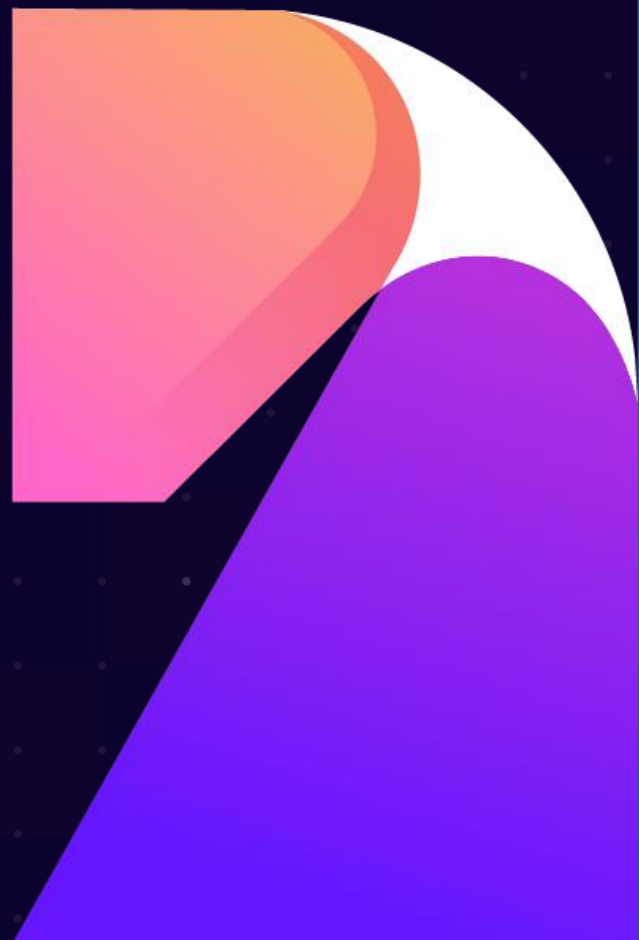


Response by Provider

Central Mediterranean Business School
26/04/23





Response to Key recommendations and Recommendations made by the Peer Review Panel

Legend	<p>Complete: This is an action which has been implemented by CMBS as per recommendation.</p> <p>Ongoing: CMBS considers this action as ongoing and not to be a finite process. In cases where an action was meant to be addressed, CMBS has taken action.</p> <p>No action necessary: This action is considered as complete simply because CMBS already implemented this action prior to the audit. Evidence of the action was provided to the committee prior to the audit.</p>
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Action plan		
Recommendations	Actions to be taken to address the recommendations	Date for completion
Standard 1:		
<p>KR1.1: The Academy should ensure better delineations of roles and responsibilities for the management Board and the IQAC, within one (1) year of the publication of this report.</p>	<p>Roles and responsibilities of the CMBS management board and committees are now clearly defined within all documentation delineating the person responsible for each function</p> <p>Annex 1: Roles and Responsibilities Annex 2: CMBS Organigram Annex 3: Organigram-CMBS Boards/Committee's</p>	Complete
<p>KR1.2: The Academy should ensure that strategic objectives are communicated clearly across all members of the institution, within one (1) year of the publication of this report.</p>	<p>CMBS communication has various levels that are cascaded down to all members of staff.</p> <ul style="list-style-type: none"> • All managers attend an annual strategy meeting • All staff members attend as a minimum one 'Communications Day' and key strategic objectives are presented by senior management. • Strategic Objectives are also cascaded down in our KPIs <p>Annex 4: Strategy Day Agenda Further evidence can be provided upon request</p>	Complete
<p>KR1.3: The Academy should involve all stakeholders in the review of the IQA of the institution including the, academic staff and students in order to contribute to quality assurance processes, procedures</p>	<p>CMBS has always been committed to involving all stakeholders in the review of the IQA of the institution. We work with academic staff and students to ensure that the institution maintains a robust, effective, and sustainable quality assurance system. To this end, we took on board this recommendation and improved our process. A student representative</p>	Complete



<p>and monitoring, so as to ensure that the institution maintains a robust, effective and sustainable quality assurance system, within one (1) year of the publication of this report.</p>	<p>is now being elected from each cohort and they are now involved in the IQA review.</p> <p>Similarly, we have Chairs from our faculty representing the Curriculum Board which are actively involved in this regard.</p> <p>We commit to actively communicating with all stakeholders throughout the process, and to regularly assessing our progress.</p> <p>Annex 1: Roles and Responsibilities Annex 2: CMBS Organigram Annex 3: Organigram-CMBS Boards/Committee's Annex 5: Student Handbook</p>	
<p>KR1.4: The Academy should ensure that it's commitment towards quality assurance is publicly available and supported by a summary of the operations, management and key QA policies and procedures, within one (1) year of the publication of this report.</p>	<p>CMBS took on board this recommendation during the audit and a summary of P&Ps were published on our site during the audit prior to the publication of the report. See CMBS P&P's - Website</p>	<p>Complete</p>
<p>Standard 2:</p>		
<p>CMBS Meets Standard</p>	<p>N/A</p>	<p>N/A</p>
<p>Standard 3:</p>		
<p>KR3.1: The Academy should formalise the terms of reference, inclusive of student representation, of the curriculum/operational board within three (3) months of publication of this report. Student representation and contribution should be clearly documented.</p>	<p>Terms of reference are available for both the Curriculum Board and Student Representatives.</p> <p>Annex 1: Roles and Responsibilities Annex 3: Organigram-CMBS Boards/Committee's Annex 5: Student Handbook</p>	<p>Complete</p>
<p>KR3.2: The Academy should involve students' and academic staff in the overall process of design and approval of programmes, within six (6) months of the publication of this report. Here again both</p>	<p>CMBS is committed to involving students and academic staff in the overall process of design and approval of programmes.</p> <p>Refer to evidence provided during the audit. Meetings with Stakeholders</p>	<p>Ongoing</p>



<p>academic and students' overall contribution should be clearly documented.</p>	<p>We created a framework that allows for meaningful collaboration between students and academics in the programme design and approval process. Student and Faculty representation on the Curriculum Board and the Quality, Assessment, Examination and Ethics Board-QAEEC)</p> <p>We also ensure that the contribution of both students and academic staff is clearly documented.</p> <p>Annex 1: Roles and Responsibilities Annex 3: Organigram-CMBS Boards/Committee's Annex 5: Student Handbook (page 13)</p>	
<p>Standard 4:</p>		
<p>KR4.1: The Academy should ensure that oral examinations also have two assessors within three (3) months of publication of this report.</p>	<p>CMBS will ensure that there are all oral examinations have as a minimum 2 assessors.</p>	<p>Complete</p>
<p>KR4.2: The Academy should ensure that timing of feedback on assessments provided to students (inclusive corrections due to the IV and EV), is significantly and consistently enhanced within three (3) months of publication of this report.</p>	<p>CMBS has a pledge of a 1-month turnaround however these are often corrected within two weeks from submission. Information is included in the student manual.</p> <p>Annex 5: Student Handbook (page 21)</p>	<p>Complete</p>
<p>Standard 5:</p>		
<p>KR5.1: More readily available information on the programmes and on the application procedure of the institution should be made available online. Such information should include information on how to apply for programmes, within three (3) months of publication of this report.</p>	<p>Information published by CMBS is in line with MFHEA instructions. Additional information about applying has been UX tested and updated accordingly. Information on CMBS's application procedure can be found on each course page on our website eg. https://cmbs.edu.mt/course/foundation-degree-in-hr-management-mqf-level-5/</p>	<p>Complete</p>
<p>KR5.2: The Application/Registration form should include a section for the students to indicate any learning difficulties, within one (1) month of the publication of this report.</p>	<p>Section on learning disabilities has been included following audit</p> <p>Annex 6: Application Form</p>	<p>Complete</p>



<p>KR5.3: The online application should ask prospective students to list and upload previous certifications/qualifications achieved as per programme entry requirements, within one (1) month of the publication of this report.</p>	<p>Students were and are asked to list certifications/qualifications achieved on the booking form and asked to send copies by email prior to the audit. This will be automated in the online booking form.</p> <p>Annex 6: Application Form</p>	<p>No action necessary.</p>
<p>R5.4: In view of the strategic objective to increase the number of home-grown higher education programmes, the Academy should ensure that these qualifications are also accompanied by a Diploma supplement upon successful completion of the programme.</p>	<p>Diploma supplements are now provided to all graduates.</p>	<p>Complete</p>
<p>Standard 6: <i>RE KR6.2 CMBS is unsure why such recommendations were submitted by the audit committee. Evidence was submitted to the audit committee prior to the audit.</i></p>		
<p>KR6.1: Emphasis on 'lecturer in-class observation' should be made with students in advance of/at the beginning of the session in question, to ensure that the students are fully aware of the process. This should be done from the first 'in-class' observations due after the publication of this report.</p>	<p>P&P updated and implemented accordingly. Students are also informed about the possibility of ad hoc tutor observations and provide their authorisation on the booking form.</p> <p>Annex 6: Application Form</p>	<p>Complete</p>
<p>KR6.2: The academy should consolidate the tutor integrated appraisal system in order to determine objective training needs analysis for each tutor with suggested CPD targets/enhanced train the trainers programme (as applicable) within one (1) year of publication of this report.</p>	<p>As part of our internal quality process, tutor appraisal training needs and CPD are already accounted for. refer to report (section on standard 6).</p> <p>Evidence of which was provided during the audit: MFHEA Audit Evidence Folder-Tutors Annual Review-Observations Tutors TNA Tutors CPD and Training Plan</p>	<p>No action necessary.</p>



Standard 7:		
<p><i>CMBS is unsure of why such recommendations were submitted by the audit committee. Evidence showing that such practices are in place for all the actions recommended in section 7 were submitted to the audit committee prior to the audit.</i></p>		
<p>KR7.2: The Academy should further develop its support mechanisms to provide additional support for vulnerable groups and students with learning difficulties, within six (6) months of the publication of this report.</p>	<p>The student support mechanisms are effectively in place. Please refer to report (section on standard 7)</p> <p>Annex 5: Student Handbook</p>	<p>No action necessary.</p>
<p>R7.3: The Academy may wish to provide additional support to students who are undertaking the DCU MQF Level 7 qualification, to help them follow through with their assignments and the dissertation.</p>	<p>The student support mechanisms are effectively in place Please refer to report (section on standard 7)</p> <p>Annex 5: Student Handbook Annex 7: Dissertation Guidelines</p>	<p>No action necessary.</p>
<p>R7.4: The Academy may wish to consider opening a direct line of communication between the students and the tutors, where the students can get in touch directly with their tutors should they have any queries or difficulties regarding the course material.</p>	<p>An open line of communication between students and tutors is effectively in place Please refer to report (section on standard 7).</p> <p>Tutors and students are provided with a CMBS address. Students can find the tutors email address on the unit syllabus overview which is uploaded on the student online learning platform.</p> <p>Annex 5: Student Handbook (page 11)</p>	<p>No action necessary.</p>
Standard 8:		
<p>R 8.1: The Academy may wish to consider making the report generated from Power BI available to the IQAC and formalising the process, to better inform management when making decisions relating to the internal QA policies and procedures of the Academy.</p>	<p>Reports generated are already made available and presented to the IQAC, to the Management Team and to the CMBS Board. Any actions taken are logged accordingly. Evidence log provided during audit: QA Feedback Actions Log</p>	<p>No action necessary.</p>
<p>R 8.2: The Academy may wish to update its processes and procedures to be able to gather and analyse data relating to vulnerable groups.</p>	<p>This is being captured and information provided in MFHEA and NSO questionnaires.</p> <p>Evidence can be provided upon request.</p>	<p>Complete</p>



Standard 9:		
KR 9.1: The Academy should ensure that the pass rates are made publicly available within one (1) month of the publication of this report.	CMBS now publishes student pass rates as per recommendation.	Complete
Standard 10:		
KR 10.1: A formal self-evaluation procedure that assesses the QA system of the institution is to be set up. This procedure should involve the systematic feedback from students, alumni, and external stakeholders, within one (1) year of the publication of this report.	<p>Systematic feedback is received from:</p> <p>Students: Via end of module, end of programme questionnaires, progress meetings or through the student rep attendance on CMBS QAEEC committee and Curriculum Board.</p> <p>External Stakeholders: Through B2B meetings, collaborations and via our Business Leaders Conference. Local and International audits.</p> <p>Alumni: Several members of our alumni now form part of our faculty.</p> <p>Self-evaluation is also reviewed via tracer studies and general public surveys. Evidence can be provided upon request.</p> <p>Any feedback taken onboard is communicated to the student/external stakeholder/alumni. Actions are logged in the QA, feedback actions logged.</p> <p>Self-evaluation is a continuous cycle as CMBS firmly believes in a robust quality assurance system.</p>	Complete
KR10. 2: A formal programme review procedure which leads to programme re-accreditation should be set up, within one (1) year of the publication of this report.	<p>A formal programme review procedure is effectively in place. Refer Annex 9.</p> <p>Annex 9: Design and Delivery Monitoring and Periodic Review of Programmes</p>	No action necessary.



Response to Mandatory recommendations made by the Peer Review Panel

Mandatory recommendations	Actions to be taken to address the recommendation	Date for completion
<p>MR 7.1: The Academy shall further develop the existing library resources that are available for home-grown students, both physical and online, to ensure that the library resources are fit for purpose for the learning needs of the students who are reading for a MQF Level 7 qualification, within one (1) year of the publication of this report.</p>	<p>At the time of the audit, CMBS offered one homegrown Level 7 qualification, Award in Advanced Employment Law which is specifically related to Maltese Law.</p> <p>The other Level 7 qualification we offered at the time of audit was an MSc in Leadership & Organisational Behaviour awarded by DCU. Students had full access to a wealth of resources in the Dublin City University Online Library. Refer to links listed on the student manual attached as evidence.</p> <p>CMBS has a subscription with EBSCO, an online library for all our students with access to thousands of books and publications. Access to other online libraries is under consideration. CMBS is currently setting its own onsite library.</p> <p>Annex 8: CMBS Library and EBESCO Library Resources</p>	<p>EBSCO Online library – Complete</p> <p>Physical Library by January 2024</p>



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