

WESTERN SYDNEY
UNIVERSITY



International College

**WESTERN SYDNEY UNIVERSITY
INTERNATIONAL COLLEGE (WSUIC)
QUALITY MANAGEMENT FRAMEWORK**

Prepared: October 21, 2017



Purpose

WSUIC has established a Quality Management Framework to assure the quality of its outcomes and provide the basis to achieving continual quality improvement. The Quality Management Framework provides a planning and review cycle and set of associated processes for WSUIC to quality assure all aspects of its operation, including student outcomes; learning design; its teaching, delivery and learning resources; and its associated student support systems, with the underpinning governance, resourcing, facilities, IT, HR, finance and quality tracking systems in place so as to achieve the WSUIC Mission.

The Quality Management Framework defines the quality environment in which the WSUIC operates and “refers to the planning, policies, attitudes, actions, and procedures necessary to ensure that quality is being maintained and enhanced.” (Woodhouse, D. Putting the ‘A’ into quality. - Australian Universities’ Quality Agency, Melbourne). It requires input of internal and external stakeholders.

The Quality Management Framework’s purpose also serves to ensure WSUIC's compliance with the Higher Education Standards Framework and the National Code. It utilises references such as the TEQSA guidance notes including, ‘Academic Quality Assurance’, ‘Academic Governance’ and ‘Benchmarking’.

Focus

Quality Assurance is captured at all levels of operation as described below.

Type	Description
College Level	Quality improvement at WSUIC-wide level involves visioning, governance and strategic planning
Operational Level	Operational focus on WSUIC’s core academic and business planning activities
Individual Level	Application of quality improvement can occur in relation to an individual’s interaction with a process or activity, commitment to best practice and delivery of a quality service or product

The following identifies key areas whose quality assurance and continual improvement ensure strategic and operational objectives are met.

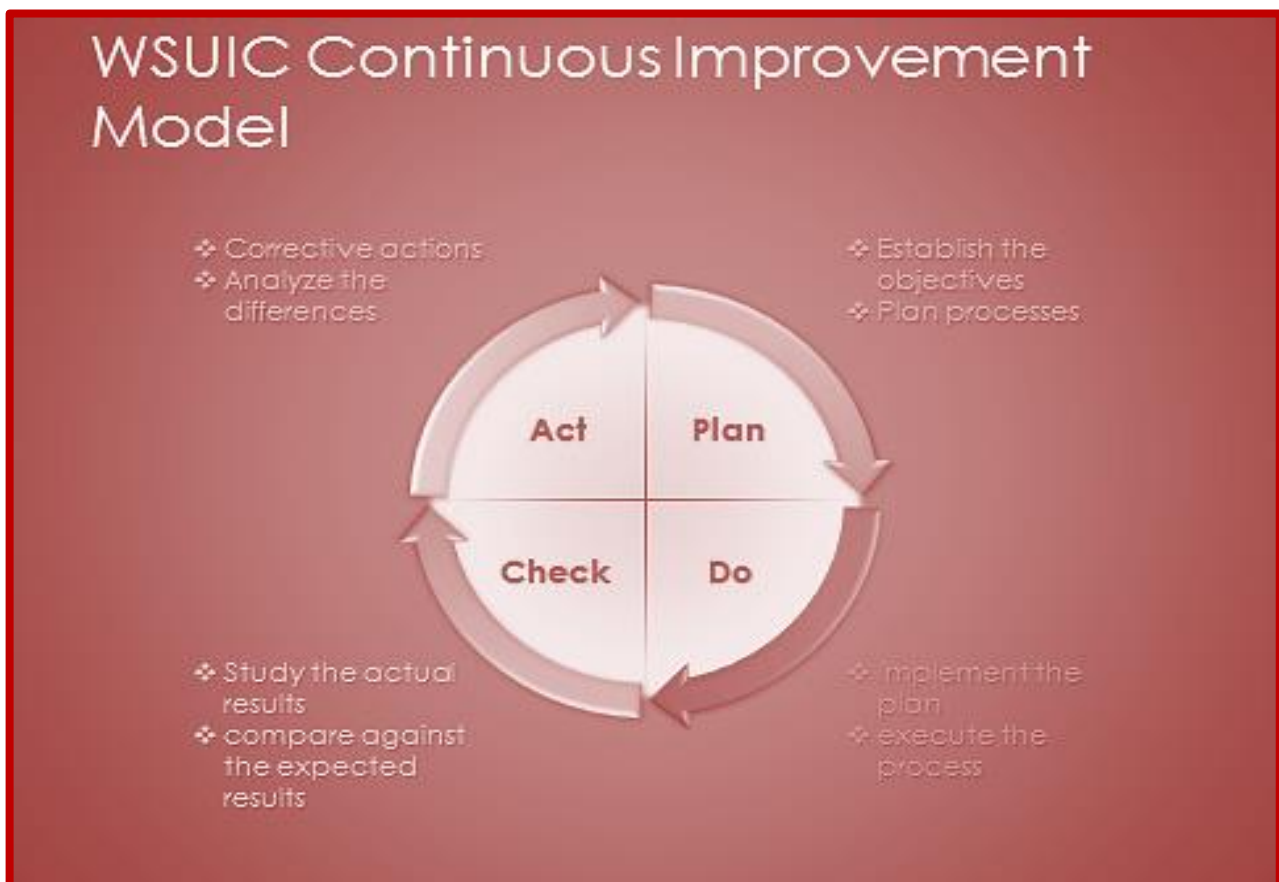
Quality Management Includes:
• Governance oversight of WSUIC
• Strategic Planning (including Business Planning)
• Risk Management
• Development and Implementation of Policies and Procedures
• Course Design and Evaluation
• Systems of Review involving the collection and use of Feedback from stakeholders
• Moderation of Assessment and Benchmarking

Continuous Improvement

The Quality Management Process is based on the following principles:

- Clear alignment to WSUIC's strategic goals;
- An overarching cycle of continuous improvement
- Systematic use of qualitative information and quantitative data for identifying improvement opportunities, monitoring impact and judging the effectiveness of any changes that are made;
- Development of staff, systems and processes as an outcome of internal or external audit.

WSUIC adopts the Plan, Do, Check, Act (PDCA) quality improvement cycle (also known as the Deming Cycle). Quality enhancement is part of a continuous cycle, is evidence-based, transparent, student-centric, identifies areas for improvement, is devolved and efficient. Under the cycle regular assessment is made for governance, strategy and policy, management and evaluation.





Quality Assurance Support

The Quality Management Framework captures WSUIC’s approach to quality assurance and continual improvement by identifying the key components of its Mission, their interrelationship and the policies and procedures that support them.

In addition, the Quality Management Framework identifies the underpinning infrastructure and policies that support and govern the key activity of WSUIC as shown below.

Achieving the Mission

- Learning Design
- Delivery of Courses
- Aligned Support and Infrastructure
- Impact

Aligned Quality Assurance Support

- Complaint Handling Policy
- Academic Integrity Policy
- Student Feedback Policy
- Benchmarking (WIP)
- Admissions Policy
- Attendance Policy (Draft)
- Library Access Policy
- Special Consideration Policy
- Student Charter
- Course Design, Approval, Review and Discontinuation Policy
- Student Feedback Policy Deferral, Suspension and Cancellation of Enrolment
- Scholarship, Research and Intellectual Inquiry Policy
- Completion Within Expected Duration Policy
- Provide and Issue Secure Qualifications and Certification
- Recognition of Prior Learning Policy
- English Language Proficiency Policy
- Assessment and Moderation Policy
- Graduation Policy
- Examinations Policy
- Enrolment Policy (Draft)
- Academic Progress Policy



Supporting the Mission

- Aligned Governance
- Strategy
- Quality Management
- Resourcing

Aligned Quality Assurance Support

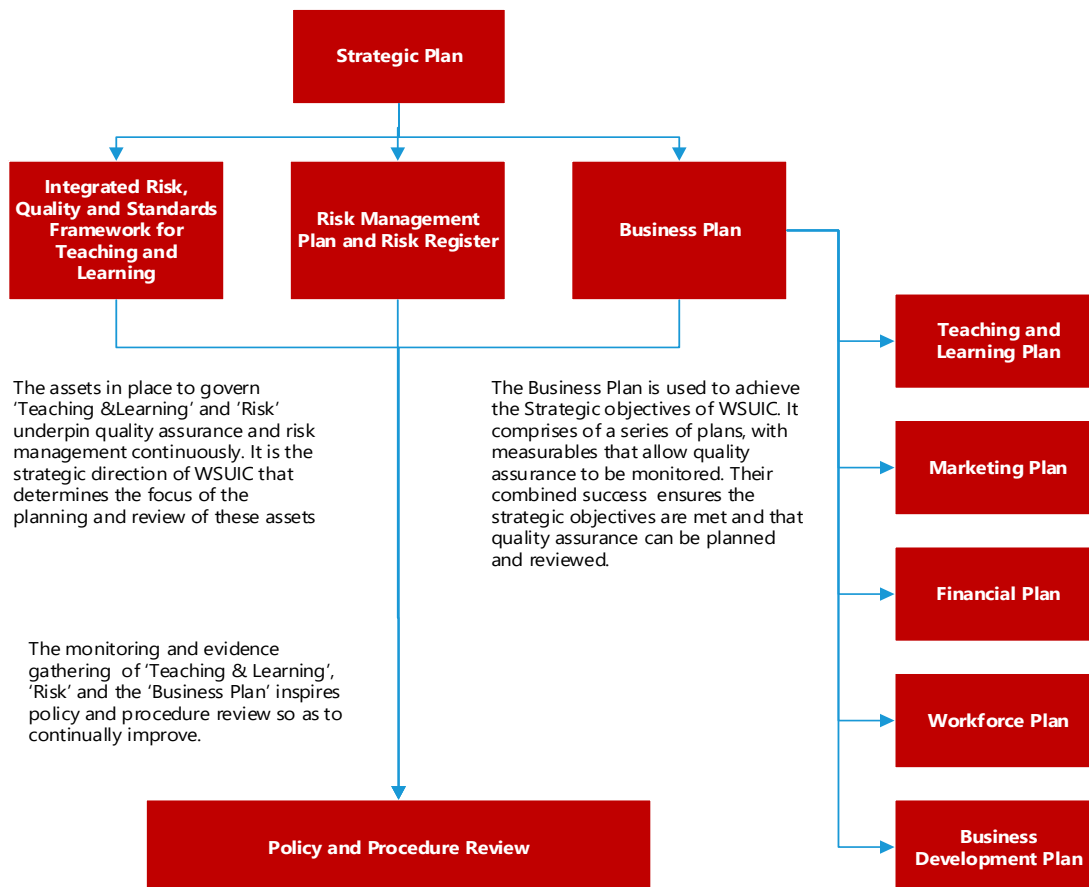
- Privacy Policy
- Code of Practice
- Delegation Policy
- Critical Incident Policy
- Web Policy
- First Aid Policy
- Staff Code of Conduct
- Risk Management Policy
- Facilities and Safety Provision Policy
- Information Technology Provision and Access
- Staff Grievance Management Policy
- Staff Professional Development Policy
- Wellness, Health and Safety Policy
- Third Party Agreement with Shareholders Policy
- Equal Opportunity and Diversity Policy
- Facilities and Safety Provision Policy
- International Student Fees and Refund Policy
- Corruption and Fraud Prevention
- Student Representation and Participation Policy
- Anti-Discrimination and the Prevention of Harassment, Vilification and Bullying Policy
- Tuition Assurance and Protection Overseas Student Under 18's Policy
- Records Management Policy
- Conflict of Interest Policy
- Equal Opportunity and Diversity Policy
- Quality Management Framework



Planning, Tracking and Review

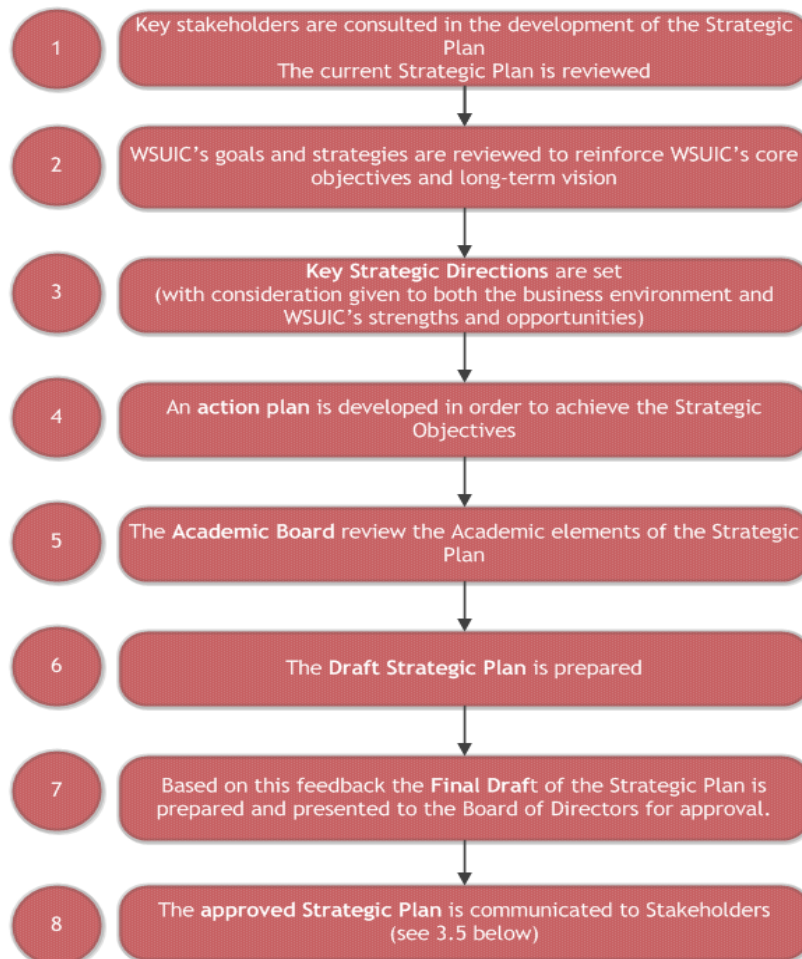
As described in our Mission, WSUIC’s primary purpose is to provide quality pathway education. As such, it is the academic outcomes for WSUIC students that most closely define its reason for being. In addition, WSUIC has corporate responsibilities to ensure its prosperity and sustainability. The two are inextricably linked and cannot be considered in isolation of each other.

All facets of quality assurance ultimately tie back to the Strategic Plan. See below the cascading diagram describing the sources whose performance is reported on and tracked. It further shows the relationship of the Strategic Plan to all other activities and Quality Assurance.





The Strategic Plan is a three-year plan and is developed through the following process:



Performance against the Strategic Plan is regularly reviewed to ensure that strategic objectives are being met and that appropriate persons are held accountable for achieving the actions assigned to them with the agreed timeframes.

The Strategic Plan is reviewed on an annual basis according to the Quality Assurance Planning Calendar and may, in exceptional circumstances, be updated. The updated plan is approved by the Board of Directors. During the final year of the life of the Strategic Plan a new plan is developed for approval by the Board of Directors.

WSUIC’s approach to planning includes the development and use of interlinked plans which are monitored, reviewed and adjusted as part of the cycle. This planning process allows WSUIC to focus on its operations, whilst providing a framework of ownership, accountability and transparency for all staff and stakeholders.

The following tables describes the cycle of which the aforementioned assets are planned, checked and acted upon. It provides detail of the data and analysis that informs and ensures quality assurance and continuous improvement. As mentioned, it is during the ‘Act’ stage of the cycle that continuous improvement, such as policy amendments, occurs.



Quality Assurance & Continuous Improvement Cycle

Jul

Oct

Jan

Apr

Strategic Plan	Plan																		Check				
Business Plan	Plan																		Check	Act			
T&L Plan	Act	Plan			Do			Check					Do					Check			Do		
BD Plan	Plan		Do		Check		Do	Check		Do	Check		Do	Check		Do	Check		Do	Check		Act	
Marketing Plan	Plan		Do		Check		Do	Check		Do	Check		Do	Check		Do	Check		Do	Check		Act	
Workforce Plan	Plan		Do		Check		Do	Check		Do	Check		Do	Check		Do	Check		Do	Check		Act	
Finance Plan	Plan			Do		Check/Act			Do		Check/Act			Do		Check/Act			Do		Check/Act	Plan	
Risk Management Plan and Risk Register	Plan				Do				Check					Do								Act	
Integrated Risk, Quality and Standards Framework for Teaching and Learning																							
Exams Committee	Check/Act	Plan			Do			Check/Act			Do			Check/Act			Do						
Appeals Committee	Check/Act	Plan			Do			Check/Act			Do			Check/Act			Do				Do		
T&L Committee	Check/Act	Plan			Do			Check/Act			Do			Check/Act			Do				Do		
Academic Board	Check/Act	Plan			Do			Check/Act			Do			Check/Act			Do				Do		



Asset Description	Cycle duration	Monitoring (Check) Interval	Key indicators & Evidence	Review (Act) Interval and activity	Who is responsible
Strategic Plan- The Strategic Plan captures WSUIC's medium to long term direction. In achieving this, strategic objectives and related performance measures that identify success are agreed upon.	3 years	Annual	<ul style="list-style-type: none"> Quality indicators Growth indicators Efficiency indicators Academic Board Report (strategic items) Risk and Compliance Committee Report (strategic items) 	The Strategic Plan is subject to an annual review over the 3-year period. adjustments may be made to strategy in light of external changes and performance to date.	The Board of Directors approves the strategic plan taking advice from the Chief Executive Officer, Academic Board and Risk and Compliance Committee.
Risk Management Plan and Risk Register- The Risk Management Plan captures the Risk Management Framework and Risk Register. The Risk Register identifies the primary risks preventing WSUIC strategic objectives from being met.	Annual	Formal meetings every 4 months.	<ul style="list-style-type: none"> Effectiveness of tactics to combat identified risks Identification of new risks Deletion of current risks 	Risk Management Plan is reviewed annually which accounts for the items on the Risk Register, and the plan. Annual internal audit Annual external audit	Risk and Compliance Committee provides the Board of Directors with the annual Risk and Compliance Committee Report
Integrated Risk, Quality and Standards Framework for Teaching and Learning- WSUIC uses its This framework addresses learning design, delivery and aligned support & infrastructure, from which the impact, specifically related to academic learning outcomes, is defined. The framework combines the Flip Curric model, widely recognised and endorsed on a global basis.	Annual	Formal meetings every 4 months in alignment with each teaching cycle and assessment period. This includes Academic Board, Teaching and Learning Committee, Appeals Committee and Examinations Committee.	<ul style="list-style-type: none"> Checkpoints identified to measure learning design, delivery, aligned support and infrastructure and impact Academic Performance outcomes <ul style="list-style-type: none"> Pass Rates Completion Rates Student Feedback Transition Rates 	Annual review of: <ul style="list-style-type: none"> learning design & its teaching delivery learning resources student support academic policy audit against framework checkpoints academic administration tracking 	Academic Board provides the Board of Directors with annual Academic Board Report and interim advice on students eligible for graduation. The report relies on information from the T&L Committee, Examinations Committee and Appeals Committee.
Business Plan- The Business Plan is constructed to mobilise the desired strategic objectives of the Strategic Plan. It aims to achieve the milestone benchmarks of the Strategic Plan and articulates the action plans involved in doing so. It is inextricably linked to the Strategic Plan. It contains Marketing, Finance, Business Development, Teaching and Learning and Work Force Plans.	Annual	Monthly reports from the executive are collated to monitor performance against objective benchmarks	<ul style="list-style-type: none"> Student Recruitment and conversion Professional Development Business Development Financial Performance Academic Performance outcomes Graduation 	The Business Plan every 4 months to account for term activity with the exception of Finance, which is quarterly. Adjustments are made where appropriate to any activity of the Business Plan.	In addition to the Monthly report, the WSUIC College Director and Principal prepares the Latest Estimate Forecast for the Board of Directors with the assistance of the WSUIC Executive and Navitas.



Asset Description	Cycle duration	Monitoring (Check) Interval	Key indicators & Evidence	Review (Act) Interval and activity	Who is responsible
Marketing Plan- The Marketing Plan governs recruitment and conversion for commencing and retaining students	Annual	Monthly reports from the marketing team are collated to monitor performance against objective benchmarks	<ul style="list-style-type: none"> • Applications • Offers • Payments • Enrolments • Visa Rejections • Competition • Demand and Supply 	The Marketing Plan is reviewed every 4 months to account for term activity. This includes recruitment activity and projected student recruitment	Director- Marketing and Admissions provides an estimate of recruitment and conversion adjustments for the College Director and Principal.
Financial Plan- The Financial Plan provides information on performance and position	Annual	Monthly reports are prepared by Navitas Finance	<ul style="list-style-type: none"> • P&L • Balance Sheet • Cash Flow Statement • Cash Flow Projection • Summary 	The Financial Plan is reviewed quarterly which addresses expenditure and the impact on revenue of adjusted student commencement and retention	The assigned Commercial Finance Manager for WSUIC prepares the Latest Estimate report for the College Director and principle.
Business Development Plan- The Business Development Plan accounts for the future requirements of the business over the course of the year	Annual	Monthly Reports are prepared by the College Director and Principal	<ul style="list-style-type: none"> • Facilities expansion • Commercial contracts • IT 	Business Development is reviewed annually due to the longer term nature of associated projects	The College Director and Principal provides a review of all BD activity at the end of each year.
Teaching and Learning Plan- The Teaching and Learning Plan engages all aspects of the learning environment. Whilst part of the Business Plan, its formation is reviewed by the Academic Board so as to ensure that Academic Quality Assurance is executed.	Annual	Monthly Reports are prepared by the Academic Director	<ul style="list-style-type: none"> • Academic performance outcomes • Attendance • Misconduct • Academic admin and support • Student feedback • Teacher feedback • Benchmarking • Moderation 	The Teaching and Learning Plan is review annually in conjunction with the charter of the Academic Board	The Academic Director provides review information to the College Director and Principal as well as the Academic Board.
Workforce Plan- The workforce plan accounts for human resources of WSUIC in academic and non-academic roles.	Annual	Monthly Reports are provided to the College Director and Principal by the other members of the WSUIC Executive	<ul style="list-style-type: none"> • Professional Development • Performance Review (Success Factors • Incidents • Misconduct • Resource allocation • Culture 	The workforce plan is reviewed annually. It takes into account the growing and changing needs of WSUIC that influences the number of staff on site, the relevant skill sets required, growing culture and professional development	The WSUIC Executive reviews and assesses the needs of their relevant business units in consultation with Navitas HR.