

QUALITY IMPROVEMENT- PLAN – NEW ITEMS – December to May 2018

	Intended outcomes	Actions to be taken to achieve intended outcomes	Target date(s)	Action by	Reported to	Evaluation (process or evidence)	Progress and further actions	New target dates
1	Review reporting arrangements to Academic Board and Board of Directors for effective oversight [QAA HER recommendation]	1. Check documentation and work with Chairs to ensure review of remits of all Boards and Committees to ensure reporting lines are clearly stated and correspond to Boards and Committees diagram. This includes management team and the marketing working group. The latter needs to record actions and decisions and report them back to BoD to provide strategic oversight.	1/7/18	Quality Officer	College Manager	Remits clearly state reporting lines Consistent with Boards and Committees diagram		Completed
		2. To better monitor actions at a strategic level, ensure integrated action tracker reviewed regularly by Academic Board and Board of Directors, with items of strategic importance and major operational items highlighted (already done once for BoD).	3/5/18	Principal	Academic Board & Board of Directors	Minutes record regular review of action tracker	Monitoring done by BoD from Jan '18 Proposal for Principal and Quality Officer to review the integrated tracker and provide AcB and BoD with a report on their review, including progress on items of strategic importance and major operational items. Agreed by AcB 3/5. Agreed by BoD 31/5, with addition of College Manager to review team.	Completed
		3. Review columns of action trackers for best format (referring to this action plan template as an exemplar) and to ensure integrated action tracker consistent (including adding an issue column).	20/4/18	Quality Officer	College Manager	Revised format for integrated action tracker	Issue column has been added. Academic Board 14/12/17 discussed changing issue to intended outcome – implemented for start of next academic year.	Completed
		4. Produce simple proforma with standard reporting format for Chairs of other Boards and Committees to use when reporting to the Academic Board and Board of Directors	3/5/18	Principal	Academic Board	Proforma	Proforma approved with additions by Board of Directors 5/4/18 and by AcB 3/5	Completed
2	Outcomes of monitoring need to be captured and used for enhancement across the whole College [QAA HER recommendation]	1. Academic Board to take a more strategic leadership approach to academic developments, drawing from the AMRs to inform a College-wide strategy. Actions to implement strategic enhancements to be added to QIP.	14/12/17	Principal	Academic Board	Minutes of Academic Board and College Strategy	Academic Board took more strategic College-wide approach in review of AMRs December 2017. At this meeting the Board identified three areas for strategic College-wide enhancement.	Completed
		2. Academic Board to review the QIP.	3/5/18	Principal	Academic Board	Minutes and Academic Board standard agenda	Agreed at December 2017 meeting. Added to standard agendas 28/2/18.	Completed
		3. Board of Directors to receive minutes of Academic Board meetings and a verbal report from the Principal as Chair of Academic Board.	25/1/18	Principal	Board of Directors	Minutes of Board of Directors	Done for first time Jan '18 and regular agenda item thereafter	Completed
		4. Document these processes in Academic Quality Handbook	3/5/18	Quality Officer	Academic Board	Academic Quality Handbook	Academic Quality Handbook approved by Academic Board 3/5	Completed
		5. Ensure remit of Academic Board includes responsibility to identify areas for strategic College-wide enhancement.	14/12/17	Principal	Academic Board	Remit of Academic Board	Remit reviewed 14/12/17 to include: To oversee the operation of quality assurance and enhancement at Course level, and to	Completed

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							identify and monitor implementation of enhancement of teaching, learning and assessment at College level.	
3	Document College-wide guidance on production and checking of information [QAA HER recommendation]	Document our guidance on production and checking of information. This needs to state our processes for checking accuracy and currency of information, particularly sign-off responsibilities. It particularly applies to the contents of our website and of Moodle	3/5/18	College Manager liaising with Marketing Manager and Quality Officer	Academic Board	Guidance document	Guidance on production and checking of information approved by Academic Board 3/5	Completed
4	Formalise and systematise our approach to enhancement [QAA HER recommendation]	Document in Academic Quality Handbook our processes for enhancement at Course level and how this feeds up to Academic Board and Board of Directors in order to produce strategic enhancement proposals tied in to a wider strategic plan	3/5/18	Principal liaising with Quality Officer	Academic Board	Academic Quality Handbook	Academic Quality Handbook approved by Academic Board 3/5	Completed
5	Enhance marking and feedback, including standardisation of marking (within teams of markers, and benchmarking across programmes). [Academic Board strategic enhancement]	1. Dissertation supervisors' peer marking exercise. 2. Course Directors meeting to benchmark levels of marking for MScs, and enhancing training for new staff in marking and feedback	Sept '18 1/5/18	KC Course Directors	Academic Board	Minutes of Academic Board, and reports of meetings	1. KC has conducted a parity marking exercise on dissertations, involving Chair of QAB, to be reported to AcB Dec 18. 2. Academic Board 3/5/18 received report and heard that CDs discussed rationalisation of level 7 marking. Each Course Director will look at the current marking guidelines and comment on them and KC will add in insights from her parity marking exercise. For report back to Academic Board Dec 18.	1. Dec 2018 2. Dec 2018
6	Improve help for students on academic writing and study skills. [Academic Board strategic enhancement]	1. First collate the resources we already have in - Nature of an MSc doc, Induction e-learnings, Resources file on Moodle, resources used by learning support tutors, online courses recommended at point of acceptance of a place on a course - and summarise them in one document. 2. Create short e-learning sessions based on study skills presentations. 3. Analyse recurring themes from individuals' learning support sessions.	1/6/18 1/9/18 1/7/18	PW CM CM	Academic Board	Academic writing document; e-learning materials; Staff and student feedback	1. Management team 19/4/18 received report from PW that this document for PG students is well underway. Confirmed at mgt team 24/5. Draft circulated to Course Directors, publication on VLE aimed for end Sept. 2. Presentation slides placed on VLE 1/8/18. E-learning sessions planned for end 2018. 3. Recurring themes identified and reported to PW to inform academic writing document 1/6/18	1. 1/10/18 2. 1/1/19 3. Completed
7	Improve support for IT skills development for students, including use of Turnitin. [Academic Board strategic enhancement]	1. Question added to interview forms re applicants' IT skills, can lead to recommendation to undertake ECDL. 2. Online application process can be used as diagnostic for weak IT skills. 3. Turnitin "driving lessons" and help sessions for IT and other problems offered in first year of courses.	14/12/17 14/12/17 1/1/18	RJB Admissions team LMcC	Academic Board	Staff and student feedback		1. Completed 2. Completed 3. Completed
8	Enhance focus on research and scholarship among staff (AcB & BoD)	Revise periodic review proforma and periodic review aims and process doc Revise Staff Handbook including staff development policy Add question to end of year questionnaires	1/1/18 1/9/18 1/5/18	Principal and College Manager	Mgt team Board of Directors Mgt team Academic	Proforma and periodic review doc Staff Handbook Questionnaires		Completed 28/9/18 Completed

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		Add AcB agenda item	1/8/18		Board	Standard agenda		Completed

QUALITY IMPROVEMENT PLAN – JULY 2017

	Intended outcomes	Actions to be taken to achieve intended outcomes	Target date(s)	Action by	Reported to	Evaluation (process or evidence)	Progress and further actions	New target dates
1	Fewer MSc students exiting with PGDip	Record actions underway and develop further proposals for improving the way students are prepared for the dissertation stage during the taught part of the practitioner training MScs	3/5/18	Research Director liaising with Course Directors	Academic Board	Minuted report	Mgt team 24/5 heard good progress across all courses. Report to AcB postponed to Dec 2018	Dec 2018
2	Increased recruitment to online MScs	Propose different delivery pattern which spreads modules over more weeks	14/11/17	Online MScs Course Director	Online MScs BoS; Board of Directors	Minuted decision	LSBU requirement for 20, 40, 60 credit modules necessitates change to online MSc module structure. Consultations with staff and students are positive and students tell us that the new structure would help students. New structure approved at LSBU validation event 20/3/18	Completed
3	Good application experience for all regardless of background	Explore options for further staff development in relation to the dangers of unconscious bias when dealing with applicants from a diversity of backgrounds	1/5/18	College Manager	Management Team	Minuted discussion and decision	Management team 19/4/18 agreed to arrange staff training on this. Further discussion as part of review of admissions processes for mgt team at October meeting.	Oct 2018
4	Feedback available on online staff induction and development materials	Provide opportunities for online feedback as part of our development of online staff induction and development materials.	1/7/18	E-learning production editor	Management Team	Minuted report	Delayed. For review Oct 18.	Oct 2018
6	Dissertation marking more consistent	Create an e-learning session for MSc supervisors on dissertation marking, which must be completed before undertaking marking. Consider use of peer marking exercises. Revise dissertation marking guidance and assessment criteria Review rules on appendices and use of data repository Clarify requirements for pass with minor changes, possibly allowing pass with uncapped resubmission for good dissertation with flaws	1/3/18 1/3/18 Draft 1/9/17; final to AcB 14/12/17 14/12/17 14/12/17	Research Director	1 & 2 – Management Team 3, 4 & 5 – Academic Board	Minuted Minuted with decisions	Next dissertation marking will commence Sept 2018 so deadline extended to 1/9/18. Session now created and supervisors must complete before marking. Supervisors' team mtg planned with peer marking exercise supported by QAB Chair Guidance and criteria updated. Detailed report received by AcB 14/12/17 Detailed report received by AcB 14/12/17. Recommendations on appendices and data repository accepted. Idea of pass with uncapped resubmission abandoned after consultation. Reported to AcB 14/12/17	Completed Completed Completed Completed Completed
7	More use of formative assessment to build towards summative on the MSc in Nutrition Science and Practice, and in the first year of the acupuncture programmes	Develop proposals for formative assessments that prepare students for their summative assessments on these programmes	1/4/18	Nutrition and Acupuncture Course Directors	BoS	Minuted	Formative assessments building to summatives were documented in validation docs for LSBU 19/2/18 Regular ongoing review as part of annual course monitoring	Completed
10	Students informed of our actions taken in response to their feedback given at the	Produce a written response to each group summarising discussions, clarifications and actions	1/2/18	Principal with Quality Officer	Management Team	Student evaluations indicate they are aware of our responses to	Written response produced and ready for dissemination 1/2/18	

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	feedback visits from Principal and Course Director	taken in response to their feedback				their feedback	CDs will post to Moodle course forums by 5/2/18	Completed

11	Students better informed of our actions taken in response to their feedback overall	Improve unified action tracker to capture all actions including those in AMRs, monitor monthly, and report back to students on completed actions	1/11/17	Quality Officer	Management Team	Student evaluations indicate they are aware of our responses to their feedback	Improvements made to action tracker. Next step is to evaluate and identify further improvements, as part of response to QAA HER recommendations. Management team 19/4/18 heard that students are receiving written responses to each point of feedback to Boards of Study, and "you said we did" is increasingly used on VLE forums to report back on completed actions.	Completed
14	Staff continue to take roles as external examiners and with professional and accreditation bodies	Repeat encouragement to staff at the Staff Conference in 2018 Encourage EE and professional and accreditation body roles in our online staff development materials Experience of external examining and professional and accreditation body roles as a criterion for progression on our pay scales	1. 8/3/18 2. 1/8/18 3. 1/1/18	1. Principal 2. E-learning production editor 3. College Manager	1. Academic Board 2. Academic Board 3. Management Team	New staff taking EE roles	Included in plan for Staff Induction and Development materials Staff handbook to be updated with progression criteria including external examining and professional and accreditation body roles – new deadline	Completed Completed 28/9/18
15	Module/Year/Stream Leaders refer to Quality Code in considering improvements	Module/Year/Stream Leaders' end-of-year reflective reports in AMRs reference their development plans against the Quality Code	1/10/17 (full implementation 1/10/18)	Course Directors	BoS	Clear references to Quality Code	Reflected in AMRs though not consistent yet	1/10/18

QUALITY IMPROVEMENT PLAN - COMPLETED ITEMS

July '17 5	Staff development needs are identified that arise from our annual quality evaluation	Build in an explicit requirement for the Course Directors' reports in AMRs to consider staff development needs identified from the evaluation	1/11/17	Course Directors	BoS	Included in AMRs	Completed and AMRs published 1-22/11/17	Completed
8	AMRs include data and analysis on student performance in each module	From 2017-18 AMRs to include data on student performance in each module (average mark, standard deviation and overall pass rate), and Course Directors' reports in AMRs to include analysis of the data.	1/10/17	College Manager (provide data) Course Directors (include analysis in AMR)	BoS	Minuted	Completed and AMRs published 1-22/11/17	Completed
9	Further improvements to online end of year student questionnaire response rates	Identify and implement actions to improve online students' response rates (to improve on 50% of first years)	24/4/18	Course Director with Quality Officer	Online MScs BoS	Achieve target of 60% (QA and Curriculum Dev Policy)	Return rate was incorrect, actually 66% so above target. Nonetheless, additional follow up of students planned.	Completed
12	Fewer instances of plagiarism and self-plagiarism on the BSc in Acupuncture	Review the way we communicate these issues to students on this programme	1/10/2017	Acupuncture Course Director	BoS	Reduced incidence of plagiarism and unfair practice on BSc in Acupuncture	Revised induction programme and documentation in place	Completed
13	Fewer instances of plagiarism and other unfair practice across all programmes	Explore the possibility of sharing anonymised information about previous cases of plagiarism and other unfair practice with students, emphasising the seriousness of the offences and the stress and discomfort of the process, in the hope of some deterrent effect.	14/12/17	Acupuncture Course Director	Academic Board	Reduced incidence of plagiarism and unfair practice overall	Reported on at Academic Board Dec 2017 - anonymised cautionary tales relating to alleged plagiarism cases are now included in the induction materials for the BSc in Acupuncture	Completed