

Global College Malta (GCM) – Follow-up Report

| STANDARD 1: STANDARDS FOR INTERNAL QUALITY ASSURANCE | | |
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| JUDGEMENT: Still Work in progress | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| MR1 GCM shall incorporate external stakeholders within the Quality Committee, within 24 weeks from the date of report publication. | The CEO is canvassing membership of an external advisory group which it is envisaged will meet for the first time in July 2023. Following discussion, it was not considered appropriate to have external stakeholders on the Academic Board since it was considered that this would constrain discussion and openness and, accordingly, serve to undermine the Board’s effectiveness. | There is no Quality Committee established at GCM, its function to some extent is being executed by the Academic Board of which external stakeholders are not members. Judgement: Action not addressed |
| MR2 GCM shall ensure regular activities of the QA Committee, within 12 weeks from the date of report publication. | The College is implementing a quarterly cycle of Academic Board meetings. | There is no Quality Assurance Committee. QA issues are mainly dealt with at Academic Board meetings. Judgement: Still Work in progress |
| KR1 GCM should describe the procedures for setting up the internal committees and composition of committees, within 12 weeks from the date of report publication. | The following College documents have been revised: Quality and Standards Assurance Strategy document; organisational structure diagram; and committee structure diagram. In addition, the terms of reference for the College Academic Board have been amended and some textual changes | Revision of the documents was done to some extent. Quality Assurance Committee has not been established yet. Its function is currently being undertaken by the Academic Board (with teaching staff and student representatives involved) which deals with quality issues related to teaching. Judgement: Still Work in progress |

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| | <p>have also been made to Sections 2 and 4 of the College's Quality Assurance Manual.</p> | |
| <p>KR2 GCM should develop a comprehensive policy for quality assurance that pulls together all documents related to quality, within 12 weeks from the date of report publication. This document should establish what the College's policy is in relation to quality assurance and its strategy to achieve this.</p> | <p>In addition to the Quality and Standards Assurance Strategy document, the MFHEA and its assessors were provided with copies of the College's Quality Assurance Manual and the various appendices relating to the Manual. It was not clear from the audit itself and subsequent interactions with the MFHEA whether the assessors and the MFHEA had read in detail this documentation. The College contended to the MFHEA that the Quality and Standards Assurance Strategy document together with the underpinning Quality Assurance Manual provided a clear and comprehensive policy and operational framework for quality and standards assurance at the College. The College never received a formal response from the MFHEA to its queries in this regard. However, informal feedback from MFHEA's officials indicated that they concurred with the College's position. Some slight textual changes have been made to the Quality and Standards Assurance Strategy document and the Quality Assurance Manual and the College remains of the view that extant documentation</p> | <p>As concerns documents related to quality assurance, they are in place and can be viewed as a basis for comprehensive policy for quality assurance. The absence of a Quality Assurance Committee weakens the practice of quality assurance and implementation of the quality assurance policy.</p> <p>Judgement: Still Work in progress</p> |

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| | addresses the recommendation made by the MFHEA. | |
| KR3 GCM should refer to the relationship between research and learning and teaching in the College's internal documents, within 24 weeks from the date of report publication. | The text of the College's Learning and Teaching Strategy has been amended to make more explicit the relationship between teaching activities and research and scholarship/advanced scholarship. | While the text has been amended, and some supportive actions were taken, research still remains underdeveloped at GCM. This weakens the link between learning and teaching on the one hand, and research on the other. Judgement: Still Work in progress |

| STANDARD 2: INSTITUTIONAL PROBITY | | |
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| JUDGEMENT: Still Work in progress | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| KR4 The Board of Directors of The Global College Malta Limited, should prepare regular and comprehensive financial budgets and set achievable targets for it, against which to monitor actual performance and especially at times of uncertainty. This measure is to be implemented within 24 weeks from the date of report publication. | This is being actioned by the CEO, COO and Head of Finance working with support from colleagues at Study World, Dubai. | A Financial Plan covering the period 2024-2027 was submitted. This included high level financial projections of all the main revenue and expenditure lines. The Head of Finance explained the rationale behind these growth forecasts. The main driver is the increase in number of students. Some new initiatives/revenue streams are envisaged from 2026 going forward. This fits in with the strategic direction of Global College Malta. The financial plan will be revised on a periodical basis against actual results. Judgement: Action Completed |

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| <p>KR5 Following discussions with auditors, the Director should display the amount owed to Study World as a long-term, rather than current, liability. This measure is to be implemented within 1 year from the date of report publication.</p> | <p>This is being actioned by the CEO, COO and Head of Finance working with support from colleagues at Study World, Dubai.</p> | <p>From the appointed Accountant's report, the amount of related party loans has been specified. It needs to be ascertained if these, or part thereof, are from Study World. There are also certain financial issues that need to be addressed / clarified. As the accounts presented for 2021 and 2022 are unaudited, all balances and amounts still need to be independently verified.</p> <p>Judgement: Progress made but independent verification still required</p> |
| <p>R1 GCM may consider making the Academic Dean's role and profile public in an effort to expose its standards and to inform prospective students of the College's academic credentials and responsibilities.</p> | <p>This has been actioned by the College (see: https://gcmalta.com/message-from-academic-dean/ and also https://gcmalta.com/faculties/)</p> | <p>It has been verified that the Academic Dean's role and profile are available on the public website. These can be viewed via the links provided or an internet search.</p> <p>Judgement: Action Completed</p> |

| STANDARD 3: DESIGN AND APPROVAL OF PROGRAMMES | | |
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| JUDGEMENT: N/A | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| <p>MR3 GCM shall make public the lecturing portfolio and contact details of its academic personnel, detailing their role within the College, within 12 weeks from the date of report publication.</p> | <p>This has been completed. Information is available on the College's web site at: https://gcmalta.com/faculty/.</p> | <p>This information is available on the website of the GCM.</p> <p>Judgement: Action Completed</p> |

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| <p>MR4 GCM shall introduce a formal procedure for the design and approval of programmes that includes contributions from lecturing staff and students beyond informal consultations with the Dean of Studies, within 12 weeks from the date of report publication.</p> | <p>Procedures were already in place at the time of the audit visit and set out in the College's Quality Assurance Manual.</p> | <p>The Quality Assurance Manual of GCM contains the required information about formal procedures for the design and approval of programmes, including involvement of the lecturing staff and students. Their involvement was partly confirmed during the interviews.</p> <p>Judgement: Significant progress made</p> |
| <p>MR5 GCM shall ensure involvement of external stakeholders in the design and approval of programmes, within 24 weeks from the date of report publication.</p> | <p>Section 2 of the College's published Quality and Standards Assurance Manual already incorporates the facility for such external involvement (see: https://gcmalta.com/wp-content/uploads/2022/07/CH-GCM-the-external-advisory-group).</p> | <p>The link provided does not work. External stakeholders confirmed their involvement in the design of some programmes, not in their approval.</p> <p>Judgement: Still Work in progress</p> |

| STANDARD 4: STUDENT-CENTRED LEARNING, TEACHING AND ASSESSMENT | | |
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| JUDGEMENT: Still Work in progress | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Take-up and Implementation of Recommendation |
| <p>KR6 GCM should structure language improvement sessions for students who lack sound written language skills, within 12 weeks from the date of report publication.</p> | <p>The College has MFHEA approved English Language modules available at MQF Level 4 and MQF Level 6. As the individuals who are often closest to the student, the College's teaching team have been asked to identify any students who it is considered may be struggling with communication in English, either written or oral or both. Teaching staff are then referring these</p> | <p>This is complete, and it was proven during the interviews with relevant respondents.</p> <p>Judgement: Action Completed</p> |

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| | <p>individuals to the College's Academic Team either following discussion with the student or directly. The College's Academic Team then meets with the individual and counsels them as appropriate. Where it is considered appropriate, students are placed on the relevant supplementary English Language module. In addition to this procedural pathway, the College Academic Team monitors assessment profiles to identify if students may be struggling and to identify whether an intervention is appropriate. In addition, at the commencement of each module students are being reminded that English Language support is available should they feel that they would benefit from further support.</p> | |
| <p>KR7 GCM should invest in the infrastructure necessary to develop digital assessment for all homegrown courses, within 40 weeks from the date of report publication.</p> | <p>The College has no immediate intentions to apply for an online delivery licence. The College has examined the 97 criteria that the MFHEA require a provider to satisfy before being granted an online licence and the College's CEO and COO have been advised which criteria the College is able to meet now and those which will require further attention if a successful application is to be made. The College's Management Team have discussed those matters which will require further attention and the CEO</p> | <p>GCM is currently not offering online courses but this is being considered for the future.</p> <p>Judgement: Still Work in progress</p> |

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| | <p>and COO are reflecting on when and how these matters might best be addressed, having regard to other current live projects in the College.</p> | |
| <p>KR8 GCM should formalise the student-liaison events and the personal tutor system, within 12 weeks from the date of report publication.</p> | <p>The College's teaching team have always made themselves available for students outside of the classroom space and have indicated that they are willing to continue doing so. This is made clear to students both at induction and at the commencement of each module. Much of this support is provided gratis by the teaching team. The College does not at present operate a formalised personal tutor system: to do so would require additional time commitment from the teaching team many of whom are unable to provide that time. Additionally, previous management was unable to support the additional costs that implementing such a system would entail.</p> <p>The College Academic Team has recruited students who are happy to act as representatives. The College has recruited sufficient representatives to cover all MQF levels with an appropriate gender mix and home/international student mix.</p> | <p>This was proven during the interviews that students appreciate availability of the teaching and other staff for the students outside the classroom space. Student liaison is done at several levels at the GCM (teacher, programme coordinator, success manager). The system is not strongly formalised or structured, but it is in place having informal features. Considering the current small size of the institution, such an arrangement seems to be acceptable. This may not be the case if the institution significantly grows in the future.</p> <p>Judgement: Action Completed</p> |

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| <p>KR9 GCM should improve and structure the verification process through the engagement of professionals in the field, within 8 weeks from the date of report publication.</p> | <p>The College already makes use of professionals and academics in the relevant discipline field as part of its programme approval activities. In addition, a stakeholder liaison group has been established. The College has had several review visits from a Business and Management academic from a British university to quality and standards assurance systems and assessment practices.</p> | <p>A Stakeholder Group has been established and discussions held. External reviews were conducted, as the panel verified.</p> <p>Judgement: Action Completed</p> |
| <p>KR10 GCM should structure the student mark alert system for timely notification of results, within 8 weeks from the date of report publication.</p> | <p>The College already has an effective system for providing assessment marks and feedback to students in a timely fashion. The College has queried this recommendation with the MFHEA but not had a response. Students are already clearly advised when marks will be posted on the College system and such notification of results is undertaken in a timely manner. No student complaints have been received on this matter. The College Academic Team, together with the teaching team, has revisited its existing arrangements to see whether arrangements could be improved. Whilst some small changes have been implemented the College maintains the view that student assessment and feedback processes are effective and timely.</p> | <p>The GCM has taken relevant steps to meet this recommendation. At the moment, the GCM has the tracker of different data of marking. This way, the GCM structures student mark alert system for timely notification of results.</p> <p>Judgement: Action Completed</p> |

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| <p>KR11 GCM should structure student engagement in the Academic Board meetings to encourage more consistent participation, within 8 weeks from the date of report publication.</p> | <p>The College Academic Team has recruited students who are willing to act as representatives. The College has recruited sufficient representatives to cover all MQF levels with an appropriate gender mix and home/international student mix.</p> | <p>Student representatives are engaged in the Academic Board meetings. They also participate in other staff sessions.</p> <p>Judgement: Action Completed</p> |
| <p>R2 GCM should consider the engagement of an external examiner for all matters related to homegrown courses.</p> | <p>An external examiner from the field of Business and Management undertook a visit to the College in Summer 2023 and a report was prepared. This report has enabled the College to develop and enhance its assessment practices.</p> | <p>An external examiner for the indicated course visited GCM, the report was provided, and the panel interviewed the external examiner (online session) by whom the action was confirmed.</p> <p>Judgement: Action Completed</p> |

| STANDARD 5: STUDENT ADMISSION, PROGRESSION, RECOGNITION AND CERTIFICATION | | |
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| JUDGEMENT: Significant progress made | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| <p>KR12 GCM should ensure that all the information collected from admission up to completion is centrally stored so that the registrar section and other departments, including senior management, can manage or monitor student information and progression accordingly throughout the student's lifecycle. This should be in place</p> | <p>The College already has systems in place to record and interpret student lifecycle information. The College has undertaken a discovery exercise to delineate the likely system needs of the Academic Team, Recruitment Team and Finance Team. Following a number of internal meetings a project brief has been prepared and approved. A SMIS has been procured</p> | <p>The institution is currently developing the GCM MIS system. The Admissions function was operational at the time of the visit with the remaining sections scheduled to come online later in the year. The panel considered that the focus in the period since the previous visit has been on building the technical MIS more than how this data will be used by staff, in particular teaching staff. However, the institution provided evidence, in the absence of central storage through the MIS, where Academic Coordinators are using attendance and assessment information to stage student interventions and support student progression and the panel</p> |

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| <p>within 24 weeks from the date of report publication.</p> | <p>and will be implemented in Spring/Summer 2024. The project has taken slightly longer than anticipated because the College wished to integrate all aspects of its operations in the new SMIS (i.e. a 'cradle to grave' approach) and finding a software developer able to do this has not proved straightforward. The College is confident that the chosen solution will be effective.</p> | <p>considered sufficient progress had been made by the time of the visit.</p> <p>Judgement: Significant progress made</p> |
| <p>KR13 GCM should ensure that proper monitoring mechanisms are in place to be able to monitor, analyse and take actions based upon student's performance and progression throughout the course. This should be in place within 40 weeks from the date of report publication.</p> | <p>The College already carefully monitors each students' academic journey and has systems in place to record and interpret such information. At the time of the audit the College recognised that these arrangements could be improved. As noted above, the College already has systems in place to record and interpret student lifecycle information. The College has undertaken a discovery exercise to delineate the likely system needs of the Academic Team, Recruitment Team and Finance Team. Following a number of internal meetings a project brief has been prepared and approved. A SMIS has been procured and will be implemented in Spring/Summer 2024. The project has taken slightly longer than</p> | <p>The panel considered that while the full MIS system is not yet operational, progress has been made and there are sufficient central arrangements for supporting progression through the use of data. Academic Coordinators play a pivotal role in the scrutiny of data relating to students' performance and progression. This includes staging interventions to offer additional classes, organise resits or provide pastoral support. Staff provided examples of changing assessment methods based on consideration of demographic data, with international students preferring not to be assessed through coursework. GCM is informed by the panel that they believe centrally available data will enhance the ability of academic staff to make use of such management information. However, the team considers that the next phase of development should give particular consideration to how lecturers will be required to use this data and that these arrangements should be codified.</p> <p>Judgement: Significant progress made</p> |

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| | <p>anticipated because the College wished to integrate all aspects of its operations in the new SMIS (i.e. a 'cradle to grave' approach) and finding a software developer able to do this has not proved straightforward. The College is confident that the chosen solution will be effective.</p> |
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| STANDARD 6: TEACHING STAFF | | |
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| JUDGEMENT: Still Work in progress | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| <p>KR14 GCM should engage a number of full-time lecturers and update the public information about the full complement of academic staff procedures, within 24 weeks from the date of report publication.</p> | <p>The College Management Team has discussed the appropriateness of making full-time teaching staff appointments as opposed to using academics and professional practitioners appointed on a fractional basis. The CEO and COO have determined that, until such time as student numbers have grown and the marketplace is more stable, it isn't appropriate to make full-time appointments. Information on individual lecturer academic and professional profiles has been made available on the</p> | <p>Following discussions with the CEO, COO and Academic Dean, the position of Global College Malta is that at present the entity is best served through academics working on a contract basis. Global College Malta does not have any full-time teaching staff. However, the latter is being contemplated as part of its growth strategy. Having a larger student complement will justify employing full-time academics.</p> <p>Judgement: Still Work in progress</p> |

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| | <p>College's web site at https://gcmalta.com/faculties. The College Staff Manual is also available on the College's web pages.</p> | |
| <p>KR15 GCM should promote CPD planning for all lecturing staff, within 8 weeks from the date of report publication.</p> | <p>The College has arranged several training sessions in assessment strategies, assessment design, marking, Moodle and Turnitin. In discussion with the Academic Dean, the COO is exploring the possibility of introducing a Performance and Development Review system. A template proforma has been produced and discussions are taking place about how best to operationalise it.</p> | <p>A number of CPD training sessions have been provided to lecturing staff. These covered a range of useful topics. This has been verified by the panel.</p> <p>Judgement: Action Completed</p> |
| <p>KR16 GCM should structure the class observation and lecturer appraisal procedures, within 8 weeks from the date of report publication.</p> | <p>This links to KR15. Classroom observations are already undertaken by the Academic Team and this has enabled targeted feedback to be provided to individual lecturers on various aspects of their activities in the classroom. Whilst there was initially some nervousness amongst the teaching team regarding such observations since they had never been undertaken previously by the College and the teaching team had not experienced them in other teaching posts, there is now a better understanding of the purposes and outcomes of the observations. The</p> | <p>GCM has a process in place for classroom observations of lecturers. Following such observations, discussions are held with lecturers to provide constructive feedback and highlight any aspects that can be improved. Any issues related to Quality Assurance that arise are discussed at Academic Board meetings and remedial action taken as necessary. The Academic staff understand the purpose of these classroom observations and view them as part of their ongoing personal development.</p> <p>Judgement: Action Completed</p> |

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| | <p>linkage mechanism between classroom observation and the developing PDR process is being discussed.</p> | |
| <p>R3 GCM may structure and improve lecturers' meetings.</p> | <p>The College disagreed with this recommendation: the assessors were provided with the minutes of Academic Board meetings which demonstrated clear meeting structures with significant opportunities for input and discussion by the teaching team. The College believes that one disgruntled lecturer, who has now left the College, may have been behind this matter. Academic Board meetings are held on a quarterly basis with clear agendas being circulated beforehand. Minutes are clear and reasonably detailed and are circulated to all members of the Board, irrespective as to whether they were present, shortly after the meeting. The Board meetings have a section setting out actions to be taken. In addition, the College has established a WhatsApp Group specifically for the College's teaching team and this has proved popular. The College believes that it has in place several mechanisms for ensuring that there is a regular dialogue and creative opportunities for a two-way</p> | <p>GCM holds Academic Board meetings quarterly. The Minutes of such meetings show that Academic staff are actively involved and can raise and discuss any matter related to their academic responsibilities. This was also confirmed by the lecturers themselves. The panel also ascertained that there is open communication, even informally, between the teaching staff and GCM.</p> <p>Judgement: Action Completed</p> |

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| | flow of information with all members of its teaching team. | |
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| STANDARD 7: LEARNING RESOURCES AND STUDENT SUPPORT | | |
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| JUDGEMENT: Completed | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| <p>KR17 GCM should ensure that a physical library is in place that has enough hard copy books and material covering different subjects so that students could use them throughout their studies. This is to be in place within 1 year from the date of report publication.</p> | <p>Prior to the MFHEA institutional audit the College was already aware of changing student dynamics in respect of the use of learning resources and was reviewing whether a move to a fully online learning resource would provide its students both with access to a wider and richer range of resources and also additional flexibility in accessing those resources. In late 2022 a decision was taken to move to a fully online learning resource arrangement. The College's EBSCO licence has been extended and a new licence with Perlego has been entered into. Accordingly, all College students and teaching staff now have access to a considerably enhanced range of books, journals and text articles.</p> | <p>GCM has a physical library that is available for students to access in the Board Room on campus, which the team viewed. Students can book sessions in the library through the reception desk. There is no dedicated budget line for the procurement of physical book stock. However, GCM informed the team that there are plans to purchase 2,000 new texts. Where requests are made by the Academic Dean and approved, Finance release funds for procurement. The team was not able to corroborate the institution's plans for purchasing 2,000 additional texts at the time of the visit.</p> <p>Students confirmed to the panel that they can access the library stock freely and request to borrow books for a period of time that they (the student) define, as opposed to pre-determined borrowing rights (e.g. 7 or 14 days).</p> <p>Judgement: Action Completed</p> |

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| <p>KR18 GCM should ensure that a specific qualified person, responsible for student support in terms of counselling and psychological services, is engaged to whom all types of students (being local or foreign, part-time, mature, or those with disabilities) could go if need be. This is to be in place within 24 weeks from the date of report publication.</p> | <p>An individual has been appointed to the College's Academic Delivery and Support Team to help provide additional expertise and support in this area.</p> | <p>GCM has appointed a Student Success Manager. Teaching staff informed the panel that students are able to seek support from a range of staff, in addition to the Student Success Manager. This includes the Sales Manager who is the first point of contact for international students, the Academic Coordinators, who provide administrative support for each programme, and the lecturers themselves who are given additional fractional hours, beyond strict teaching time, to provide student support. The panel considered that these arrangements were effective in providing student support. Extracurricular opportunities, that also involve staff (such as a recent pasta night and culture tour) are being used to support integration with international students.</p> <p>Students view the Student Success Manager as a central and effective point of contact for a wide range of academic and administrative queries, including the provision of extracurricular support.</p> <p>Judgement: Action Completed</p> |
| <p>KR19 GCM should ensure that GCM members who have access to or deal with students' personal information are provided with GDPR related training. Moreover, GCM should ensure that all student data is stored safely and in accordance with GDPR. This is to be in place within 24 weeks from the date of report publication.</p> | <p>College staff have already received GDPR training from an external training provider based in Malta. Additional GDPR training has been provided to all staff (teaching and academic support team members) who have not previously had any GDPR training. In addition, refresher training has been provided.</p> | <p>Staff are required to undertake GDPR training. Currently, reflecting the fact that staff are fractional and typically employed elsewhere they are permitted to use training conducted through these employers as their GCM GDPR training. Staff are currently asked to self-certify that they have completed this and may be required to provide certificates to evidence this. The panel considered the institution has sufficient arrangements to ensure GDPR training is undertaken but may benefit by adding an additional layer of assurance by ensuring up-to-date GDPR training certificates are maintained as part of HR files, irrespective of where the training is undertaken, to ensure all staff hold current certification.</p> <p>Judgement: Action Completed</p> |

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| <p>KR20 GCM should streamline and ensure consistency in the type of collaborative tools (such as Skype, WhatsApp) members within the College make use of to provide online lecturing after getting the necessary approval by the authority. This is to be in place within 24 weeks from the date of report publication.</p> | <p>The College is not presently delivering programmes online (either in full or on a blended basis) and has no immediate plans to embark upon the online delivery of some or all of its programmes. The College was not clear why the MFHEA's assessors made this point since the College's position was made clear during and after the audit. Again, the College received no response from the MFHEA when the matter was raised by the College. The College's Academic Team and lecturing team communicate with students via their college's email address. Skype, Zoom, MST, WhatsApp are not used to communicate with students.</p> | <p>Staff primarily contact students through Moodle and their student email accounts. They may also phone students where they need to contact them urgently. Students maintain a WhatsApp group that lecturers are not members of but can ask for messages to be posted through the Academic Coordinator. The panel considered that the contact arrangements between staff and students are appropriate.</p> <p>Judgement: Action Completed</p> |
| <p>R4 GCM may consider having a disaster recovery plan and policy in place in case there is a downtime or data loss.</p> | <p>The CEO and COO are developing a revised College Disaster Recovery Plan.</p> | <p>The panel found that the institution has adopted a broader interpretation of the policy, and a draft Risk Management Policy and Register had been written and was awaiting approval. The panel viewed the Risk Register, which has been revised in March 2024, and found it contained clear reference to the failure of IT and business disruption with IT systems and hardware.</p> <p>Judgement: Action Completed</p> |

| STANDARD 8: INFORMATION MANAGEMENT | | |
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| JUDGEMENT: Still Work in progress | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| MR6 GCM shall ensure that all information from student registration to certification is stored centrally within an appropriate software system and not in individual, unlinked spreadsheets so that all departments within the College can work more efficiently. This must be in place within 24 weeks from the date of report publication. | The institution considers that the development and effective implementation of a College-wide SMIS has now been completed. | GCM is currently developing the GCM MIS, in order to improve the accuracy and accessibility of student information. Attendance integration is currently in process, as is fees management, and academic information integration is commencing from August [MIS presentation slides] . Admissions are processed through the MIS portal and this section of the integrated MIS platform is operational. The team viewed the portal and evidence that prior educational transcripts, language proficiency certificates and other required documentation is submitted for approval. Judgement: Still Work in progress |
| KR21 GCM shall ensure that the way personal information is retained is as per stated Student Records Policy and Procedure. This is to be in place within 8 weeks from the date of report publication. | The College considers that it is GDPR compliant. Internal discussions have been held regarding this matter and have been linked to the procurement of a new SMIS (see above). | GCM has a Student Records Policy and Procedure in place that is publicly available on the GCM website. This policy sets out principles of the management and retention of personal data, arrangements for sharing data with third parties and lines of responsibility and monitoring. The panel found that GCM is handling personal information in accordance with this policy. Judgement: Action Completed |
| KR22 GCM should ensure documentation and implementation of a procedure of how data is collected and analysed by senior management, | Since coming into post the CEO and COO have revised performance data collection arrangements from those used by the previous Principal. Data is collected from each of the three | The Student Records Policy and Procedure includes senior management responsibility for oversight of particular domains of data. Teaching staff informed the panel that discussions have been held with senior staff (in the last month) as to how staff should be developing the MIS and making use of data to support retention, |

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| <p>within 8 weeks from the date of report publication.</p> | <p>delivery teams (Recruitment, Academic and Finance) and is used by the College Management Team and also shared with Study World, Dubai. The format and presentation of this data has been revised by the CEO and COO.</p> | <p>progression and student achievement. Staff have made suggestions that lecturers should be responsible for actively using data to enhance student achievement.</p> <p>Judgement: Action Completed</p> |
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| STANDARD 9: PUBLIC INFORMATION | | |
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| JUDGEMENT: N/A | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| <p>MR7 GCM shall make public course descriptions that include learning outcomes, as well as details on formative and summative assessment methods adopted for specific courses, for the benefit of prospective students, in addition to programme descriptions. This is to be in place within 12 weeks from the date of report publication.</p> | <p>The College is already enacting MFHEA/09/2021 (see, by means of example, https://gcmalta.com/wp-content/uploads/2022/02/MBA.pdf).</p> | <p>All the required information about the courses is accessible via the public website.</p> <p>Judgement: Action Completed</p> |
| <p>MR8 GCM shall ensure that course descriptions include details of the lecturers assigned to teach, as well as details of their expertise and qualifications in the field, along with contact details, for the benefit of both current and prospective students,</p> | <p>Information regarding the lecturers used by the College is available on the College's web site at: https://gcmalta.com/faculties/. Once a lecturer has been assigned to a particular module the students on that module are informed in writing via</p> | <p>Information about lecturers and the programmes they teach are available on the public website. Students are advised who their lecturer will be prior to module commencement. Students can contact the lecturer in various ways.</p> <p>Judgement: Action Completed</p> |

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| within 12 weeks from the date of report publication. | their college's email as to who their teacher will be, appropriate contact arrangements and a module delivery timetable. | |
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| STANDARD 10: ONGOING MONITORING AND PERIODIC REVIEW OF PROGRAMMES | | |
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| JUDGEMENT: Still Work in progress | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| MR9 GCM shall start implementing the annual monitoring process and actually begin a periodic review cycle of programmes on a regular basis, within 12 weeks from the date of report publication. These processes have to ensure that the programmes achieve the objectives set out and their content is up to date in light of the latest research and professional practice in the sector and respond to the changing needs of students and the labour market. | An annual review exercise was undertaken in the Autumn of 2022 involving an external to the College. Further review activities have been undertaken involving an external from a Business and Management faculty at a recognised UK university. The outcomes of these exercises have been shared with teaching team members, the Academic Team, and the Recruitment Team, and have been reported to the Academic Board. The external from the British university has also led several in-house academic training events. | GCM has started reviewing programmes with input from the Academic Dean, Academic Board, an external UK consultant from a UK University and other external local stakeholders. This now needs to be properly structured to ensure that programme reviews are conducted in a consistent manner, on an annual basis and with active involvement from the teaching staff. This will ensure study programmes remain relevant and meet the changing needs of students and the market. Judgement: Significant progress made |

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| <p>MR10 GCM shall involve stakeholders in the ongoing monitoring and periodic review of its programmes, in terms of engagement in different organisational structures responsible for internal quality assurance and in regular feedback activities, in order to acquire information for further enhancement of programmes, within 12 weeks from the date of report publication.</p> | <p>The College has established an advisory group involving external stakeholders. Several discussions have been held. The Group will have an involvement in the next programme review exercise scheduled for the Autumn of 2024.</p> | <p>GCM has established an external advisory group consisting of external stakeholders coming from a range of different industries. Through this external involvement, GCM knows what the industry wants and expects from graduates in practical terms. Programmes are also enhanced through exposure to industry via onsite visits and first-hand interaction with industry leaders. The level of engagement and proactiveness of the external stakeholders in linking the academic world to the needs of industry are beneficial for GCM and its students.</p> <p>Judgement: Action Completed</p> |
| <p>MR11 GCM shall consider regular surveying of students' opinion and discussion of the results of these surveys with the academic staff, within 12 weeks from the date of report publication. The results of the students' survey shall be used in ongoing monitoring and periodic review of the programmes as well as in any decisions related to teaching and learning made by the College's management.</p> | <p>The College has reviewed its existing mechanisms for collecting, reviewing and acting upon collected student feedback. In addition to establishing a Student Council a revised e-questionnaire has been developed and this is being used across the College. Data is collected and analysed by the Academic Team and is made available to the College's teaching team and support staff. Outcomes of student feedback are discussed at the College Academic Board. Response rates are satisfactory, and the feedback received has proved useful. A 'You said...we did' system is being implemented.</p> | <p>Student feedback is gathered on an ongoing basis in both a formal and informal manner. Besides formal feedback questionnaires, students have the College Student Council where they can raise issues and seek guidance, avail themselves of one-to-one student support from lecturers, or communicate with GCM administration staff directly. Student feedback is also discussed with the teaching staff directly and raised at Academic Board meetings where action is taken as necessary. Students acknowledged that contacting GCM and providing feedback is a straightforward process.</p> <p>Judgement: Action Completed</p> |

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| <p>KR23 GCM should allocate additional workload to its academic staff related to participation in internal quality assurance procedures, within 24 weeks from the date of report publication.</p> | <p>Following agreement with Study World, Dubai regarding the additional expenditure this would entail, arrangements with the teaching team have been amended and participation in meetings and other key activities is now being remunerated.</p> | <p>It appears representatives of the teaching staff are involved in the Academic Board (the body which is in part dealing with quality assurance issues); teachers are also involved in faculty meetings where quality assurance issues mainly related to learning/teaching are discussed.</p> <p>Judgement: Still Work in progress</p> |
| <p>KR24 GCM should describe in its Quality Manual the process of external examiner feedback and its role in monitoring and periodic review of programmes, within 24 weeks from the date of report publication.</p> | <p>The College has reviewed its Quality and Standards Assurance Manual, specifically the sections dealing with programme development, approval and review and student assessment. The duties and activities of external examiners are, the College considers, already clearly specified and, as appropriate, their potential input into other College quality and standards assurance processes. The College's Quality and Standards Assurance Strategy document also makes clear reference to the way in which external examiners feed into the College's quality and standards assurance processes. As noted above, the College was not persuaded at the time of the audit or subsequently that the assessors and the MFHEA had read all the documentation that had been sent to them.</p> | <p>The Quality Manual describes the procedure of periodic review of the programmes. It also specifies the involvement of external advisors in this periodical process that shall take place periodically. The external advisors are supposed to be a member of the review panel involving insiders as well as people outside the GCM.</p> <p>Judgement: Action Completed</p> |

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| <p>R5 GCM may consider informing all stakeholders about newly developed procedures and forthcoming internal quality assurance processes.</p> | <p>An external stakeholders' group has been established. The advisory group has received College updates on various matters including policy and procedural matters.</p> | <p>The involvement of external stakeholders was confirmed during the interviews with them. They pointed out their involvement in the development of some study programmes (mainly related to the hospitality sector). The meetings of stakeholders' body take place twice a year formally; in the interim there are various informal interactions with the GCM.</p> <p>Judgement: Action Completed</p> |
| <p>R6 GCM may reconsider the overlapping of the information in the QA Framework and Quality Manual.</p> | <p>The College considers that whilst necessarily interrelated the two documents serve slightly different purposes. The Quality and Standards Assurance Strategy is a policy document, and the Quality and Standards Assurance Manual provides the framework for the operational enactment of the policy.</p> | <p>Some overlaps remain in these two documents.</p> <p>Judgement: Action not addressed</p> |

| STANDARD 11: Cyclical External Quality Assurance | | |
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| JUDGEMENT: Significant progress made | | |
| Recommendation (as per EQA Report) | Take-up and Implementation of Recommendation | Analysis and Judgement on progress |
| No recommendations. | | |

5th December 2024

Milan Pol
Chair Peer Review Panel

Peter Calleya
Peer Reviewer

Matthew Kitching
Student Reviewer