



## Educational Oversight: report of the monitoring visit of ESCP Europe t/a ESCP Europe-Business School, November 2018 Outcome of the monitoring visit

1 From the evidence provided in the annual return and at the monitoring visit, the review team concludes that ESCP Europe trading as ESCP Europe-Business School (the School) is making commendable progress with continuing to monitor, review and enhance its higher education provision since the November 2017 [monitoring visit](#).

### **1 Changes since the last QAA monitoring visit**

2 The number of students studying at the London campus as at the monitoring visit is 476, an increase of 71 students (18 per cent) from the previous monitoring visit in November 2017. Of these, 205 are enrolled on the Bachelor in Management, 146 on the Master's in Management Year 1, 74 on the Master's in Management Year 2, 28 on the MBA International Management and 23 on the MSc in Energy Management. The School has 24 full-time equivalent staff involved in academic delivery, with a further 16 full-time key staff engaged in academic or student support services roles.

3 Since 1 January 2018, the School is no longer owned by the Chamber of Commerce and Industry Paris Ile de France (CCI). Since this date, it has taken on the status of an EESC (Établissement d'enseignement supérieur consulaire) with the CCI operating as a majority shareholder. This change in the ownership structure of the School, has taken place under new French laws for higher education and is one applying to a number of formerly Chamber of Commerce owned schools. In all respects, the School continues to operate as an approved institute of higher education operating under the ultimate authority of the French Ministry of Education. Its awarding powers are unaffected and its financial base secure through the shareholding of the CCI. This change in the status of the School at the federal level does not impact the academic and quality operations of the London campus or the legal structure of the School in the UK. The London Campus continues to be a charity governed by a Board of Trustees and its committee structure remains unaltered. A new chair of the charity has been appointed in June 2018 after the retirement of the previous Chair.

### **2 Findings from the monitoring visit**

4 The School has made commendable progress in continuing to monitor, review and enhance its higher education provision. It has continued to develop those areas identified as good practice in the 2016 Higher Education Review (Alternative Providers) (HER (AP)) to enhance student experience. The School continues to develop programmes in the light of recent market and economic demands and to include live projects and other opportunities to ensure currency in the curriculum (paragraphs 4 and 5). All areas identified in the 2016 review identified as requiring action have been addressed and impact is being monitored. Action planning has been embedded in programme monitoring (paragraph 7). Student engagement has been extended and more formal opportunities for student representation have been established (paragraph 7). A consistent approach to late submission is now documented and embedded (paragraph 10). There is high demand for places and the thorough admissions process is designed to identify those students best able to benefit from

the international opportunities provided, matching their language skills to the most appropriate campus location pattern of attendance (paragraph 9).

5 The international focus of all courses, where students are required to study in at least two countries, requires the School to maintain an international approach to the content of the provision. The MBA has now been rebranded as an MBA in International Management, and units focusing on Banking and Finance have been introduced into the Master's in Management. Students for the programme attended a 3-day seminar at the Brussels European Parliament during which they presented projects on European Union (EU) Negotiation, the best of which will be included at an EU Parliament session. During this seminar, M. Barnier, European Chief Negotiator for the United Kingdom exiting the European Union and alumnus of ESCP Europe, delivered a speech to the students in a plenary session. The School is expanding its range of provision to reflect advances in digital business and will be offering an MSc in Digital Transformation in 2019.

6 Students undertake internships in a wide range of organisations and are helped to develop their contacts and applications as well as monitoring their progress. The School ensures that students are involved in a good range of projects and consulting opportunities with businesses; for example, there are 10 live projects being undertaken by the Master's in Management students. Bachelor in Management students are undertaking surveys in stress management and resilience, a project in starting up a charity, and others are developing a project to help new students find accommodation. Students are highly appreciative of these opportunities and the contribution they make to their overall learning experience.

7 The School has taken a range of steps to enhance its internal quality monitoring procedures. The Academic Staff Quality Handbook and the Student Code of Conduct and Disciplinary Procedures have been updated. The terms of reference and structure of all the School committees, both London based and Federal, have been published, clarifying roles and responsibilities. A new appeals form has been added to the Student Appeals Policy and an Academic Misconduct Policy published. A template for responding to external examiners' reports has been introduced to ensure a consistent approach.

8 The School has developed a template for annual programme monitoring, which includes action planning. The reports and action plans are scrutinised by the Board and a combined School action plan is produced. Intrinsic in the development of the plans are the comments and responses made by students in the end of module evaluations and from the recently introduced School-wide survey. The survey results are also used as agenda points during the meetings held between staff and student representatives to discuss issues and feedback. Staff noted that this more organised approach to the meetings has provided opportunities for the School to enhance student experience. The provision of more study space both for individual and group activities being a significant example. Student representation on all programme boards has continued and extended to the Federal Teaching and Learning Committee.

9 The School has a rigorous application process. It requires applicants to provide full transcripts of their prior achievement and academic references, which are then carefully checked. The online application is followed by assessments in languages and mathematics as well as a detailed personal statement and an interview. Students confirmed that these were tailored to both the requirements of their choice of course and to their prior achievements and language skills. Staff are then able to closely align the language profiles of selected applicants to the appropriate pattern of campus attendance. Students also commented that the process, although lengthy, gave them confidence in their choice of school and made them feel individually important not just an applicant number.

10 The School has a varied assessment pattern, which includes regular examinations as well as individual and group assessments. Internal moderation of assessment briefs has been extended and the documentation updated to include this moderation of completed assessments. External examiner reports are supportive of the content, range, grading, feedback and management of assessment. The School has published and implemented a policy to manage penalties for late submission. Students are aware of this but confirmed that in the case of group projects, self-regulation is particularly strong with team dynamics ensuring timely submission. For group assessments a single grade is normally allocated to the group, unless staff are aware of issues arising from unequal participation in the activity. In which case students are asked to comment on each contribution and grades are awarded appropriately. The School has been working to improve the quality and consistency of feedback to students on their assessments. Students and the external examiner confirm that feedback is detailed and supports further development. A range of policies including Appeals, Complaints, Academic Malpractice, Mitigating Circumstances and a Code of Conduct and Disciplinary Procedure are all either in place or in draft. These are also included in The Teaching, Student and Quality Assurance Handbooks. Examination Boards are held and attended by the external examiner.

11 All courses offered are international and students study in at least two countries during their programme. This makes it difficult for the School to always provide a full range of data particularly for final pass rates when graduation has not occurred at the London site. Retention rates on all programmes are excellent and are between 90 and 100 per cent. The available pass rates are all in a similar range of 90-100 per cent.

### **3 Progress in working with the external reference points to meet UK expectations for higher education**

12 The School has worked closely with the Quality Code undertaking a comprehensive mapping exercise with all its existing policies and procedures and revising or introducing new policies as required. The School continues to work with a wide range of partners, both national and international and ensures that all programmes are managed within the relevant regulatory frameworks.

13 Following the recent validation of the ESCP Europe-Business School Turin campus with City University, the School will be supporting staff at the Turin campus to ensure that the same quality standards will be met in Turin as in the UK.

### **4 Background to the monitoring visit**

14 The monitoring visit serves as a short check on the provider's continuing management of academic standards and quality of provision. It focuses on progress since the previous review. In addition, it provides an opportunity for QAA to advise the provider of any matters that have the potential to be of particular interest in the next monitoring visit or review.

15 The monitoring visit was carried out by Ms Susan Miller, Reviewer, and Mr Alan Weale, QAA Officer, on 8 November 2018.

**QAA2293 - R10349 - Dec 18**

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