

Global College Malta

Business Strategy 2021

Global College Malta is a leading private tertiary education institution in Malta which is recognised for providing high quality pre-degree, undergraduate degree, postgraduate degree and short course provision that is student-centered and teaching-focused, preparing all our graduates for success in their chosen profession and helping to stimulate economic vitality and growth in Malta and internationally.

Through providing an inspiring and creative environment, Global College Malta seeks to enrich the lives of all of its students by providing them with innovative learning opportunities which will allow them to explore, to develop and to realise their full academic and professional potential. In doing so, we seek to equip our students with the skills that they need to become confident, effective and culturally responsible global citizens.

We continually strive to: ensure excellence in our teaching and learning; to provide high quality academic and professional programmes which meet and exceed Maltese and international standards; actively promote scholarly work; encourage a dynamic and mutually supportive staff team; and, facilitate high levels of staff-student interaction and support.

We actively engage in collaborative relationships with industry, commerce, the public and voluntary sectors in Malta and beyond in order to enhance the educational experiences of all our students, thereby helping to enrich our learning, scholarly and social community.

The following sections of this document set out the College's priorities for the 2021-22 planning period. The past 18 months have seen unprecedented change in the higher education sector both in Malta and internationally. As for all global higher education providers, the Covid-19 pandemic has brought challenges in terms of ensuring effective and sustainable programme delivery, student recruitment and financial robustness. The pandemic has, however, also occasioned new opportunities. By means of example, the need to deliver programmes on an online or blended basis has occasioned the opportunity to make use of new and emerging delivery technologies and approaches. As the World returns to some sense of 'normality' the College will continue to explore how some of these technologies and learning pedagogies can be embedded in more traditional delivery formats.

Key Global College Malta Strategic Objectives for 2021-22

The impact of the ongoing Coronavirus pandemic continues to shape the College's targets and outcomes for 2021-22. It is crucially important that during this period of continuing turbulence and uncertainty the College remains focused on recruiting and retaining high calibre students and widening access to higher education. In meeting this challenge, the College recognises that it is essential to make effective use of new and emerging technologies to deliver high quality teaching and learning and ensure continued

relevance in what will be an increasingly competitive marketplace. The College will continue to explore the development of blended learning modules and programmes.

A number of important strategic areas are likely to suffer a negative impact because of Covid-19 especially international mobility. The College believes that international mobility for students and, where relevant, staff will be restricted for most of the academic year. While the College will explore the possible delivery of modules through remote learning to international students, it is most likely that international students will not be studying in volume at the College's Smart City campus again until the 2022-23 academic year. The College will, accordingly, see a significant drop in its income generated from international students. The continuing restrictions associated with Covid-19 will limit the College's capacity to generate income in 2021-22. The pandemic has both challenged and transformed how we do things. All areas of the College will be reviewed to determine how greater effectiveness and efficiency can be achieved.

- Attract and retain high calibre students, including those currently underrepresented in Maltese higher education;
- Continue to deliver a transformational learning experience, which enhances education, skills and employability;
- Deliver an international strategy, which reflects the global perspective and enriches the student and staff experience;
- Ensure a high quality teaching and learning environment which embraces the principles of sustainability, including the non-built environment;
- Optimise the opportunities for developing income generation strategies;
- Work to develop a vibrant scholarship and research culture; and,
- Ensure that the College has effective governance and efficiently manages its resources, staff and capital assets to ensure financial sustainability.

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College Sustainability

Aim	Action	Target
GCM's <i>Mission and Values</i>	<ul style="list-style-type: none"> ➤ We will continue to focus on fulfilling GCM's Mission to make a distinctive contribution of service and excellence to higher education ➤ We will seek to strengthen the identity of the College in Malta 	Report on mission effectiveness received by Study World Holding Group Limited
Protect student numbers	<ul style="list-style-type: none"> ➤ We will seek to maintain student numbers at a level which supports long-term College viability ➤ We will aim to maintain total student enrolled numbers at approximately 390 	Total enrolled student numbers of 390
Maintain student demand	<ul style="list-style-type: none"> ➤ We will ensure that demand for places at the College remains high ➤ We will aim to increase student applications 	5% increase on student applications to the College compared with 2019-20 with an associated improvement in application conversion rates
Preserve the College's financial viability	<ul style="list-style-type: none"> ➤ We will seek to ensure long-term financial sustainability ➤ We have a Financial Strategy which aims to generate financial surpluses sufficient to maintain adequate reserves to protect capacity and invest in infrastructure 	Maintain a bottom line surplus on activity of at least 8%

Invest in the College's infrastructure	<ul style="list-style-type: none"> ➤ We will provide high class infrastructure to support teaching and learning ➤ Seek to develop the environment supporting College research and scholarship ➤ Continue to invest in the College's estate 	Annual investment in the College's infrastructure (5 year average) at approximately 5% of insurable value
Preserve academic capacity	<ul style="list-style-type: none"> ➤ We will maintain appropriate academic capacity to support the delivery of the College mission ➤ We will preserve the College's existing teaching capacity ➤ We will allocate sufficient funds to academic units to ensure the effective delivery of the College's academic programmes 	Maintain the College's current staffing FTE with the objective of increasing it by 2 FTE
Maintain stakeholder confidence	<ul style="list-style-type: none"> ➤ We will continue to develop positive relationships with the College's major stakeholders and partner organisations 	Hold an open event for stakeholders and partners at which the College's activities can be showcased

College Academic Profile and Positioning

Aim	Action	Target
Offer a distinctive academic provision	<ul style="list-style-type: none"> ➤ We will continue to articulate the College's position as a small and high performing institution of higher education with a focus on excellent learning and teaching 	Student recruitment continues to grow and student outcomes remain strong in terms of programme success and employability

Encourage access and participation	<ul style="list-style-type: none"> ➤ We will maintain our position as a Maltese leader in promoting widening access to higher education ➤ We will seek to deliver a range of outreach and retention projects aimed at increasing current participation rates ➤ We will continue to invest in widening access and participation including appropriate financial support 	Increase the proportion of the College's student population which is older than 30 years of age and grow the number of students studying with the College who come from disadvantaged backgrounds
Develop research and scholarship	<ul style="list-style-type: none"> ➤ We will ensure that research and scholarship, underpin high quality teaching and learning and enhance the student experience ➤ We will develop an enhanced Research Strategy which aligns with the College's <i>Mission</i> and <i>Values</i> ➤ We will increase engagement in research and scholarship among academic staff ➤ We will encourage staff to apply for external research funding and, to this end, maintain some funding to help support research and scholarly activity 	Work to develop a College scholarship and research budget of some €10,000

College Learning and Teaching and the Student Experience

Aim	Action	Target
Provide an excellent student experience	<ul style="list-style-type: none"> ➤ We will provide students with an experience of higher education which reflects the ethos and mission of Global College Malta ➤ We will maintain very high levels of student satisfaction ➤ We will continue to monitor student satisfaction through regular surveys across all programmes 	90% overall student satisfaction

	<ul style="list-style-type: none"> ➤ We will continue to consult students and obtain feedback through programme committees and the College Academic Board 	
Offer first class learning and teaching	<ul style="list-style-type: none"> ➤ We will provide students with high quality teaching and learning opportunities which are informed by research and scholarship ➤ We will have a Learning and Teaching Strategy aligned with the College's <i>Mission and Values</i> ➤ We will provide students with full and accurate information on programme specifications, learning outcomes and content on the programme they are following ➤ We will provide students with clear information on methods of assessment and on relevant regulations, coursework requirements and criteria used in assessment ➤ We will ensure that appropriate methods of course delivery are used and pilot some learning activities through the College's VLE Moodle ➤ We will promote a range of appropriate assessment practices ➤ We will ensure that all coursework is assessed promptly and transparently ➤ We will develop the use of e-learning by both academic staff and students ➤ We will preserve academic capacity and maintain appropriate student:staff ratios so as to ensure a high quality learning experience 	90% programme completion rate, 90% overall student satisfaction rate and 85% of students successful in securing employment upon completion of their studies with Global College Malta
Focus on student recruitment and selection	<ul style="list-style-type: none"> ➤ We will ensure an open and transparent recruitment and selection process 	5% increase on student applications to the College compared with 2019-20 with an

	<ul style="list-style-type: none"> ➤ We will continue to recruit students solely on the basis of their ability and potential to succeed within the learning environment that we offer ➤ We will provide clear information on the College’s various study programmes ➤ We will seek to continually enhance our recruitment and selection processes ➤ We will regularly review the College’s admission policies and ensure that they reflect the general entrance requirements of Maltese higher education ➤ We will seek to maximise applications through enhanced promotion and marketing activities 	<p>associated improvement in application conversion rates</p>
<p>Provide good student support and guidance</p>	<ul style="list-style-type: none"> ➤ We will continue to offer a range of student support services ➤ We will provide relevant information to students on College services and expectations regarding conduct ➤ We will provide appropriate counselling support for students ➤ We will provide pastoral care while emphasising acceptable student conduct ➤ Where appropriate, we shall seek to provide support to students in financial need ➤ We will seek to develop student health and wellbeing guidelines ➤ We will continue to invest in academic support services at present levels ➤ We will continue to provide good library services to students and staff ➤ We will provide suitable induction and guidance materials for library and computing services for all students 	<p>Student satisfaction with the College’s student support arrangements exceeds 95%</p>

	<ul style="list-style-type: none"> ➤ We will continue to expand the provision of electronic books and periodicals through the College’s library and through the intranet ➤ We will provide appropriate study space ➤ We will provide students with appropriate guidance materials to ensure that they can make maximum use of the College’s learning facilities ➤ We will make relevant services (such as the internet and access to online journals, etc) available to students 24/7 ➤ As appropriate, we will help ensure that student and staff have access to IT applications and software they require for their academic work and to support any additional learning requirements they may have 	
Improve student retention	<ul style="list-style-type: none"> ➤ We will monitor progression, completion and retention rates for all our students ➤ We will monitor attendance and take appropriate remedial action regarding students giving cause for concern ➤ We will provide a robust induction arrangements for new and returning students. 	90% student retention rate
Develop employability and further study opportunities	<ul style="list-style-type: none"> ➤ We will seek to enhance student employability ➤ We will maintain an integrated approach to careers and employability through embedding relevant skills in the College’s study programmes ➤ Where appropriate, we will seek to encourage students to pursue further study 	85% of students successfully secure employment within 6 months of completing their study programme with the College
Celebrate student success	<ul style="list-style-type: none"> ➤ We will organise and fund celebrations of student success 	Celebrations organised

<p>Enhance Quality Assurance arrangements</p>	<ul style="list-style-type: none"> ➤ We will adhere to the quality assurance policies and procedures of the Maltese Further and Higher Education Authority (MFHEA) ➤ We will conduct periodic programme reviews and report on these internally and, where appropriate, to the College’s validating partner(s) and the MFHEA ➤ We will ensure that the College adheres to our validating partner(s) mechanisms and processes for the effective use of external examiners ➤ We will participate in the work of appropriate validating partner(s) and MFHEA committees and working groups ➤ We will align the College’s <i>Learning and Teaching Strategy</i> with the MFHEA’s academic objectives 	<p>The College meets all quality and standards assurance requirements set by either its validating partner(s), the MFHEA or any other appropriate external body</p>
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College Relationships

Aim	Action	Target
<p>Maintain good relationships with the Malta Further and Higher Education Authority</p>	<ul style="list-style-type: none"> ➤ We will ensure compliance with the Authority’s requirements in respect of higher education programme delivery and quality and standards assurance ➤ We will respond promptly to all requests for information from the Authority ➤ We will work constructively with the MFHEA on inspections of the College’s activities 	<p>Demonstrable good relations with the MFHEA</p>

Maintain good relationships with the College's validating partner (the University of Buckingham)	<ul style="list-style-type: none"> ➤ We will adhere to the <i>Memorandum of Agreement</i> with the University ➤ We will attend meetings of appropriate University committees and groups ➤ We will liaise positively and effectively with senior staff from the University 	Demonstrable good relations with the University of Buckingham
Further develop strong and effective relationships with private and public sector organisations in Malta	<ul style="list-style-type: none"> ➤ We will seek to develop stronger and more effective relationships with private and public sector organisations in Malta ➤ We will seek to secure further short term placement opportunities for College students with Maltese private and public sector organisations ➤ We shall seek to have an enhanced level of involvement of Maltese private and public sector organisations in the delivery of the College's programmes through, by means of example, guest lectures and seminars ➤ We shall seek to secure meaningful relationships with Maltese private and public sector organisations such that employment opportunities may arise for the College's students as a result of these relationships ➤ We shall seek to secure meaningful relationships with Maltese private and public sector such that sponsorship from these organisations for College events such as seminars and graduation may be forthcoming 	Better relationships with private and public sector organisations in Malta as measured through improved attendance at College-organised events, student placement opportunities, contributions to the College's study programmes and sponsorship/support
Further develop the College's international dimension	<ul style="list-style-type: none"> ➤ We will seek to ensure that the College is better connected to international networks of higher education institutions 	Progress is made towards the securing of bilateral agreements

	<ul style="list-style-type: none"> ➤ We will seek to develop bilateral agreements with European higher education providers for the purpose of participation in European Union education development initiatives 	with several European higher education providers
Service to the community	<ul style="list-style-type: none"> ➤ We will facilitate community engagement through a partnership approach ➤ We will seek to offer the College’s venue for a range of cultural, educational, and community organisations ➤ We will seek to share resources with schools and community groups close to the College’s Smart City location thereby promoting awareness of the College, its activities and the opportunities it provides for people of all age groups 	Positive feedback from local community groups
Engage with Maltese schools	<ul style="list-style-type: none"> ➤ We will seek to communicate regularly with schools in the vicinity of the College and, as appropriate, further afield in Malta to broaden awareness of the College, its activities and the opportunities it provides ➤ Where appropriate, we shall seek to involve schools in consultation regarding College development projects 	Enhanced positive relationships with schools across Malta and particularly in the vicinity of the College’s Smart City campus
Develop alumni relationships	<ul style="list-style-type: none"> ➤ We will engage with College alumni through social media platforms ➤ We shall explore offering an annual alumni event at which alumni can meet other alumni, network and learn about current and possible future developments at the College ➤ We will enhance College communications through the website, social media and other channels 	600 registered alumni on the College’s alumni database At least one alumni e-magazine produced updating alumni on College events (with the objective of having two alumni e-magazines per year)

		Hold an alumni catch-up event at the College
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College Financial Health

Aim	Action	Target
Preserve the College's financial health	<ul style="list-style-type: none"> ➤ We will seek to maintain financial reserves at current levels while ensuring that sufficient funds are available to deliver the College's study programmes ➤ We will have a financial strategy that is aligned with that of the Study World Holding Group Limited 	150 net liquidity days
Achieve surpluses	<ul style="list-style-type: none"> ➤ We will allocate budgets to ensure the generation of surpluses consistent with the Study World Holding Group Limited's financial strategy 	8% bottom line surplus as a % of total income
Effectively allocate resources	<ul style="list-style-type: none"> ➤ We will prepare estimates for 2021-22 allocating resources consistent with the College's strategic priorities ➤ We will ensure that sufficient funds are made available to deliver the College's <i>Learning and Teaching Strategy</i> ➤ We will, in the context of continuing funding challenges, seek value for money and aim to improve efficiency across all College activities while maintaining current academic and support capacity ➤ We will not make any redundancies in 2020-21 unless there is a significant adverse change in the College's funding position 	2020-21 estimates approved by Study World Holding Group Limited's Board of Directors

Protect the College infrastructure	<ul style="list-style-type: none"> ➤ We will prioritise the funding of projects arising from any College condition surveys ➤ We will manage expenditure on estates maintenance to match levels in peer higher education institutions in Malta 	Quarterly reports made to the Study World Holding Group Limited's Board of Directors
Set appropriate tuition fees	<ul style="list-style-type: none"> ➤ We will continue to carefully monitor the College's tuition fees for academic programmes to ensure that they are competitive and provide value for money in the Maltese and international higher education markets 	College tuition fees set and agreed by the Study World Holding Group Limited's Board of Directors
Maintain good financial management of the College	<ul style="list-style-type: none"> ➤ We will monitor income and expenditure each month to ensure financial targets are met ➤ We will monitor the College's cash position closely and prepare monthly cash flow forecasts to ensure the maintenance of short-term liquidity 	Quarterly reports made to the Study World Holding Group Limited's Board of Directors
Avoid borrowing	<ul style="list-style-type: none"> ➤ We will not commit to any external borrowing 	0% external borrowing as a % of total income

College Estate and Infrastructure

Aim	Action	Target
Invest in the College estate	<ul style="list-style-type: none"> ➤ We will maintain and improve the College estate based on regular condition surveys and the aims of the Study World Holding Group Limited 	Appropriate annual investment in the College's infrastructure

	<ul style="list-style-type: none"> ➤ We will consult with internal stakeholders regarding functional suitability of teaching space and other teaching facilities ➤ We will prepare plans to upgrade teaching spaces, including ICT provision, to ensure that the College's provision meets the requirements of students 	
Control energy consumption and ensure environmental sustainability	<ul style="list-style-type: none"> ➤ We will maximise energy efficiencies to reduce College energy costs ➤ We will seek to minimise CO2 emissions 	Reduction in the College's annual energy costs and, as result, the College's Carbon footprint
Provide insurance cover	<ul style="list-style-type: none"> ➤ We will ensure that adequate insurance arrangements are in place 	Annual insurance arrangements report received by the Study World Holding Group Limited's Board of Directors
Protect business continuity	<ul style="list-style-type: none"> ➤ Through the Study World Holding Group Limited we will have an up to date <i>Risk Register</i> 	Maintenance of the Study World Holding Group Limited <i>Risk Register</i>

College Human Resources

Aim	Action	Target
Preserve the College's human resources capacity	<ul style="list-style-type: none"> ➤ We will ensure that the College maintains a professional human resources service 	Annual human resources report received by the Study World Holding Group Limited

	<ul style="list-style-type: none"> ➤ We will have a human resources strategy which aligns with the objectives of the Study World Holding Group Limited’s forward plan ➤ We will seek to improve the College’s human resources information systems ➤ We will carry out periodic staff surveys ➤ We will maintain appropriate human resources polices and ensure that they are reviewed regularly ➤ We will ensure that all human resources polices are approved by the Directors of the Study World Holding Group Limited ➤ We will, as appropriate, consult with employees on relevant human resources matters 	
<p>Recruit and retain high quality staff</p>	<ul style="list-style-type: none"> ➤ We will use a competency based approach to selection ➤ We will make use of role profiles in developing relevant competencies for selection purposes ➤ We will continue to make use of tailored employment contracts in support of flexible staff capacity ➤ We will provide robust induction for new staff ➤ We will comply with the College’s statutory equality duties ➤ We will carry out exit interviews with all leavers and provide a summary and analysis to the College’s senior management team 	<p>3% staff turnover</p> <p>Have an average number of 4 shortlisted candidates per vacancy</p>
<p>Utilise good performance management techniques</p>	<ul style="list-style-type: none"> ➤ We will further develop an appraisal scheme which informs staff development ➤ We will ensure that staff members are made fully aware of their responsibilities and what is expected from them 	<p>85% staff satisfaction levels</p>

	<ul style="list-style-type: none"> ➤ We will encourage the use of regular team meetings as a means of conveying information and allowing staff the opportunity to raise issues of opportunity and concern ➤ We will provide appropriate human resources training for managers 	
<p>Improve staff development</p>	<ul style="list-style-type: none"> ➤ We will support those staff development activities designed to enhance learning, teaching and assessment in the College's study programmes ➤ We will seek to provide support to enhance research and scholarship ➤ We will ensure staff development activities address Maltese Government and MFHEA priorities ➤ We will, as appropriate, support academic staff in completing doctoral qualifications ➤ We will, as appropriate, provide training for College managers to support them in their roles ➤ We will, as appropriate, encourage non-academic College professional support staff to pursue suitable professional qualifications. 	<p>Annual human resources report received by the Study World Holding Group Limited</p>