



**Strategic Enhancement Action Plan with reference to
Annual Evaluative Report and Enhancement Plan July 2019
QAA HER (AP) Review June 2019**

Reviewed by Faculty on:	29 April 2020
Reviewed by Management Committee on:	25 Nov 2019
Updated following QAP meeting on:	29 Nov 2019
Updated following ASAP meeting on:	4 Dec 2019
Updated following ASAP meeting on:	19 June 2020
Updated following QAP meeting on:	3 Mar 2020
Updated following QAP meeting on:	12 June 2020
Published on College website on:	4 May 2020

This Strategic Enhancement Action Plan outlines the implementation of the Enhancement Plan described in the Annual Evaluative Report of July 2019.

Strategic Enhancement Priorities	Action to be taken QAA HER recommendations	Target Completion Date	Action by:	Reporting to:	Success indicators/evaluative procedures	Progress (with date) including notes of completion
Learning and Teaching: The College will seek the improvement of learning and teaching quality.	1. Develop and approve Learning & Teaching strategy	Oct 2019	Chair of ASAP	Faculty	Learning and Teaching Strategy approved by Faculty	Completed 16 Oct 2019
	1.1 Long-term learning and teaching strategy drafted (3-5 years)	October 2020	Chair of ASAP	Faculty	Long term Learning and Teaching Strategy approved by Faculty	
	1.2 Systematically implement the Learning & Teaching strategy	January 2020	Chair of ASAP	Faculty	Faculty considers report on progress on implementation of L&T Strategy	Completed 26 Feb 2020
	2. Establish and implement processes for the prevention, detection and consequences of academic misconduct	September 2019	Dr Cowan	PTFI and MC	Academic Integrity Policy applied to all programmes Plagiarism detection software activated for all assessment submissions.	Completed 19 Sept 2019 Completed 27 Sept 2019

					Assessment Policy updated	Completed 27 Sept 2019
	3. Personal tutors engage students in reflection on their learning performance and achievement to inform their further development.	October 2019	Personal tutors	Faculty	Faculty receives reports from faculty members	Faculty reported on Personal tutor meetings 27 Nov 2019
	4. Students are consulted about the effectiveness of learning and teaching through surveys and by involvement in course design and review process.	January 2020	Heads of Departments	Faculty	Departments collect student feedback and discuss it Students included in module review process Departments report to Faculty on results of student feedback	Faculty received minutes of GSC and MSC meetings (Dec 2019) Meetings with reps of GSC and MSC to discuss LTS (31 Jan 2020) Completed Jan 2020
	5. Library staff included in faculty discussions and decisions about support for students' learning.	November 2019	The Principal & Acting Librarian	Faculty	Acting Librarian participation in review of L&T strategy	Completed: Acting Librarian appointed to ASAP (11 Oct 2019)
	6. Faculty development activities enable faculty to	Ongoing	The Principal	Faculty		Programme of first semester meetings

	reflect critically on their teaching practice.				<p>Good Practice themed meeting programme and schedule agreed.</p> <p>Review Good Practice themed meetings for 19-20 to ensure that Faculty development activities enable faculty to reflect critically on their teaching practice with research and best practice in mind.</p> <p>Peer Review process monitored by QAP</p>	<p>agreed and implemented</p> <p>QAP minutes 6 March 2020</p>
	7. Develop informal learning spaces for group collaboration and dialogue.	November 2019	The Bursar	Faculty	Students report use of informal spaces.	Reviewed by GSC and MSC 13 & 15 November and reported to Faculty 27 Nov 2019
	8. Make clear to students the learning opportunities and support available to them through the VLE for blended and online learning opportunities.	October 2019	Module Coordinators	Faculty	<p>Introduce students to VLE during orientation week</p> <p>Module coordinators report on use of VLE</p>	<p>Orientation completed 25 Sept 2019</p> <p>VLE live and functioning (Sept 2019)</p>

	9. Implement new intensive mode of language teaching, monitoring and reviewing its effectiveness in light of student performance and feedback.	March 2020	Chair of ASAP	Faculty	Data available and used in programme review process. Report considered by Faculty	Completed 26 Feb 2020
	10. Increase use of Cerego	March 2020	Prof McClenahan	Faculty	Data shows appropriate and positive use of Cerego by students	Completed in module review Feb 2020
	11. Heads of Departments use adjunct faculty, teaching assistants and guest lecturers in the delivery of modules and programmes	June 2020	Heads of Departments	Faculty	Minutes of Departmental meetings record use of adjuncts, TAs and guest lecturers. Annual Departmental review assesses their effectiveness	Completed in module review Feb 2020 BS dept. 25 June 2020
Student Engagement: Engagement with all students and	1. Approve draft Student Charter.	October 2019	The Principal	The Faculty	Student body meeting approves Student Charter	Completed 25 Sept 2019

involvement of students, individually and collectively, as partners as every level of the College's activities.	2. Consult with students on all PTFI pathways concerning their appreciation of their respective programmes	June 2020	Chair of ASAP	The Faculty	Data on programme-level satisfaction collected and used in programme review process	Completed 17 June 2020
	3. Meet with student body to explain Strategic Enhancement Plan	October 2019	The Principal	The Faculty	Report of meeting with student body received by Faculty	Meeting held with Student body (25 Sept) and with GSC (13 Nov) and MSC (15 Nov); reported 2 Oct 2019
	4. Meet with incoming students to explain Academic Integrity Policy	October 2019	The Principal	The Faculty	Students report clear understanding of the importance of academic integrity.	Meeting held with student body 25 Sept 2019
	5. Agree with General Student Committee and Ministerial Students Council with regard to the number, nature and timing of student surveys to be conducted in the College year.	October 2019	The Principal	The Faculty	Students agree on number and type of student surveys	Annual Student Survey agreed with GSC and MSC (13 and 15 Nov 2019)
	6. Discuss feedback from student surveys with student body and student reps.	May 2020	The Principal	The Faculty	Agreed actions with student body published on website	LTS shared with GSC and MSC (13 and 15 Nov 2019)

	Including student feedback on Learning and Teaching Policy and Procedures					Feedback discussed by ASAP (19 June 2020)
	7. Seek feedback from college alumni on training pathways as part of the post-ordination training events	May 2020	DMSD	Faculty and CTM	Feedback collected and used in programme and policies review process Post-ord training event cancelled. Preparing survey through MS Forms (27 Apr 2020)	
External Expertise: Engagement with external examiners and those with relevant expertise in higher education.	1. Faculty develops Terms of Reference and appoints Higher Education Advisory Panel.	September 2019	The Faculty	PTFI	Validation and Review Report received from HEAP	Completed terms of reference 10 Sep 2019; first HEAP meeting 12 Feb 2020; Faculty received report 25 March 2020
	2. Ensure that the approval of new programmes includes scrutiny by independent	September 2019	Chair of HEAP	Faculty	Programme Design and Review Policy implemented.	PDRP revised Sept 2019

	external academic expertise (Expectation A3.1, A3.4, B1)				New programmes scrutinised by HEAP	12 Feb 2020; 25 March 2020; 24 June 2020.
	3. Management Committee confirms that external examiners for AY 2019-20 have been appointed and remunerated.	October 2019	Secretary of Management Committee	CTM	Minutes of MC record details	Completed: MC Minutes 25 Nov 2019
	4. ASAP report to Faculty about the role and contribution of external examiners and advisers to all programmes.	October 2019	ASAP	Faculty	ASAP reports to Faculty where external examiner reports are available	Completed: ASAP report given 18 Dec 2019
	5. QAP review EE Annual Reports, Programme Co-ordinators' responses and timeline of process	September 2020	QAP	Faculty	QAP review completed and recommendations reported to Faculty	
	6. Faculty response to feedback from external expertise is clearly recorded and reported.	Ongoing	Heads of Departments	Faculty	External Examiners' reports and response recorded in Faculty minutes External reports made available to student body together with responses	Completed 2 Oct 2019; 16 Oct 2019

<p>Personal Development: The personal and spiritual development of all students through mentoring, personal tutoring and worship opportunities.</p>	<p>1. Good Practice: Encourage all academic and support staff in maintaining and developing the meticulous and supportive approach to pastoral care for all students and their integration in a wide range of community activities, which strongly support students' personal and professional development</p> <p>1.1 Faculty members follow guidelines in Personal Tutor Manual for initial meeting with students and review its use.</p>	December 2019	Principal	Faculty	Personal Tutor Manual reviewed	Completed Sept 2019
		September 2019	Module Coordinators	Faculty and EEs	Assessment regimes show how students can	Faculty reported on PT meetings 27 Nov 2019

2. Employability skills are described in Programme and Module Learning outcomes.				demonstrate achievement of transferable skills.	EE approval of module outlines 16 Oct 2019
3. Session on employment opportunities arranged for first semester.	November 2019	The Principal	Faculty	Faculty receive report on employment opportunities session 27 November 2019	Two employability sessions for students completed in first semester; ASAP report to Faculty 18 Dec 2019
4. Students provide feedback on the usefulness of the personal tutor scheme in support of their personal and professional development.	Ongoing	Student reps and Chair of ASAP	Faculty	Student feedback received and used by Faculty in review process	Faculty minute 27 Nov 2019; GSC/MSC joint meeting minutes (31 Jan 2020); discussed by ASAP (7 Feb 2020) and reported to Faculty (26 Feb 2020)
5. Ensure that the appointment of full-time academic staff takes account of the diversity and needs of all students in order that individual students are able to develop and achieve their academic, personal and professional potential (Expectation B4)	Ongoing	The Principal	Management Committee	Criteria agreed for recruitment of both full-time and part-time staff.	Completed: Report of Task Group (MC Minutes 22 Nov 2019)

	6. Prepare policy and procedures for the diagnosis and support of students with learning disabilities.	June 2020	Chair of ASAP	Faculty	Policy and procedures developed and approved	Draft approved 3 June 2020; scrutinised by ASAP 19 June 2020
Admissions: The recruitment of students from a wide range of backgrounds by implementing an admissions policy which is reliable, fair and inclusive.	1. Admissions Policy is reviewed to ensure that it describes an accessible and transparent process for application, selection and admission to all courses.	June 2020	The Principal	Faculty	Principal reports on review of the Admissions Policy	Completed 24 June 2020
	2. Admissions Policy is reviewed to ensure that it contains clear information about the complaints and appeals process for prospective students.	September 2019	The Principal	Faculty	Principal reports on review of the Admissions Policy	Reported to Faculty 18 Dec 2019
	3. The College provides clear information on the fees and other costs associated with each programme of study as	September 2019	The Bursar	Faculty	Website updated with accurate and up-to-date information	Completed FPA report to MC 10 Feb 2020

	well as scholarships that are available.					
	4. The College develops a Widening Access and Participation Policy.	February 2020	The Principal	Faculty	Widening Access and Participation Policy approved by Faculty	Draft Policy prepared and aligned with new Quality Code theme 5 Feb 2020
Flexible Delivery: The use of digital resources and online delivery options to allow students access to high quality theological education.	1. Report prepared on the use of digital resources and online delivery and how it may be enhanced including policy for ensuring quality of online learning experiences, and consideration of additional online programme offerings.	June 2020	Convenor of TLP	Management Committee	MC receives report and makes recommendations	Discussed at ASAP (7 Feb 2020); report approved by ASAP (27 May 2020); reported to Faculty 17 June 2020
	2. Training and orientation sessions on flexible delivery offered for students and staff	June 2020	Chair of ASAP	Faculty	Faculty receives report on training and orientation events for staff and students	Good practice themed meeting re. VLE (6 Nov 2019)

Monitoring and Review: The collection and analysis of information that drives improvement and enhancement.	<p>1. Ensure that the process for approval of new programmes and of changes to programmes is consistently applied (Expectation B1)</p>	September 2019	Chair of QAP and HEAP	The Faculty	PDRP reviewed and meeting schedule arranged.	Completed: PDRP reflected in Enhancement Timetable (2 Oct 2019)
	<p>2. Establish and implement effective, regular and systematic processes for monitoring and review of programmes (Expectation B8, B7, A3.2)</p> <p>2.1 Ensure that all relevant data from students, external examiners, external advisors and professional bodies is collected and collated for all new programmes at the end of each semester.</p>	June 2020	Chair of ASAP	The Faculty	All relevant data available for programme and module review meetings which will include student reps.	Completed first semester report drafted (6 May 2020); approved by ASAP (27 May 2020); reported to Faculty 17 June 2020; completed second semester report 19 June 2020
	<p>2.1 Ensure that all relevant data from students, external examiners, external advisors and professional bodies is collected and collated for all new programmes at the end of each semester.</p>		Programme Co-ordinator	Principal	Relevant information included in Annual Report	
	<p>3. Take steps to fully embed the strategy for enhancement in the college's planning processes.</p>	Ongoing	Chair of QAP	The Faculty	Senior staff are committed to implement the strategy.	TLS considered and reviewed by Teaching and Learning Panel on 11 Nov 2019. Reported to MC 25 Nov

<p>3.1 Ensure that Strategic Enhancement Action Plan is monitored and timetable for implementation shared with all stakeholders.</p>				<p>Staff and students are engaged in the strategy of enhancement.</p> <p>Staff and students are involved in the review of the strategy for enhancement</p>	<p>ASAP includes staff and students</p> <p>TLS approved by ASAP on 11 Oct 2019. Reported to Faculty 16 Oct 19.</p> <p>QAP report to TLPL 11 Nov 2019 and to MC 25 Nov 2019.</p> <p>Updated SEAP shared with CTM Standing Committee 27 Apr 2020</p>
<p>4. Ensure that the lines of reporting in the governance structure are aligned with responsibilities for academic authority (Expectation A2.1)</p> <p>4.1 Prepare report on Academic Governance and implement recommendations</p>	<p>September 2019</p>	<p>The Principal</p>	<p>Management Committee</p>	<p>Report received and recommendations enacted.</p>	<p>Completed 30 Sep 2019</p>
<p>5. Establish, implement and effectively manage secure</p>	<p>September 2019</p>	<p>DMSD</p>	<p>The Faculty</p>	<p>Report received and recommendations enacted.</p>	<p>WBLO Policy approved by Faculty</p>

	<p>arrangements for the delivery of learning opportunities in student placements (Expectation B10)</p> <p>5.1 Prepare report on managing arrangements for the delivery of learning opportunities in student placements.</p> <p>5.2 Implement the review policy contained within the work-based learning opportunity policy</p>	June 2020	DMSD	Faculty and Management Committee	<p>Students achieve the said learning opportunities</p> <p>The work force development needs of PCI are achieved</p>	19 Sept 2019 and reported to MC 30 Sep 2019
	6 Establish dates for module and programme review and exam boards in next academic year	June 2020	Faculty		Dates added to the Programme Design and Review policy	Completed 17 June 2020
	<p>7 Review the terms of reference (ToR) for:</p> <p>Management Committee (MC)</p> <p>Teaching and Learning Panel (TLP)</p> <p>Quality Assurance Panel (QAP)</p> <p>Academic and Student Affairs Panel (ASAP)</p>	April 2021	Faculty	Management Committee	Evidence that the lines of reporting in the governance structure are aligned with responsibilities for academic authority	

	Higher Education Advisory Panel (HEAP)					
	8 Periodic Review Task Group reviews all aspects of College operations	June 2021	Periodic Review Task Group	Management Committee, Council for Training in Ministry and General Assembly	General Assembly Annual Reports 2021	Draft PR Panel membership and ToR prepared 28 Apr 2020