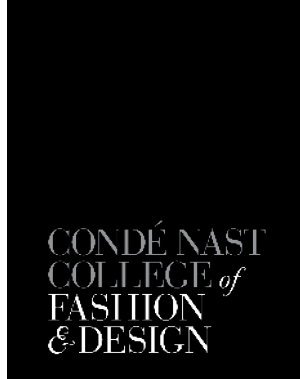


QAA Action Plan, 2019



QAA Higher Education Review (Alternative Provider), March 2019

Action Plan: Published 13th September 2019

Judgements
<ul style="list-style-type: none"> · The maintenance of the academic standards of the awards offered on behalf of degree-awarding bodies meets UK expectations · The quality of student learning opportunities meets UK expectations · The quality of the provider’s information about learning opportunities meets UK expectations · The enhancement of student learning opportunities meets UK expectations

Findings	Action to be taken	Timescale	Responsibility	Success indicators & evaluation
Good Practice				
The strong industry links which enrich the students' learning experience and strengthen employability (Expectation B4)	<p>Continue to develop industry links through arrangements for guest speakers/visiting lecturers, then engagement of our colleagues within the wider organisation of Condé Nast, and the provision of unique industry-based experiences.</p> <p>Continue to embed industry practice in to the curriculum through the use of industry relevant activities and project-based assessment that follows industry approved or set briefs.</p> <p>Continue to focus on the employability underlined within the industry placement modules, including strengthening relationships with placement providers.</p>	On-going	Ultimately the Dean will be responsible for ensuring this good practice continues. This will be achieved with the support of the wider team, including: Marketing Manager (Outreach), Programme Directors, Careers Advisors, and Module Leaders	<p>Securing industry speakers throughout the year, with the calibre and frequency of industry speakers evidenced within student schedules.</p> <p>Arranging a selection of industry-set projects for relevant modules. Evaluation will be within module reports and as part of External Examiner visits.</p> <p>Supporting high quality student placements, evidenced in submitted reflective accounts by students and as part of related module evaluations.</p> <p>Collation of employment destination information and end of course student feedback.</p>

Recommendations				
Formulate a staff development policy that articulates the College's approach towards supporting learning, teaching and assessment (Expectation B3)	<p>Create a specific policy that formally articulates how the College and company supports staff development.</p> <p>The new Policy will be presented at the College Staff Forum on Thursday 19th September and uploaded to the College shared drive, for all staff to access, on the same day.</p>	September 2019	Dean	<p>The suitability of the Staff Development Policy will be evaluated by line managers as part of the Milestone process, with any issues highlighted in senior management meetings. Employees are advised to raise any concerns over the suitability of the policy directly with their line manager or within the quarterly staff forums.</p> <p>The formal policy will then be reviewed annually, in line with annual reporting and governance processes.</p>
Affirmations				
The steps the College is taking to formalise the staff appraisal process (Expectation B3)	<p>The College has always had a formal appraisal process. At the time of the HER this was changing from one annual format to another, more comprehensive approach that would bring the College in line with new company practice within Condé Nast International.</p> <p>The action to be taken is to ensure this new comprehensive and employee-centred 'Milestone' approach is adopted fully within the College, including ensuring staff and line managers are fully aware of the process through:</p> <ul style="list-style-type: none"> • Circulating forms and guidance • Encouraging staff to utilise company 'Working at CNI' pages • Signposting to the launch video that explains the Milestone approach • Issuing reminders to book quarterly Milestone meetings <p>The new Staff Development Policy outlined above also supports the formal staff appraisal process.</p>	January 2020	Dean and all Line Managers at the College, with support from the Condé Nast International People Team	<p>Indicators of success will be based on staff engagement with the process. By the deadline set, all staff should have participated in two reviews and be aware of the requirements to book a review each quarter during 2020.</p> <p>Members of staff at the College are also encouraged to use the 'Office Vibe' tool as a method of giving feedback on their working environment. This provides an additional channel for engaging with Managers and assists with the evaluation of the Milestone review process.</p> <p>The general, on going and company wide evaluation of the success of the Milestone review process the responsibility of the Condé Nast International People Team.</p>
The steps the College is taking to widen the choice of academic resources available to students	The College has explored a range of options for extending resources in a way that is suitable for	New academic year, October	Dean, MA Programme	Access to additional academic resources will be provided on the

<p>(Expectation B4)</p>	<p>the number of students enrolled. This has included discussions with our degree awarding body and with various wider dissemination platforms.</p> <p>An information pack on accessing additional academic resources was created and circulated to students during the summer term. For the new academic term, this will be supplemented with additional subscriptions to course relevant academic journals and/or portals. In addition to this, additional sessions on accessing the academic resources available at the College will be added to relevant courses.</p>	<p>2019</p>	<p>Directors and Technology Manager</p>	<p>College VLE, Canvas. The suitability of resources is then evaluated within the annual monitoring process, through module and programme level evaluative reports that take account of both staff opinion and student feedback. External Examiners are also invited to comment on the quality of resources available in their bi-annual reports.</p>
<p>The steps the College is taking to embed recently introduced processes and documentation with regard to student placements (Expectation B10)</p>	<p>The College has delivered the Industry Placement module using the new processes and documentation.</p> <p>The module continues to incorporate reflective writing on the placements, which allows the module leader and careers advisors to effectively support students.</p>	<p>October 2019</p>	<p>Module Leader / Careers Advisor</p>	<p>The placement module ends with the submission of student reports in early October. Once the assessment process is complete, as part of our annual monitoring processes, the module leader will evaluate the module and write a report. Students also complete module evaluation surveys, which are also responded to in the module report. The success of the industry placements will also be measured through analysis of module completion and attainment statistics.</p>
<p>The steps the College is taking to ensure that information for students is fit for purpose (Information)</p>	<p>Context: The HER raised points around external information for prospective students, rather than any concerns over internal information for current students on the VLE, which current students praised highly.</p> <p>As noted in the report, the issue with the previous website (live at the time of the HER) had already been identified by the College and as a result a completely new website was launched on 2nd May 2019. The process of developing the new site involved a comprehensive review of all content to ensure it was accurate, up to date and fit for</p>	<p>November 2019</p>	<p>Head of Marketing & Admissions, Admissions Manager, Technology Manager and Registrar</p>	<p>The Registrar reviews policy and regulations based internal information for students annually, before the beginning of each academic term. Module and programme leaders review and update the course level information each term.</p> <p>Condé Nast International project teams will complete post-implementation reviews of the new systems. The Technology Manager also monitors information systems on an on-going</p>

	<p>purpose.</p> <p>In addition to the new website, in order to further improve the application process, the College is currently installing the Ellucian Quercus student information system. The implementation process for this has included a detailed examination of application processes and information. The new system is planned to go live by October 2019.</p> <p>The College is also introducing GSuite within the same timescale, which will allow easier version control and sharing of policy documents. There will now be only one master version of each policy and the external website and internal VLE will link to the same document, which will be saved centrally in a GSuite folder. This will eliminate any possibility of inconsistency.</p>			<p>basis and completes an annual review of provision, again before the start of each academic year.</p> <p>The Marketing & Admissions team checks the website information on each course at the outset of each recruitment cycle, discussing any required updates with course leaders. The team also logs any changes to the information provided on the website in a shared information register.</p>
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