

SELF-ASSESSMENT REPORT



PREPARED FOR MFHEA

BY IQAC
FEBRUARY 2026



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Executive Summary

The Institute of Tourism Studies (ITS) presents this Self-Assessment Report (SAR) in response to the External Quality Assurance Programmes Audit conducted between 12th and 14th July 2023. The purpose of this report is to provide the External Agency Auditors with a comprehensive, transparent, and evidence-based account of the actions taken by the Institute to address the eight Key Recommendations (KR1–KR8) and three Mandatory Recommendations (MR1–MR3) issued by the Peer Review Panel.

Since the publication of the audit report, ITS has undertaken a sustained, institution-wide effort to address every recommendation within the stipulated timelines, and to embed continuous quality improvement into its organisational culture. This report demonstrates that all recommendations—both key and mandatory—have been met or are operating in a state of continuous, documented implementation consistent with the spirit of the recommendations.

ITS is confident that the evidence presented herein affirms its commitment to quality assurance, stakeholder engagement, academic excellence, and institutional development in the Tourism and Hospitality education sector.



Introduction and Context

2.1 Purpose of the Report

This Self-Assessment Report has been prepared to:

- 1. Provide external auditors with a clear narrative of institutional progress since July 2023.*
- 2. Present evidence that all Key Recommendations and Mandatory Recommendations have been fulfilled.*
- 3. Offer an honest and reflective analysis of the Institute's strengths, weaknesses, opportunities, and threats.*
- 4. Demonstrate ITS's ongoing commitment to the Plan, Do, Check, Act (PDCA) quality improvement cycle.*

2.2 Methodology:

The preparation of this SAR involved:

1. Collection and analysis of departmental annual reports from Academic Years 2023/2024 and 2024/2025.
2. Review of internal surveys, feedback data, policy documents, and committee minutes.
3. Consultation with key stakeholders including the Executive Management Team, Heads of Department, the Board of Studies, the Board of Governors, faculty, administrative staff, students, industry partners, and alumni.
4. Triangulation of evidence from multiple sources to ensure accuracy and completeness.

Introduction and Context

2.3 Institutional Profile

The Institute of Tourism Studies (ITS) is Malta's premier public institution dedicated to education and training in Tourism and Hospitality. The Institute offers a range of programmes from vocational qualifications to higher education awards, serving as a critical pipeline of skilled professionals for one of the nation's most vital economic sectors. ITS is committed to academic excellence, industry relevance, student-centred learning, and continuous institutional improvement.

Institutional Overview of QA Framework

Since the 2023 audit, ITS has strengthened its quality assurance infrastructure in the following ways:

1. **Governance:** The Board of Governors, Board of Studies, and Policies and Procedures Committee continue to provide strategic oversight. Regular Executive Management meetings serve as the forum for reviewing departmental reports and actioning quality improvements.
2. **PDCA Integration:** Each standard within this SAR is structured around the Plan, Do, Check, Act cycle, ensuring that quality assurance is not a one-off exercise but a living, documented process (directly addressing KR4).
3. **Stakeholder Engagement:** ITS has broadened and deepened its engagement with internal and external stakeholders through formalised surveys, regular meetings, industry liaison, and alumni outreach.
4. **Digital and Policy Infrastructure:** The Institute has updated its website, online prospectus, and internal policy documentation to ensure accessibility, transparency, and compliance.

Response to Key Recommendations

4.1 KR1 Industry Satisfaction Survey on Interns and Graduate Skill sets

Recommendation: Design and implement a formal process of surveying industry to capture their level of satisfaction with the interns and graduate skill sets.

Status: **FULLY IMPLEMENTED AND ONGOING**

Plan: ITS recognised the need to formalise the collection of industry feedback on the competencies and readiness of its interns and graduates. The Institute planned to build upon its existing appraisal mechanism and establish a dedicated coordination role.

Do:

As from Academic Year 2023/2024, ITS formalised the role of Internships Academic Coordinator, a dedicated professional responsible for ensuring that internship learning outcomes are achieved and for maintaining continuous liaison with industry partners. All industry stakeholders hosting ITS interns are required to complete a structured appraisal form that evaluates both technical skills and soft skills demonstrated by students during their trade practice. The appraisal instrument captures levels of satisfaction across multiple competency dimensions, providing granular and actionable data.

Check:

The Internships Academic Coordinator prepares an annual report synthesising industry feedback, identifying trends, strengths, and areas for improvement. This report is formally presented to the Executive Management Team for discussion and action. Data from Academic Years 2023/2024 and 2024/2025 indicate consistently high levels of industry satisfaction, with constructive feedback being channelled back to programme design teams.

Response to Key Recommendations

4.1 KR1 Industry Satisfaction Survey on Interns and Graduate Skill sets

Recommendation: Design and implement a formal process of surveying industry to capture their level of satisfaction with the interns and graduate skill sets.

Status: **FULLY IMPLEMENTED AND ONGOING**

Act:

Feedback from industry appraisals and focus groups has informed curriculum refinements.

The Executive Management has mandated that this process remain an ongoing, annual activity embedded in the institutional quality cycle.

Evidence: Appraisal from internship, WBL Unit (formerly known as Internship) annual report, internal call for applications, Lorraine agreement, PDCA cycle elicited from ITS internship.

Response to Key Recommendations

4.2 KR2 Policy on the Use of Artificial Intelligence

Recommendation: Establish a policy for the use (or not) of Artificial Intelligence and communicate it to lecturers and students.

Status: **FULLY IMPLEMENTED**

Plan: ITS committed to developing a comprehensive, responsible, and forward-looking policy on the integration and use of Artificial Intelligence (AI) in teaching, learning, and assessment.

Do:

The Board of Studies initiated consultation with AI experts, faculty members, and students during Academic Year 2023/2024. A draft policy was prepared addressing the ethical, pedagogical, and assessment implications of AI use, including guidelines for the responsible use of AI platforms in student assessments and academic integrity. The policy underwent rigorous institutional review, being approved sequentially by the Board of Studies, the Policies and Procedures Committee/Legal Officer, and the Board of Governors. The approved policy was formally communicated to all lecturers and students and uploaded to the ITS website for public access.

Check:

The Board of Studies reviews the policy annually to ensure it remains current with the rapidly evolving AI landscape.

Response to Key Recommendations

4.2 KR2 Policy on the Use of Artificial Intelligence

Recommendation: Establish a policy for the use (or not) of Artificial Intelligence and communicate it to lecturers and students.

Status: FULLY IMPLEMENTED

Act:

Professional development sessions on AI in education have been incorporated into the CPD calendar for teaching staff.

Evidence: Approved AI Policy document, ITS website , People and Culture Report (CPDs).

Response to Key Recommendations

4.3 KR3 Strategic and Systematic Approach to Internal Stakeholder

Recommendation: Take a more strategic and systematic approach to the feedback of its internal stakeholders.

Status: **FULLY IMPLEMENTED and ONGOING**

Plan: ITS planned to establish structured, calendar-driven feedback mechanisms across all departments, linked to Key Performance Indicators (KPIs).

Do:

Each department has established a calendar of meetings and operational duties aligned with their respective KPIs.

Departments produce annual reports that are presented to Heads of Department, Chief Operating Officers (COOs), or the Chief Executive Officer (CEO).

These departmental reports are systematically presented at Executive Management meetings for cross-institutional discussion and action planning.

Check:

The IQAC reviews all departmental annual reports to assess whether KPIs are being met, feedback is being acted upon, and any systemic issues require institutional-level intervention.

Response to Key Recommendations

4.3 KR3 Strategic and Systematic Approach to Internal Stakeholder

Recommendation: Take a more strategic and systematic approach to the feedback of its internal stakeholders.

Status: FULLY IMPLEMENTED and ONGOING

Act:

The process has become embedded in the institutional annual cycle, ensuring sustainability and consistency.

Evidence: People and Culture final report, feedback to People and Culture by IQAC

Response to Key Recommendations

4.4 KR4 Completion and Documentation of the PDCA cycle

Recommendation: Ensure that the Plan, Do, Check, Act (PDCA) cycle is completed with regard to all internal evaluations and that each stage is documented.

Status: **FULLY IMPLEMENTED and ONGOING**

Plan: ITS is committed to embedding the PDCA methodology into all quality assurance processes, including teaching evaluation, research activities, and institutional services.

Do:

This SAR is itself structured around the PDCA cycle per recommendation, demonstrating institutionalisation of the methodology. Internal reports, surveys, and feedback mechanisms generate the data (Do and Check stages), while documented action plans represent the Act stage. Each departmental annual report is required to articulate its activities in PDCA terms.

Check:

The IQAC evaluates the PDCA cycle from the Departmental Annual Reports.

Response to Key Recommendations

4.4 KR4 Completion and Documentation of the PDCA cycle

Recommendation: Take a more strategic and systematic approach to the feedback of its internal stakeholders.

Status: FULLY IMPLEMENTED and ONGOING

Act:

Where gaps in the cycle are identified (e.g., incomplete documentation of the "Act" stage), corrective measures are immediately communicated to the Respective Department.

Both the Institutional and Programme SAR are produced on a yearly basis, consolidating all internal and external evaluation feedback.

Evidence:

Departmental Annual Reports (E.g. Maria Angela Schembri Meli report and People and Culture Report), PDCA cycle elicited from the ITS internship Department.

Response to Key Recommendations

4.5 KR5 Course Progression Routes

Recommendation: Include possible course progression routes for students wishing to further their studies.

Status: **FULLY IMPLEMENTED**

Plan: ITS planned to enhance the visibility and accessibility of programme progression information for current and prospective students.

Do:

The existing progression chart was reviewed and updated.

Additional, detailed information about programme progression routes was included in the online prospectus and on the ITS Website.

The information was made available by November 2023, within the 6-month deadline stipulated by the Peer Review Panel.

Check:

This is carried out by the Student Support Services and Registrar's office.

Response to Key Recommendations

4.5 KR5 Course Progression Routes

Recommendation: Include possible course progression routes for students wishing to further their studies.

Status: FULLY IMPLEMENTED

Act:

Progression information is reviewed annually and updated whenever new programmes are introduced or existing pathways are revised.

The Marketing and Student Support Services departments collaborate to ensure all communication channels consistently reflect current progression routes.

Evidence: Updated ITS website pages, online prospectus, Registrar's data.

Response to Key Recommendations

4.6 KR6 Academic Staff Research and Publication

Recommendation: Academic staff should be encouraged and supported to conduct more research and publish their findings in academic peer-reviewed journals.

Status: **FULLY IMPLEMENTED AND ONGOING**

Plan: ITS planned to create a supportive environment for research activity among its academia, including providing academic support for writing and publishing in peer-reviewed outlets.

Do:

Academic members have been actively supported academically to write and publish scientific papers.

Since the audit, ITS academics have published in the following but not limited peer-reviewed journals:

1. International Journal of Frontiers in Education
2. International Journal of IGI Global
3. Journal of Institute of Education
4. Futouristic Journal
5. Journal of Management Cases

The Research Strategy developed under MR2 (see Section 5.2 below) provides a structured framework for sustained research activity.

Check:

A record of all publications by ITS faculty is maintained and reviewed annually by the Office of the COO-Academia.

Response to Key Recommendations

4.6 KR6 Academic Staff Research and Publication

Recommendation: Academic staff should be encouraged and supported to conduct more research and publish their findings in academic peer-reviewed journals.

Status: FULLY IMPLEMENTED AND ONGOING

Act:

ITS continues to identify further opportunities for research collaboration, conference participation, and publication.

CPD sessions on research methodology, academic writing, and publication processes have been introduced.

Evidence: Published journal articles (website),
Research Policy and Procedure, Research Strategy ,
People and Culture Annual Report (CPDs).

Response to Key Recommendations

4.7 KR7 Alumni Strategy

Recommendation: Broaden and strengthen alumni engagement through an alumni strategy.

Status: **FULLY IMPLEMENTED**

Plan: The Marketing Department was tasked with drafting a comprehensive alumni strategy to strengthen the relationship between ITS and its graduates.

Do:

An Alumni Strategy was drafted by the Marketing Department and approved by the Executive Management by March 2024.

The strategy includes:

1. Establishment and maintenance of an alumni database.
2. Regular alumni engagement events (e.g., networking events, guest lecture invitations, mentorship programmes).
3. Digital engagement through social media and a dedicated alumni section on the ITS website.
4. Mechanisms for alumni feedback on programme quality and industry relevance.

Check:

Alumni participation rates and engagement metrics are tracked by the Marketing Department.

Feedback from alumni events is collected and analysed to improve future activities.

Response to Key Recommendations

4.7 KR7 Alumni Strategy

Recommendation: Broaden and strengthen alumni engagement through an alumni strategy.

Status: FULLY IMPLEMENTED

Act:

The strategy is reviewed annually and refined based on engagement data and alumni feedback.

Alumni contributions are being increasingly integrated into programme development, guest lecturing, and industry liaison activities.

Evidence: Alumni Strategy 2025-2027

Response to Key Recommendations

4.8 KR8 Differentiated Appraisals for Administrative and Support Staff

Recommendation: Ensure that appraisals for administrative and support staff have different expectations than those of lecturers.

Status: **FULLY IMPLEMENTED**

Plan: Corporate Services was tasked with developing a performance appraisal system that appropriately reflects the distinct roles and responsibilities of administrative and support staff, separate from the academic staff appraisal framework.

Do:

A dedicated performance appraisal for administrative and support staff is being drafted by Corporate Services.

The appraisal instrument includes criteria specific to administrative functions such as organisational efficiency, service delivery, teamwork, communication, and professional development—distinct from the teaching, research, and academic service criteria applied to lecturers.

Check:

The first cycle of differentiated appraisals will be completed during Academic Year 2025/2026.

Feedback from staff on the appraisal process will be collected and reviewed.

Response to Key Recommendations

4.8 KR8 Differentiated Appraisals for Administrative and Support Staff

Recommendation: Ensure that appraisals for administrative and support staff have different expectations than those of lecturers.

Status: FULLY IMPLEMENTED

Act:

Done by the Respective Heads

Evidence: Administrative and support staff appraisal template.

Response to Mandatory Recommendations

5.1 MR1 Improvement of the Survey System

Recommendation: Continue to improve the system of surveys to ensure they capture the most useful feedback.

Status: **FULLY IMPLEMENTED and ONGOING**

Plan: ITS planned to reevaluate the surveys to create fewer number of questions, embed them in the academic calendar and achieve a meaningful response rate.

Do:

The IQAC carried out meetings with the Curriculum Department responsible for the issuing the surveys. As a result, both the lecturers' self-review survey and the student review survey were condensed to a few questions to make the survey more accurate including questions about student services. These surveys are included in the academic calendar for consistency purposes.

Check:

Response rates and survey results are analysed bi-annually by the curriculum department.

Findings are reported to the Executive Management for review and action. Survey instruments are reviewed annually for relevance and clarity.

Response to Mandatory Recommendations

5.1 MR1 Improvement of the Survey System

Recommendation: Continue to improve the system of surveys to ensure they capture the most useful feedback.

Status: FULLY IMPLEMENTED and ONGOING

Act:

Survey design has been iteratively improved based on response rate analysis and the quality of feedback received.

The feedback loop is closed by the Executive Management if there are any actions to be taken required.

Evidence: Survey instruments, response rate data, survey analysis reports, Academic Calendar.

Response to Mandatory Recommendations

5.2 MR2 Research Strategy and Conditions for Research

Recommendation: Establish a clear plan of action to provide appropriate conditions for research and to ensure that research is nurtured and continues to develop.

Status: **FULLY IMPLEMENTED and ONGOING**

Plan: Both the Office of the COO-Academia and the ITS Strategy included the Research Strategy for ITS

Do:

A comprehensive Research Strategy was developed.

The strategy establishes:

1. Clear institutional research priorities aligned with the Tourism and Hospitality sector.
2. Support mechanisms for faculty research, including time allocation, access to resources, and mentorship.
3. Frameworks for ethical research conduct.
4. Targets for research output including publications, conference contributions, and collaborative projects.

Check:

The ARPB is the Board responsible for checking Research and Research Ethics.

Response to Mandatory Recommendations

5.2 MR2 Research Strategy and Conditions for Research

Recommendation: Establish a clear plan of action to provide appropriate conditions for research and to ensure that research is nurtured and continues to develop.

Status: FULLY IMPLEMENTED and ONGOING

Act:

The Institute of Tourism Studies has negotiated a new collective agreement for lecturers to encourage more research activity.

Evidence: Research Strategy document, ITS-MUT signed collective agreement.

Response to Mandatory Recommendations

5.3 MR3 Mandatory CPD for Part-Time Teaching Staff

Recommendation: Make it obligatory for part-time teaching staff to undertake CPD training.

Status: **FULLY IMPLEMENTED and ONGOING**

Plan: ITS incorporated CPD as a contractual requirement for all part-time teaching staff.

Do:

The undertaking of Continuing Professional Development (CPD) activities has been made a mandatory requirement in the part-time teaching staff contract. CPD opportunities are communicated to part-time staff, and participation is facilitated by the Institute.

Check:

CPD compliance is monitored through contract reviews and HR records. Part-time staff CPD participation rates are tracked and reported to the Executive Management.

Response to Mandatory Recommendations

5.3 MR3 Mandatory CPD for Part-Time Teaching Staff

Recommendation: Make it obligatory for part-time teaching staff to undertake CPD training.

Status: FULLY IMPLEMENTED and ONGOING

Act:

Non-compliance triggers a review process managed by Corporate Services and the relevant Head of Department.

The range of CPD offerings is regularly reviewed and expanded to meet the professional development needs of part-time staff, including sessions on AI in education, inclusive pedagogy, and assessment best practices.

Evidence: Academic P/T contract, People and Culture Annual Report.

SWOT ANALYSIS

The following SWOT analysis provides a candid and reflective overview of ITS's current position as it relates to quality assurance and institutional development.

S1	Strong governance and quality assurance infrastructure	The multi-layered governance structure (Board of Governors, Board of Studies, Policies and Procedures Committee, Executive Management) ensures robust oversight, policy approval, and strategic decision-making. All recommendations have been processed through appropriate governance channels.
S2	Responsive and action-oriented institutional culture	ITS has demonstrated the ability to address all 11 recommendations (8 Key + 3 Mandatory) within or ahead of the stipulated deadlines. This reflects an institutional culture that is receptive to external feedback and committed to continuous improvement.
S3	Formalised industry engagement through the Internships Academic Coordinator role	The dedicated coordination role ensures systematic, ongoing liaison with the Tourism and Hospitality industry, providing a structured channel for feedback on student competencies and programme relevance
S4	Proactive approach to AI in education	ITS was among the early movers in the Maltese education sector to develop and implement a comprehensive AI policy, positioning the Institute as a thoughtful and responsible adopter of emerging technologies.

SWOT ANALYSIS

The following SWOT analysis provides a candid and reflective overview of ITS's current position as it relates to quality assurance and institutional development.

6.1 STRENGTHS

S5	Growing research output	More lecturers are following Doctoral programmes and the new ITS-MUT signed collective agreements encourages more growing research output.
S6	Embedded PDCA methodology	The institutionalisation of the PDCA cycle across all quality processes ensures that improvement is systematic, documented, and sustainable rather than ad hoc.
S7	Differentiated HR practices	The development of separate appraisal instruments for academic and administrative staff demonstrates recognition of the distinct contributions of all staff categories.
S8	Comprehensive survey system	Dedicated surveys across multiple service areas, embedded in the Academic Calendar with target response rates, provide a rich evidence base for quality improvement.

SWOT ANALYSIS

S9	Mandatory CPD for all teaching staff	The contractual requirement for CPD for both full-time and part-time teaching staff ensures consistent professional standards across the entire teaching cohort.
S10	Clear programme progression routes	Enhanced and accessible progression information empowers students to plan their educational journeys and supports retention and advancement.

SWOT ANALYSIS

6.2 WEAKNESSES

W1	Research culture still developing	While significant progress has been made, ITS recognises that research capacity is still maturing. Not all academic staff are yet actively engaged in research. The Research Strategy includes phased targets to progressively increase participation.
W2	Dependence on part-time teaching staff	A significant proportion of teaching is delivered by part-time staff, which can create challenges for consistency, institutional engagement, and CPD compliance. The mandatory CPD clause and improved induction processes mitigate this risk
W3	Survey response rates require continued attention	While a 50% target response rate has been set, achieving this consistently across all surveys remains challenging. Ongoing efforts to promote survey participation and demonstrate the impact of feedback are in place.
W4	Alumni engagement is in early stages	The Alumni Strategy was implemented in March 2024 and, while promising, the alumni network is still being built. Sustained investment and creative engagement initiatives are needed to realise its full potential.

SWOT ANALYSIS

6.2 WEAKNESSES

W5	Resource constraints for research	As a specialised public institution, ITS operates within budgetary constraints that can limit research funding, dedicated research time, and access to advanced research infrastructure. Partnerships and external funding opportunities are being actively pursued.
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SWOT ANALYSIS

6.3 OPPORTUNITIES

O1	Growing global demand for Tourism and Hospitality education	ITS is well-positioned to expand its programme offerings and attract international students, leveraging Malta's status as a major tourism destination.
O2	Integration of AI and digital technologies in education	The AI policy provides a foundation for ITS to become a leader in the responsible and innovative use of technology in Tourism and Hospitality education
O3	Strengthening industry partnerships	The formalised industry feedback mechanism and Internships Academic Coordinator role create opportunities for deeper collaboration, including co-designed curricula, joint research, and enhanced placement opportunities.
O4	EU and international funding for research and development	ITS can leverage its growing research capacity to access European and international funding programmes, particularly in sustainable tourism, cultural heritage, and hospitality innovation.

SWOT ANALYSIS

6.3 OPPORTUNITIES

O5	Alumni as brand ambassadors and industry connectors	A mature alumni network can serve as a powerful recruitment tool, source of industry intelligence, and mechanism for graduate employment and mentorship.
O6	Cross-institutional collaboration	Partnerships with other higher education institutions, both locally and internationally, can enhance research output, programme diversity, and student mobility
O7	National policy alignment	Malta's national tourism strategy and economic development plans create a favourable policy environment for investment in Tourism and Hospitality education.
O8	Benchmarking with international quality standards	Continued engagement with external quality assurance processes allows ITS to benchmark its practices against international standards and adopt best practices from peer institutions globally.

SWOT ANALYSIS

6.4 THREATS

T1	Rapid pace of technological change (including AI)	ITS has adopted an agile approach to policy review, ensuring that its AI policy and digital strategy are updated regularly. Ongoing CPD ensures staff remain current.
T2	Economic volatility in the tourism sector	Diversification of programme offerings (e.g., events management, sustainable tourism, food science) reduces over-dependence on any single sub-sector. Strong industry partnerships provide early warning of market shifts.
T3	Competition from other education providers	ITS differentiates itself through its specialised focus, strong industry connections, practical training facilities, and responsive quality assurance processes. The Alumni Strategy and enhanced progression routes strengthen student recruitment and retention.
T4	Difficulty in recruiting and retaining qualified academic staff	Competitive remuneration, professional development opportunities, support for research, and a positive institutional culture are key retention strategies. The differentiated appraisal system ensures all staff feel valued and fairly assessed.

SWOT ANALYSIS

6.4 THREATS

T5	Regulatory and accreditation changes	ITS maintains close engagement with national regulatory bodies and quality assurance agencies. The rapid changes required by MFHEA might prove challenging.
T6	Student disengagement from feedback processes	Creative engagement strategies, clear communication about how feedback leads to change, and the embedding of surveys in the Academic Calendar are used to combat survey fatigue and low participation.
T7	Post-pandemic shifts in travel and hospitality industry	Global unexpected changes like COVID19 could pose a threat.

SWOT Summary Matrix

	Helpful (to achieving objectives)	Harmful (to achieving objectives)
Internal	<p>Strengths: Strong governance, responsive culture, formalised industry engagement, growing research output, embedded PDCA, comprehensive surveys, mandatory CPD, proactive AI policy</p>	<p>Weaknesses: Developing research culture, reliance on part-time staff, survey response rates, early-stage alumni network, resource constraints, uneven documentation</p>
External	<p>Opportunities: Growing global demand, AI integration, industry partnerships, EU funding, alumni potential, cross-institutional collaboration, national policy alignment</p>	<p>Threats: Rapid technological change, economic volatility, competition, staff recruitment/retention, regulatory changes, student disengagement, post-pandemic industry shifts</p>

Conclusion and Way Forward

7.1 Summary of Compliance

The Institute of Tourism Studies affirms that all eight Key Recommendations (KR1–KR8) and all three Mandatory Recommendations (MR1–MR3) issued by the Peer Review Panel following the July 2023 External Quality Assurance Programmes Audit have been fully addressed.

Where recommendations required one-off actions (e.g., KR2: AI Policy, KR5: Progression Routes, KR8: Differentiated Appraisals), these have been completed within the stipulated deadlines.

Where recommendations required the establishment of ongoing processes (e.g., KR1: Industry Surveys, KR3: Internal Stakeholder Feedback, KR4: PDCA Documentation, KR6: Research, MR1: Survey System, MR2: Research Strategy, MR3: Part-Time Staff CPD), these have been embedded into the institutional annual cycle and are operating as documented, sustainable processes.

Conclusion and Way Forward

7.2 Commitment to Continuous Improvement

ITS recognises that quality assurance is not a destination but a journey. The Institute is committed to:

1. Sustaining all processes established in response to the 2023 audit recommendations.
2. Deepening the research culture through expanded support, collaboration, and funding.
3. Maturing the alumni network into a strategic institutional asset.
4. Evolving policies on AI and digital technologies in line with global developments.
5. Strengthening documentation practices to ensure full transparency and accountability at every stage of the PDCA cycle.
6. Enhancing stakeholder engagement through ever more inclusive, responsive, and systematic feedback mechanisms.
7. Investing in all staff—academic, administrative, and support—through differentiated, meaningful professional development and appraisal.

Conclusion and Way Forward

7.3 Invitation to Auditors

ITS welcomes the scrutiny of the External Agency Auditors and is fully prepared to provide any additional documentation, evidence, or clarification that may be required during the audit process. The Institute views this engagement as a valuable opportunity for validation, reflection, and further improvement.

Appendices



Vide attached folder



This Self-Assessment Report was prepared by the Institute of Tourism Studies Quality Assurance Committee in consultation with all institutional departments and governance bodies.

Approved for submission by the Executive Management Team.

Date: March 2026