

IADT Institutional Review Response, Implementation Plan & Timeframe



June 2011

Introduction

IADT welcomes the report of the Expert Panel following the “Institutional Review of Providers of Higher Education and Training” and in particular its key findings that

- “The effectiveness of the Quality Assurance arrangements operated by Dún Laoghaire Institute of Art, Design and Technology has been assessed and the arrangements have been found to be effective in accordance with the seven elements of Part One of the *European Standards and Guidelines for Quality Assurance 2009*, Helsinki, 3rd edition, and the HETAC *Guidelines and Criteria for Quality Assurance Procedures in Higher Education*, 2002.
- Dún Laoghaire Institute of Art, Design and Technology has implemented the National Framework of Qualifications (NFQ) and procedures for Access, Transfer and Progression, as determined by the National Qualifications Authority of Ireland.
- Dún Laoghaire Institute of Art, Design and Technology meets the criteria for the delegation of authority to make awards that relate to Operations and Management; Education and Training Programmes; Council Conditions related to Delegation of Authority and the Objects of the Qualifications (Education and Training) Act 1999.

The panel made a total of 10 commendations and 31 recommendations.

IADT welcomes these commendations and recommendations. IADT is fully committed to implementing all of the recommendations as outlined in the report that follows below. IADT’s Registrar Dr Marian OSullivan will have overall responsibility for ensuring that these recommendations are implemented in a timely manner.

Objective 1 — Public Confidence

To enhance public confidence in the quality of education and training provided by the Institute and the standards of the awards made

Recommendations:

- 1.1** *The Institute should keep under review the effectiveness of the means by which it communicates with the public. It should ensure that there is clear ownership at a senior level of the responsibilities in regard to this area and that it is properly resourced.*

Implementation Plan: IADT will develop a marketing and external communications strategy for the Institute. It will assign specific responsibility for this recommendation to a senior Management Team member who will formally engage with the public and audit the effectiveness of this engagement. IADT will also be considering appropriate academic and support structures, in light of national and local developments and in response to imposed resource and staffing limitations.

Timeframe: Decisions on resourcing and on both the marketing and external communications strategy will be presented to IADT's Executive in June 2012. Decisions on resourcing will be implemented in September 2012.

- 1.2** *There should be further sustained effort to fully establish and maintain the IADT brand.*

Implementation Plan: IADT's President working with members of the Executive will take responsibility for the implementation of this recommendation and will evaluate different models for the most efficient method of developing and maintaining the IADT brand, prior to the application of one of the models.

Timeframe: This recommendation will be implemented immediately and monitored on an on-going basis. Consideration will be given to the use of internal and external supports and resources where required. In November 2011, the President will present a paper to IADT's Management Team outlining these recommendations.

- 1.3** *The Institute should project its successes and strengths more strongly, particularly at a time of impending change in higher education.*

Implementation Plan: This recommendation will be implemented in conjunction with recommendation 1.2. The President working with members of the Executive will take responsibility for its implementation. All successes will be documented on a formal basis and a number will be written up as case studies for distribution to and promotion by external organisations.

Timeframe: This recommendation will be implemented immediately and monitored on an on-going basis. Consideration will be given to the use of internal and external supports and resources where required. A formal system for collating information on IADT's successes will be in place by November 2011.

Objective 2 — Strategic Planning and Governance

To contribute to coherent strategic planning and governance in the Institute

Recommendations:

- 2.1** *As a development of the Strategic Plan and the Action Plan, an associated resource plan should be produced. This should review current operations to ensure their effectiveness, ensure that they are functioning as intended and are properly resourced. The planning exercise should address both timelines and resources and be cognisant of the implications that any proposed developments may have on existing services.*

Implementation Plan: Responsibility for the implementation of this recommendation resides with the President who will be working closely with the Executive and Management Team. Work will commence shortly on IADT's new strategic plan as the current strategic plan 2008-2012 comes to an end. A sub-committee of the Management Team will develop an interim resource plan to complement the current Strategic Plan. During the completion of IADT's next strategic plan, a resource plan will also be drawn up to complement all developments.

Timeframe: Work will commence immediately on this recommendation. An interim resource plan will be drafted by December 2011 and presented to IADT's Executive.

- 2.2** *Stronger links between the three schools should be created and there should be a greater emphasis on cross-institutional academic developments.*

Implementation Plan: In the light of ongoing national and local developments in relation to alliances and mergers and resource constraints, IADT will be reviewing its academic structures over the next year. The facilitation of cross institutional academic developments and the convergence agenda will be a key factor in any reconfiguration. This will be led by the President and the Executive. Work will commence shortly on IADT's new strategic plan as the current strategic plan 2008-2012 comes to an end. In the interim, IADT's Academic Management Group will take responsibility for creating and supporting greater links between the three Schools. In the longer term, during the completion of IADT's new strategic plan, Schools will identify in their local action plans how such cross-institutional academic developments will be implemented.

Timeframe: The discussion and consultation on reconfiguration will begin in September 2011. The Academic Management Group will consider the interim aspects of this recommendation at its September Meeting and produce a paper by November 2011. This paper will focus on creating greater links with existing structures.

- 2.3** *The Institute should address the response times in dealing with problems that arise with information technology and repairs to buildings. It should also address the disconnect between the views of learners and senior management concerning these matters and ensure there is listening and responding to learner concerns. The Institute should address the wider implications of the divergence between the Executive perspective and the learner experience, particularly in regard to communications and in regard to the coherence and connectivity within the Institute.*

Implementation Plan: Service level agreements and procedures for responses for key functional areas across the Institute to deal with issues around appropriate and realistic timeframes will be developed. This will be led by IADT's Secretary/Financial Controller working with the Management Team. Heads of Department will use focus groups of learners to obtain qualitative information regarding learner issues in general and technology and resource issues in particular to inform this process. The Student Union will also be consulted.

Timeframe: A draft set of Service Level Agreements and procedures for responses to be produced by December 2011 and presented to IADT's management team. Focus groups will be established in October 2011. Two focus groups per year to be organised – November and March. The information collected will be presented to IADT's Management team and used to inform any required changes.

- 2.4** *The Institute should consider how best it can harvest the benefits for all its programmes and learners of having a successful incubation centre within its remit.*

Implementation Plan: The Executive staff member, Andrew Power, who has responsibility for the Incubation Centre will lead this initiative. The Media Cube is integrated into some aspects of work of the Schools. More could be done to broaden the engagement of other disciplines where appropriate and to streamline the processes and supports available to encourage this work. A strategy document on the further integration of the Media Cube with the work of the Schools will be produced.

Each Department will review its programmes to develop greater interaction with the Media Cube. This could range from guest lectures, external expertise in programme design, programme implementation and assessment as well as joint staff/student projects.

Timeframe: A strategy document on the further integration of the Media Cube with the work of the Schools will be produced by May 2012. Programme assessment strategies are currently being developed to reflect greater interaction with the Media Cube – this will be completed by April 2012

Objective 3 – Quality Assurance

To assess the effectiveness of the Quality Assurance arrangements operated by the Institute

Recommendations:

Element 1 – Policy and Procedures for Quality Assurance

- 3.1** *The Institute should proceed expeditiously to address areas for further improvement and enhancement of policies and procedures that have been identified in the SER.*

Implementation Plan: The appropriate Academic Council sub-committees and Institute working groups will be asked to review and enhance the policies and procedures that pertain to their area and make recommendations to IADT's Executive and Academic Council. This work will be coordinated by the Cross-Institute Administrator who reports to IADT's Registrar. The Executive and Management Team will include this as part of their work cycle during 2011 and 2012.

Timeframe: Work will commence in June 2011 and be completed by May 2012. Progress reports will be generated on a quarterly basis and presented to IADT's Executive.

- 3.2** *The Quality Enhancement Committee should widen its approach to quality enhancement and focus on the sharing of good practices and their cross-institutional integration.*

Implementation Plan: The Quality Enhancement Committee will review its work plan for the coming year to include this work and to identify models of good practices for cross-institutional integration. These will be disseminated across the Institute in a variety of appropriate identified formats. The Committee will also give consideration to looking at international best practise to inform this work

Timeframe: This work will commence in September 2011 and will be an ongoing project. An interim report will be presented to IADT's Executive in December 2011.

Element 2 – Approval, Monitoring and Periodic Review of Programmes

- 3.3** *The Institute should ensure that it has captured the revised procedures for validation of Special Purpose Awards in its quality assurance documentation.*

Implementation Plan: The Quality Enhancement Committee will table this recommendation for the purpose of revising IADT's Quality Manual. This will be undertaken in consultation with the appropriate Heads of Department and the Registrar.

Timeframe: This work will be completed by December 2011.

3.4 *The Institute should review the effectiveness of the student feedback mechanisms.*

Implementation Plan: A variety of feedback mechanisms will be explored for student feedback, including the revision of the QA1 feedback form, focus groups and formal student surveys. This work will be led by the Quality Enhancement Committee and the Heads of Department. International best practice will inform these discussions. A document outlining IADT's student feedback procedures will be tabled for approval and agreement by IADT's Executive and Academic Council by December 2011

Timeframe: A document outlining IADT's student feedback procedures to be completed by December 2011 and presented to IADT's Executive and Academic Council.

3.5 *The Institute should reflect on the consistency of approach taken by different Schools towards external examiner processes in place. The Institute should look at a cross-institutional approach to briefing and inducting external examiners and their involvement in the final determination of the award classifications.*

Implementation Plan: Consideration will be given to the development of common practices whilst recognising the needs and constraints of individual programmes. This recommendation will form part of the Quality Enhancement; and Teaching and Learning Committee work schedules. A policy document will be developed to establish a common approach across the Schools, including the induction of External Examiners and feedback and role in final determination of award classification. The QE and T&L Committees will work with Heads of Department and Registrar on this area.

Timeframe: Practices will be reviewed by December 2011. A policy document will be developed by March 2012 and presented to IADT's Executive.

Element 3 – Assessment of Learners

3.6 *As part of its assessment strategy, the Institute should monitor the consistency of feedback to learners on assessment.*

Implementation Plan: The Teaching and Learning Committee will consider this recommendation as part of their work cycle and develop a common approach across Schools for the purpose of promoting consistency of feedback to learners on assessment. Consideration will be given to the variety of feedback mechanisms in place across different programmes. Appropriate training for staff will be identified and rolled out by IADT's Staff Training, Learning & Development Officer.

Timeframe: This recommendation will form part of the Teaching and Learning Committee's work in conjunction with the Heads of Department and Registrar, and will commence in September 2011 with the aim of having a formal policy document completed by December 2012. Training schedule to be put in place by February 2012

3.7 *The Institute should standardise its practices in regard to the attendance of external examiners at Examination Boards to ensure consistency across the Institute and adherence to best practice.*

Implementation Plan: Attendance by External Examiners at Examination Boards is recognised as a complex issue. IADT's Registrar will consult with HETAC and other HEIs regarding best practice. IADT will aim to standardise its policy and practice regarding the attendance of External Examiners at Exam Boards. The views of Programme Boards will be considered. Academic Council will finalise IADT's approach on this matter.

Timeframe: IADT will aim to have this issue agreed by December 2011 and have a policy in place by January 2012.

3.8 *IADT should seek to look beyond the sector and benchmark its standards with international peers.*

Implementation Plan: The Registrar working with the Quality Enhancement and Teaching and Learning Committees will take the lead on the implementation of this recommendation. A paper will be developed identifying the benchmarks for international best practice in order to inform IADT. Working with the Registrar, a small group from both committees will collaborate to develop this paper.

Timeframe: Paper to be completed by March 2012 for consideration by the Executive and considered by Academic Council in June 2012

Element 4 – Quality Assurance of Teaching Staff

3.9 *The panel recommends that the Institute review the quality assurance of all staff with a view to ensuring that staff development is aligned with the requirements of the Institute's strategic objectives.*

Implementation Plan: The Secretary/Financial Controller will oversee this recommendation working with the HR Manager and the Staff Training, Learning & Development Officer. The existing staff development plan will be revised to strengthen the links between Institute priorities and staff development.

Timeframe: Staff Development Plan will be revisited in 2012 with a view to relaunch in September 2012

Element 5 – Learning Resources and Support

3.10 The extension of the good practices in the use of Blackboard as the resource for learning and for communicating with learners.

Implementation Plan: IADT will continue to promote the use of Blackboard as a learner resource in all disciplines and Departments. In consultation with the Teaching and Learning Committee, appropriate training will be organised. Heads of Department will work with programme co-ordinators to implement this recommendation. Annual reports will be produced by the Teaching and Learning Committee on Blackboard usage.

Timeframe: IADT aims to have 75% of academic staff as active Blackboard users by the end of 2012 and 90% by the end of 2014.

3.11 The Institute should prioritise its proposed review of technical and administrative supports and response times as outlined in the SER and link the review to resource planning.

Implementation Plan: In the light of ongoing national and local developments in relation to alliances and mergers and resource constraints, IADT will be reviewing all of its structures over the next year. This review will be done in conjunction to the drafting of IADT's new strategic plan. In the interim, IADT will be looking at its overall configuration of structures. This will be led by the Executive Team, with collective responsibility assigned to the Registrar and Financial Controller.

Timeframe: A plan will be in place by September 2012.

3.12 The Institute builds a cohesive corporate identity for student services and that it is structured to reflect the operations on the ground.

Implementation Plan: The Registrar will be the lead person responsible for the implementation of this recommendation and will carry out a review and identify a model for IADT that builds a cohesive corporate identity. This work will be undertaken in collaboration with the President's work on the IADT brand. A model will be presented to the Student Services Committee and Executive in June 2012.

Timeframe: Consultation will be carried out from October 2011– March 2012 and implemented in June 2012 and reviewed on an on-going basis.

3.13 Student services develop its own strategic plan with explicit links to the Institute's strategy.

Implementation Plan: The Registrar will take a lead role in the implementation of this recommendation and will work with the Academic Administration and Student Affairs Manager to develop a strategic plan that reflects IADT's Creating Futures.

Timeframe: October 2011 – March 2012. A plan to be presented to the Executive in June 2012.

3.14 *Student services should include within its development strategy the building of closer relationships with other staff and it should ensure that staff are informed and aware of the available student services on campus.*

Implementation Plan: A working group will be established to consider the implementation of this recommendation, chaired by the Academic Administration and Student Affairs manager. This group will consist of cross-institute staff, Student Services staff and will consider models for relationship building and information exchange regarding student services on campus. A paper will be produced and presented to the Executive in December 2011.

Timeframe: Paper to be presented to Executive in December 2011.

3.15 *The Institute should consider how best it can support student clubs and societies so that they can enhance student life and the learner experience in IADT.*

(**Note:** recommendation 2.23 under Objective 2- Strategic Planning and Governance in relation to resource planning and responding to identified problems.)

Implementation Plan: A working group – with student and staff representation – to be established to review and make recommendations on models to support student clubs and societies to enhance student life and learner experiences on campus. It will consider governance issues pertaining to student clubs and societies. The Chair of the Student Services Committee will lead this working group and will present a paper to the Student Services Committee and Executive in December 2011.

Timeframe: Paper to be presented to Executive and Student Services Committee in December 2011.

Element 6 – Information Systems

3.16 *The panel recommends the development of a cycle of Management Information System (MIS) reports to support decision making.*

Implementation Plan: The Secretary/Financial Controller will work with the IT Manager and the Academic Administration and Student Affairs Manager to identify a series of MIS reports from all MIS systems that assist in decision making at Executive, Management and Administrative levels of IADT.

Timeframe: MIS reports required will be identified by December 2011. A cycle for reports to be implemented for the Academic year 2012-1013

Element 7 – Public Information

3.17 *The panel recommends that IADT clarify and streamline responsibilities in regard to the provision of public information.*

Implementation Plan: The Head of School of Creative Arts will drive this initiative and will be responsible for the development and implementation of an internal and external communications strategy. A working group will be formed to achieve this recommendation. The task of the working group will be to clarify and streamline responsibilities regarding the provision of public information, and the protocols to accompany this.

Timeframe: Strategy to be developed by December 2011. Protocols in place by February 2012

Objective 4 — Qualifications Framework, Access, Transfer and Progression

To confirm the extent to which the Institute has implemented the National Framework of Qualifications (NFQ) and its procedures for access, transfer and progression.

Recommendations:

4.1 *The Institute should publicise the Access Programme (range of initiatives) more and give it a higher profile.*

Implementation Plan: The Registrar will lead on this initiative. This task will be closely related to the branding task (President's responsibility) and recommendation 3.12 regarding the corporate identity of Student Services (Registrar led). A plan will be presented to the Executive setting out the strategy to implement this recommendation. A calendar of promotional events will be presented.

Timeframe: A plan and calendar of events to be presented to IADT's Executive in November 2011.

4.2 *The undergraduate prospectus should contain clear and comprehensive information about the supports provided to learners with disabilities.*

Implementation Plan: The Registrar will lead on the implementation of this recommendation and will review the contents of other HEI prospectuses to inform and identify the nature of additional information required. This work will be done in conjunction with the Access Office and Student Union.

Timeframe: Recommendations are to be presented to IADT's Executive in November 2011.

4.3 *IADT should consider involvement in the HEAR and DARE schemes or in similar schemes.*

Implementation Plan: The Registrar will take responsibility for investigating HEAR and DARE and other similar schemes. An audit of resources required will be carried out. The Registrar will work with the Access Office and Admissions Officer to develop a report with recommendations for the Executive.

Timeframe: Recommendations drafted and Audit will be completed by January 2012.

4.4 *The training of staff in the assessment of prior learning should be prioritised.*

Implementation Plan: The Chair of the Teaching and Learning Committee will take responsibility for the achievement of this recommendation and will work with the Human Resource Office to ensure adequate training and supports are available to assist staff in the assessment of prior learning and that a standardised approach is adopted across the Institute. A paper will be presented to the Executive on the model and a training plan developed/identified.

Timeframe: A paper will be presented to the Executive on the model and training plan developed/identified by March 2012.

Objective 5 – Operation and Management of Delegated Authority *This objective is to evaluate the operation and management of delegated authority (where applicable) for both taught and research programmes*

Recommendations:

- 5.1** *That Delegated Authority granted to Dún Laoghaire Institute of Art, Design and Technology be continued as provided for in the Qualifications (Education & Training) Act 1999.*

Implementation Plan: IADT will work to ensure the implementation of this recommendation and this will be led by the President. An application for Delegated Authority for Level 9 Taught Postgraduate Programmes has been submitted, reviewed and responded to in May 2011. IADT's Panel Report Response has been submitted.

Timeframe: Ongoing for the next five years. Interim progress reports will be presented twice a year to IADT's Executive and Academic Council

- 5.2** *The Institute should maintain and develop the resources for programmes up to and including Level 8.*

Implementation Plan: In the light of ongoing national and local developments in relation to alliances and mergers and resource constraints, IADT will be reviewing its structures over the next year and also developing a resource plan for ongoing and new developments. The President will lead on this initiative to ensure that the Institute's resource needs are articulated, prioritised and communicated to the HEA. An interim plan will be drawn up to support IADT's current strategic plan. Work will commence shortly on IADT's new strategic plan.

Timeframe: This will be implemented on an ongoing basis. Progress reports will be presented twice a year to IADT's Executive and Academic Council.

Objective 6 — Recommendations for Enhancement

To provide recommendations for the enhancement of the education and training provided by the Institute

Recommendation:

6.1 *The panel recommends that implementation of improvements and enhancements arising from the self-study, the Self Evaluation Report and the Institutional Review should be addressed by the Institute through action planning processes.*

Implementation Plan: The Registrar working with IADT's President and the Executive will have overall responsibility for the preparation of action plans for the implementation of improvements identified in the SER and Institutional Review Report. Subgroups involved in identifying these improvements during the self-study will contribute to these plans. A cycle of work will be drawn up.

Timeframe: This work will be carried out during the time period of Sept 2011 – June 2012. The cycle of work will be agreed by the Executive by October 2011.