accountancy qualifications as well as BA and MBA programmes. <p>Implementation update</p> <ul style="list-style-type: none"> (Ongoing): The principles of equal and impartial treatment policy is consistently applied and reviewed by Human Resources and Admissions departments. Current LSCM students are from over 40 different countries across both BA and MBA and have enhanced the dynamic multi-cultural learning experience for all students. (Completed in Oct 2019); The Accounting Programmes were approved by NCFHE. (Ongoing): LSCM has been developing and promoting technology-enhanced learning to provide more learning opportunities and flexibility to potential candidates. LSCM has now been approved for online delivery of the BA Business Studies programme in Nov 2021 and the MBA programme is currently under review.

STANDARD 3: DESIGN AND APPROVAL OF PROGRAMMES	
JUDGEMENT: LSCM meets Standard 3.	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
Same as KR2	Same as KR2

STANDARD 4: STUDENT-CENTRED LEARNING, TEACHING AND ASSESSMENT	
JUDGEMENT: LSCM meets Standard 4.	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p><i>KR5: The panel suggests that the institution establishes a student-service charter, which would establish minimum standards for teaching staff to respond to students, but which would also serve to protect staff by establishing what kind of requests would be considered unreasonable. Furthermore, such student-service charter would include a method for monitoring the level of requests catered to by individual members of staff, and adequate compensation thereof.</i></p>	<p>Actions:</p> <ul style="list-style-type: none"> • Continue engaging with students through the LSCM student-centred academic system • Enhance student experiences through active and timely feedback system • Enhance students' employability skills • Fully implement a digital data storage system for student records <p>Implementation update</p> <ul style="list-style-type: none"> • (Completed in September 2019): A digital data storage system was established (also see KR13) • (Ongoing): Set out clear expectations for students during the induction and explain the role of student representatives. • (Ongoing): Organized regular staff student liaison meetings with student representatives and take student feedback. • (Completed in March 2020): In March 2020, LSCM implemented online feedback system for students to send feedback on their learning experiences. • (Completed in May 2020): Since May 2020, multiple communication systems were implemented during the pandemic to ensure students queries and feedback are dealt with in a timely and active manner. Those measures include an online survey, a dedicated email account (<i>all enquiries</i> email) and virtual zoom counters, as well as administrative staff who are able to talk to students directly. • (Ongoing): LSCM works with student representatives to establish a business club which will provide extra-curricular activities e.g. - visits to industry and guest speakers. During the pandemic, face to face visits were not possible. However, students have been engaging with practitioners online via lecturers during the programme delivery to enhance students' employability skills.

<p><i>KR6: As part of the student engagement strategy detailed in KR2, the institution should try and encourage the establishment of student societies/associations, and/or linkages with already existing student associations in Malta in the business field.</i></p>	<p>Action:</p> <ul style="list-style-type: none"> • Work with student representatives to establish a business club which will provide extra-curricular activities e.g. - visits to industry and guest speakers.
	<p>Implementation update</p> <ul style="list-style-type: none"> • (Completed in June 2019): Network of employers was established through current lecturers and tutors who are involved in business consultancy and projects in Malta in the business field. Students are encouraged to initiate and organize various events / activities and engage with practitioners. Due to Covid-19, students there has been limited opportunity to arrange industry visits, however students have benefited from the networks in terms of accessing live projects and advice on setting up start-up firms. • (Ongoing): LSCM continues to monitor and students' engagement activities and engage with local industries and support students-led learning initiatives.
<p><i>KR7: The institution shall store all digital student records in Malta</i></p>	<p>Action</p> <ul style="list-style-type: none"> • LSCM to fully implement a digital data storage system for student records
	<p>Implementation update</p> <ul style="list-style-type: none"> • (Completed in November 2019): The LSC student record system (LSC database) was successfully migrated from servers in London on to the Cloud in 2019, with the completion of Malta records on 11 November 2019, providing improved baseline infrastructure in terms of security and accessibility. This fully functioning electronic data storage system is for the student record in its entirety.

<p>STANDARD 5: STUDENT ADMISSION, PROGRESSION, RECOGNITION AND CERTIFICATION</p>	
<p>JUDGEMENT: LSCM meets Standard 5.</p>	
<p>Recommendation (as per EQA Report)</p>	<p>Take-up and Implementation of Recommendation</p>
<p>No recommendations made</p>	<p>Good practice identified in this standard and LSCM was commended in terms of thorough admission processes including two interviews to ensure the quality of candidates and the courses provided meet with students' aspirations. LSCM has continued its current practice.</p>

	<ul style="list-style-type: none"> • As part of the online development, LSCM has also enhanced its RPL policy in line with MFEHA guidance to widening the learning opportunities for potential candidates. • The LSCM RPL policy has been submitted to MFHEA and is now under final review.
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STANDARD 6: TEACHING STAFF	
JUDGEMENT: LSCM meets Standard 6	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<i>See KR 1: Also applies under this standard.</i>	
<i>KR8: LSCM should formalise its procedures for monitoring and evaluating the CPD of all staff, for activities in and outside the institution.</i>	<p>Good practice was identified in this standard and LSCM was commended by the panel for having a high degree of collegiality amongst academic staff through regular local staff meetings, engaging local staff with internal faculties and sharing best teaching and learning practices. Whilst LSCM continues with its good practice, the following actions have been implemented:</p> <p>Action</p> <ul style="list-style-type: none"> • LSCM to review and reinforce the established formal procedures for evaluating and developing academic staff through students' feedback, external examiners report, regular assessment and progression meetings, staff teaching observation and encourage teaching professional to develop their skills via CPD. The staff development policy is included in the LSC Quality Handbook.

	<p>Implementation update</p> <ul style="list-style-type: none"> • (Completed in June 2019): Since June 2019, The teaching staff evaluation system was implemented and LSC Group conduct an annual review of teaching and learning activities of all academic staff in August each year and conduct internal staff development regularly to share best practice and enhance teaching quality. • (Ongoing): August each year, LSC Group conducts an annual review of teaching and learning activities of all academic staff • (Ongoing): Continuous Professional Development Sessions are conducted regularly for internal staff to enhance teaching quality. Some examples of the CPD trainings are: <ul style="list-style-type: none"> -18th May 2019 - <i>Materials development and bridging the gap between theory and practice – delivered by John Hughes</i> -28th March 2020 - <i>21st Century Teaching – transferring skills to a digital Environment – delivered by Kevin Spiteri</i> -18th September 2020 – <i>Industrial Relations – delivered by Dr. Roselyn Borg</i> -12th April 2021 – 14th April 2021 – <i>Academic Management Training – delivered by Louis Grech</i> -14th September 2021: <i>Health Services and Student Wellbeing – Delivered by Dr. Glorianne Pullicino, Dr Tania Cardona and Andrew Barberi</i> • (Completed in Nov 2021): LSCM staff participated in MFHEA training for online providers which is very helpful to develop the knowledge and skills for staff to implement online learning.
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STANDARD 7: LEARNING RESOURCES AND STUDENT SUPPORT	
JUDGEMENT: LSCM meets Standard 7	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p><i>KR10: The institution shall establish a facilities plan that quantifies the amount of group-work expected by students as part of their course-work, and allocates appropriate spaces for these activities.</i></p>	<p>Good practice was identified in this standard and LSCM’s campus was commended as being in a well-appointed, light, modern and central campus in Floriana. To continue supporting students and ensure their high-quality learning experiences, LSCM has taken the following actions following the recommendations from the Panel.</p> <p>Action</p> <ul style="list-style-type: none"> • Review learning and teaching resource requirements for undergraduate and postgraduate programmes and establish a timetable for facilities usage.

	<p>Implementation update</p> <ul style="list-style-type: none"> • (Ongoing activities): Campus timetable approved and reviewed by Campus Director and approved by the Director of Finance and the Provost and Global Academic Director before it is released for new academic year. • (Ongoing) Campus space is under regular review by Campus Director and Chief Operating Officer to ensure appropriate space available in line with the development of school.
<p><i>KR11: The institution should consider increasing space for social interaction.</i></p>	<p>Action:</p> <ul style="list-style-type: none"> • Investigate the possibility of taking additional space within the building which could be used by students for social interaction. <p>Implementation update</p> <ul style="list-style-type: none"> • (Completed in September 2019): Review of premises and facilities was conducted in 2019. The action has been impacted by Covid-19 in 2020. LSCM continues to monitor the campus space to support students learning experiences. • (Ongoing): During the pandemic, students were able to engage online through virtual Zoom breakout rooms. LSCM encourage students-led social activities which can be conducted online to support their learning experiences.
<p><i>KR12: The institution shall establish an institutional archive that contains records of student research projects and outputs of staff.</i></p>	<p>Action:</p> <ul style="list-style-type: none"> • Develop a digital archive in conjunction with the rest of the LSC group. <p>Implementation update</p> <ul style="list-style-type: none"> • (Completed in September 2019): Hard copies are available in the library and a GDPR-friendly list of dissertations and business projects are made available on the LSCM Portal; • (Ongoing): LSCM has faced challenges in implementing the archive using non-published materials due to GDPR regulations, however LSCM encourages students to publish their dissertation / business projects online via (e.g. academia.com) and, when students elect to do so, these projects form the beginning of a publicly available digital archive, free from GDPR constraints.

<p><i>R13: Since certain relevant learning materials, in particular, Maltese case studies, are only available from Maltese libraries, we recommend the school investigates the possibility of national inter-library loans.</i></p>	<p>Action</p> <ul style="list-style-type: none"> LSCM undertook review of its provision of learning materials, including investigating demand for specific Mala case studies following the panel's recommendations in 2019.
	<p>Implementation update</p> <ul style="list-style-type: none"> (Completed in September 2019): LSCM had feedback from the teaching staff that they use regularly live case studies based on their own business or consultancy project based in Malta to contextualize the business theories and link with local practice. Students are also encouraged to conduct independent research from other available sources including local libraries. (Ongoing): LSCM continues to monitor, investigate and evaluate the demand from students who need access to subject specific learning materials and digital alternatives from student feedback as part of programme development. (Completed in August 2020): In August 2020, LSCM undertook a full review of its online learning resources and library provision to ensure students are able to access updated learning materials online to support their studies. Currently all students at LSCM can access the LSC online resources which include EBSCO Business Source Premier which allow students to access 1200 active full -text journals and magazines, 700 active full text peer reviewed journals and 300 active full text peer-reviewed journals with no embargo and nearly 600 active full-text journals indexed in Web of Science or Scopus. EBSCO Business Source Premier is available via the Student Portal both on and off campus. Students can log into the Student Portal with their username and password to gain access to the resources.

STANDARD 8: INFORMATION MANAGEMENT	
JUDGEMENT: LSCM meets Standard 8.	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p><i>KR12: Implement SSL on all internet-connected pages</i></p>	<p>Action</p> <ul style="list-style-type: none"> LSCM to Implement a secure IT Platform by September 2019 following the panel's recommendation
	<p>Implementation update</p> <ul style="list-style-type: none"> (Completed in September 2019): The action was completed in September 2019 – current system is under review.

<p><i>KR13: The institution should establish more structured means of tracing its graduates, possibly linked to its alumni network. Such information should be integrated into course information.</i></p>	<p>Action</p> <ul style="list-style-type: none"> LSCM to work with Alumni Group to collect first destination data
	<p>Implementation update</p> <ul style="list-style-type: none"> (Completed in September 2019) LSCM has been tracking its graduates via email and social media. Following some preliminary work undertaken during 2019, an alumni data base was established in September 2019 with over 2000 students' profiles and graduate destination. The alumni profile was included in the LSC Corporate brochure as well as course induction as part of the introduction to new students and potential candidates. Permission is requested in accordance with GDPR requirements for use of alumni data. (Ongoing): The database is being maintained and further developed as more students graduate from LSCM.

<p>STANDARD 9: PUBLIC INFORMATION</p>	
<p>JUDGEMENT: LSCM is required to improve Standard 9</p>	
<p>Recommendation (as per EQA Report)</p>	<p>Take-up and Implementation of Recommendation</p>
<p><i>KR14: LSCM shall ensure that all information mentioned above should be easily visible for the student under each course. In particular, each course must include a description of:</i></p> <p><i>Courses selection criteria for admission</i></p> <ul style="list-style-type: none"> <i>Further learning opportunities available for students</i> <i>Intended learning outcomes</i> <i>Indicative learning and assessment procedures</i> 	<p>Following the panel's recommendations LSC took immediate actions and updated LSCM website to comply with the requirements set out by NCFHE.</p>

<ul style="list-style-type: none"> • <i>Qualifications available (including level and learning credits)</i> • <i>Details of student progression and achievement</i> 	<p>Implementation update</p> <ul style="list-style-type: none"> • (Completed September 2018) : Following the audit meeting in 2018, LSCM reviewed the structure and content of its website. The information provided on the website was updated and revised, with information for all courses. Once the School analyses the data from first destination surveys, details of the employment and further study our graduates have undertaken will be included. See: https://www.lscmalta.edu.mt/ <p>The task was completed in September 2018 and the website is continually reviewed and updated for accuracy.</p>
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STANDARD 10: ON-GOING MONITORING AND PERIODIC REVIEW OF PROGRAMMES	
JUDGEMENT: LSCM meets Standard 10.	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p><i>KR15: Provide a 'changelog' on programme materials, indicating what has been changed since the last version.</i></p>	<p>Actions:</p> <ul style="list-style-type: none"> • Fully establish the annual review process for all LSC campuses. • Log any changes to the curriculum review, programme development and approval through the Curriculum Development Committee and management committee <p>Implementation update</p> <ul style="list-style-type: none"> • LSC Group/LSCM has established a robust academic management structure which includes LSC Academic Board and its subcommittees, including input from the Exam Department, Programme Management Committees, Student Staff Liaison Committees, the Programme Design, Development and Approvals Committee and the Research and Development Committee. These panels and committees take responsibility for all matters relating to the quality of the student experience and the maintenance of standards, including: curriculum development; teaching learning and assessment; student welfare and disciplinary matters, which are implemented in line with LSC Group Quality System and Academic Policy Processes.

	<ul style="list-style-type: none"> • (Ongoing): Annual Programme Review is being implemented each year to ensure any proposed changes / amendment of curricula, assessments and programs are fully recorded by all academic management committees in meeting minutes in 2019 and 2020. The practice is being implemented for the current academic year.
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STANDARD 11: Cyclical External Quality Assurance	
JUDGEMENT: LSCM surpasses Standard 11.	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
No recommendations	LSCM surpassed Standard 11, therefore no actions were required.