

## **Institute of Art, Design and Technology, Dun Laoghaire (IADT)**



### **IADT CINNTE Review Follow-up Report February 2025**

This document is the Follow-up Report relating to the CINNTE Review process, which was undertaken at IADT between 2022 and 2025. The document outlines how the Institute of Art, Design and Technology (IADT) addressed the recommendations made by the Review Team in the report and identifies the specific actions that were undertaken to fulfil the recommendations.

[IADT Institutional Review Report 2023](#)

[Implementation Plan \(Published March 2024\)](#)

## Contents

<b>Introduction</b> .....	<b>3</b>
<b>Recommendation respondent's / Implementation Owners</b> .....	<b>4</b>
<b>Recommendation 1</b> .....	<b>5</b>
<b>Recommendation 2</b> .....	<b>7</b>
<b>Recommendation 3</b> .....	<b>8</b>
<b>Recommendation 4</b> .....	<b>10</b>
<b>Recommendation 5</b> .....	<b>13</b>
<b>Recommendation 6</b> .....	<b>15</b>
<b>Recommendation 7</b> .....	<b>17</b>
<b>Recommendation 8</b> .....	<b>18</b>
<b>Recommendation 9</b> .....	<b>20</b>
<b>Recommendation 10</b> .....	<b>21</b>
<b>Recommendation 11</b> .....	<b>22</b>
<b>Recommendation 12</b> .....	<b>24</b>
<b>Recommendation 13</b> .....	<b>26</b>
<b>Recommendation 14</b> .....	<b>28</b>
<b>Recommendation 15</b> .....	<b>29</b>

## Introduction

The CINNTE Institutional Review Report was considered by the Executive Management Team and Academic Council at IADT in late 2023. IADT submitted its Implementation Plan to QQI in Q1 2024, the plan was subsequently approved and published by QQI in March 2024. The Implementation Plan set out the 15 recommendations made in the Review Report and stated the actions arising from each recommendation and the timeline for implementation of each action. During 2024, IADT continued working on the implementation of the actions. The Implementation Plan was included on the agenda of Academic Council during 2024, and an interim report on progress was reviewed and approved by Academic Council in October 2024 and the Follow-Up Report will be tabled at Academic Council in March 2025.

This Follow-Up Report sets out a broad range of completed and in a small number of cases, ongoing projects and initiatives which have resulted from the CINNTE Review Process. The revised Implementation Plan is presented below, along with status updates for each action. Where applicable, deadlines within the Action Plan have been revised in this updated version.

Actions which remain outstanding at this point have been included on the Institute's Quality Action Plan, and progress on their implementation will be monitored by the Quality Enhancement Sub-Committee and Academic Council.

IADT welcomed the opportunity to undertake the CINNTE Review of the effectiveness of the Institute's quality assurance and enhancement arrangements. The review and its resulting report, recommendations and implementation plan have enabled reflection and engagement at the Institute regarding our Quality Framework across our community. Our Quality Framework has been strengthened and improved as a result of the process. As we continue on our strategic path of becoming a university of the creative industries, the benefits and improvements identified and implemented as part of CINNTE will support the Institute in achieving its strategic objectives of delivering excellent practice-led teaching and learning, and will help us to develop and enhance our research capacity, expand our international reach and achieve structural and operational transformation.

## Recommendation respondent's / Implementation Owners

Recommendation	Respondent(s) / Implementation Owner(s)
1. Engage SU in future institutional reviews and strategic planning	VICE PRESIDENT ACADEMIC AFFAIRS + REGISTRAR I SE MANAGER
2. Complete development of schedule for review of policies and procedures	SENIOR QUALITY OFFICER
3. System for synthesis of annual Programme Board Reports, at department/faculty level	QUALITY ENHANCEMENT SUB-COMMITTEE CHAIR I SENIOR QUALITY OFFICER
4. More structured framework for staff development	HR MANAGER
5. Enhance system for internal and external communication and feedback	VICE PRESIDENT ACADEMIC AFFAIRS + REGISTRAR I HR MANAGER
6. Review and invest in Management Information Systems	DIRECTOR OF STRATEGIC PROJECTS
7. Develop a formal alumni network	VICE PRESIDENT ACADEMIC AFFAIRS + REGISTRAR
8. Deepen engagement with external stakeholders in regard to the develop of new IADT strategy	PRESIDENT
9. Develop and implement Quality Action Plans	CHAIR OF QUALITY ENHANCEMENT SUB-COMMITTEE I SENIOR QUALITY OFFICER
10. Review all research policies	HEAD OF RESEARCH
11. Ensure lecturing contract in relation to supervision of research students is implemented consistently	DIRECTOR OF STRATEGIC PROJECTS I HR MANAGER
12. Realise a strategy that is implementable, and informs and drives strategic decision making.	PRESIDENT I DIRECTOR OF STRATEGIC PROJECTS
13. Implement a unified semesterised academic calendar and common curriculum framework	VICE PRESIDENT ACADEMIC AFFAIRS + REGISTRAR
14. Undertake a review of work-placement/work-based learning component of curriculum	HEADS OF FACULTY
15. Review RPL policy and procedure to ensure consistent approach	CHAIR OF TEACHING + LEARNING SUB-COMMITTEE I HEAD OF TEACHING AND LEARNING

Recommendation 1		Commentary	Planned Actions	Planned Completion Date
1	The review team recommends that, given the key role played by the Students' Union as a 'bridge' between the students and the institution, IADT consider how it might <b>better engage its Students' Union in future institutional reviews and strategic planning.</b>	A number of actions have already been implemented and further are planned during 2024, to ensure Students' Union is involved in the development and aligned with the achievement of the IADT Strategic Plan 2024 – 2029. The annual Quality Action Plan (see Recommendation 9 below) will have strong engagement with the Students' Union in institutional reviews and quality-related tasks as a key area of focus.	1.1 Engagement with SU on development and agreement of the IADT Strategic Plan.	January 2024 - Complete
			1.2 Strategic planning day between SU and Student Experience, to review Strategic Plan and agree shared actions over coming academic year.	June 2024 - Complete
			1.3 Establish regular meetings between SU and Estates to develop a transparent, student-centred and inclusive approach to event management, buildings and operations.	May 2024 and 3 times per year - Complete
			1.4 Support SU representation across Institute committees. Incentivise student body representation (see Recommendation 9 below).	September 2024 and January 2025 - Complete
			1.5 Hold informal engagements between senior management, SU and student body representatives to improve communications and generate greater involvement and 'stakeholder insights' to inform strategic planning and operations.	May and September 2024 - Complete

### Recommendation 1 - Comments & Updates February 2025

<p><b>1.1 Engagement with SU on development and agreement of the IADT Strategic Plan.</b>  <b>Status: Complete</b>  <b>Comments:</b> Regular meetings are held with the SU and the SU also link in directly with the Institute President to ensure their voice is central to the implementation of the current Strategic Plan 2024 – 2028.</p>
<p><b>1.2 Strategic planning day between SU and Student Experience, to review Strategic Plan and agree shared actions over coming academic year.</b>  <b>Status: Complete</b>  <b>Comments:</b> Specific meetings occurred between the Student Experience Manager and SU throughout the year, and following the launch of the Strategic Plan and are planned throughout its implementation.</p>

**1.3 Establish regular meetings between SU and Estates to develop a transparent, student-centred and inclusive approach to event management, buildings and operations.**

**Status: Complete**

**Comments:** Regular meetings take place between the Estates Manager and the SU supported by Student Experience. Both parties are represented on the Student Experience Sub-Committee which further enhances collaboration.

**1.4 Support SU representation across Institute committees. Incentivise student body representation (see Recommendation 9 below).**

**Status: Complete**

**Comments:** SU are represented on Academic Council and all 6 Sub-Committees. Class representative training is supported through NStEP. There is increased student representation on the Student Finance Committee, elected new class representatives from the Creative Pathways Programme to encourage further diversity in the student body representation.

**1.5 Hold informal engagements between senior management, SU and student body representatives to improve communications and generate greater involvement and 'stakeholder insights' to inform strategic planning and operations.**

**Status: Complete**

**Comments:** Collaborating with the SU to host a 'Stakeholder Insights' Session to inform strategic Planning and Operations. The Registrar and the officers of IADT SU have regular informal meetings. The President of IADT and the President of IADTSU meet regularly.

	Recommendation 2	Commentary	Planned Actions	Planned Completion Date
2	The review team recommends that IADT <b>complete the development of a schedule for review of policies and procedures.</b> As part of this review, policies and procedures should first be systemised in a way that supports easy conformation and practice, and then checked for completeness, consistency, and alignment. This can be a particularly complex task for a smaller institution. However, the recently developed Policy and Procedure tracker list, as referenced in the ISER, should provide a more efficient means of monitoring, alerting and tracking.	As part of its plans for organisational reform and development, IADT has sought additional resources which would allow for further staff capacity to be dedicated to the review of the Institute’s policies and procedures (P+P). This forms part of a proposal (currently under review) which also encompasses aspects of governance, processes, and system integration, as referenced elsewhere in this implementation plan. In the interim, a number of actions are underway to advance work on the management of policies and procedures at IADT.	<p>2.1 Finalise and operationalise the ‘tracker’ of Policies and Procedures relating to Quality.</p> <p>2.2 Review all Quality P+Ps and create a schedule of updates, prioritising all P+P impacted by semesterisation.</p> <p>2.3 Review all IADT’s P+P for completeness, consistency and alignment and develop a schedule for updating of existing and development of new P+P.</p>	<p>January 2024 - Complete</p> <p>July 2024 - Complete</p> <p>December 2024 - Ongoing</p>

**Recommendation 2 - Comments & Updates February 2025**

<p><b>2.1 Finalise and operationalise the ‘tracker’ of Policies and Procedures relating to Quality.</b>  <b>Status: Complete</b>  <b>Comments:</b> SharePoint list created to track and monitor status of Academic Policies &amp; Procedures.</p>
<p><b>2.2 Review all Quality P+Ps and create a schedule of updates, prioritising all P+P impacted by semesterisation.</b>  <b>Status: Complete</b>  <b>Comments:</b> Policies and Procedures impacted by Semesterisation have been identified as part of Semesterisation working group and scheduled for review and revision during 2024-25. Marks &amp; Standards revised with required changes for Semesterisation and approved by AC in April 2024. The Policy will come into effect in Academic Year 2025-26, and will be reviewed and further revised if required based on the implementation of Semesterisation in 2024-25.</p>
<p><b>2.3 Review all IADT’s P+P for completeness, consistency and alignment and develop a schedule for updating of existing and development of new P+P.</b>  <b>Status: Ongoing</b>  <b>Comments:</b> All academic policies and procedures are in the process of being reviewed and scheduled for revision as required. A number of new Policies are already identified and planned for Academic Year 2024-25 (including Micro-credentials, Linked Providers and IADT Award Standards). TSAF funding received for additional fixed-term post to support policy and procedure management at IADT, anticipate the role will be filled and work underway in Q2 2025.</p>

Recommendation 3		Commentary	Planned Actions	Planned Completion Date
3	The review team recommends that IADT <b>put in place a system for the synthesis of the annual programme board reports at department/faculty level</b> so as to provide both faculty and Academic Council with a higher level and strategic view of issues arising and being addressed. In turn, feedback from the Academic Council to programme boards would be useful. This work should be supported through training for Programme Chairs and student representatives on programme boards.	A plan is in place to address deficiencies identified in the Programme Board Annual Reporting (PBAR) process. These changes will facilitate a robust PBAR system with efficient feedback and monitoring in place.	3.1 Revise PBAR submission and presentation schedule to Academic Council, to facilitate inclusion of complete data sets regarding programmes and presentation by Department.	January 2024 - Complete
			3.2 Develop an Annual Summary Report by Department to Academic Council, which provides an overview of all programmes within the Department. Incorporate a feedback loop mechanism for monitoring the completion of issues/items raised.	December 2024 - Complete
			3.3 Review and revise PBAR templates, Terms of Reference and procedures documents and provide training for Programme Chairs and Student Representatives.	December 2024 - Complete

### Recommendation 3 - Comments & Updates February 2025

<p><b>3.1 Revise PBAR submission and presentation schedule to Academic Council, to facilitate inclusion of complete data sets regarding programmes and presentation by Department.</b></p> <p><b>Status: Complete</b></p> <p><b>Comments:</b> Revised process was implemented during AY 2024-25 and PBARs were presented as a set by each Department.</p>
<p><b>3.2 Develop an Annual Summary Report by Department to Academic Council, which provides an overview of all programmes within the Department. Incorporate a feedback loop mechanism for monitoring the completion of issues/items raised.</b></p> <p><b>Status: Complete</b></p> <p><b>Comments:</b> Completed through Quality Enhancement Sub-Committee and approved at Academic Council, February 2025. Pilot implementation underway in 2024-25.</p>
<p><b>3.3 Review and revise PBAR templates, Terms of Reference and procedures documents and provide training for Programme Chairs and Student Representatives.</b></p> <p><b>Status: Complete</b></p>

**Comments:** PBAR, Agenda and Minutes templates were revised, along with review of procedures through Quality Enhancement Sub-Committee and approved at Academic Council, February 2025. Following this approval, the Programme Board Procedures and Terms of Reference will be revised as applicable and published on the IADT Website. Some elements will be piloted in 2024-25. Information and document templates have been published on the Staff Intranet for Programme Chairs (and all staff). Supporting class representative training through NSTEP (see Recommendation 1).

Recommendation 4	Commentary	Planned Actions	Planned Completion Date
<p>4 The review team recommends that <b>IADT establish a more structured framework for staff development, appraisal and workload allocation</b>. While cognisant of current contractual arrangements, the review team recommends IADT to consider how staff engagement in research and collaboration with industry and other external stakeholders might be further enhanced and more effectively recognised.</p>	<p>At a sectoral level, there are ongoing discussions around the opportunity to advance the OECD report on academic contracts and related matters. In the interim, IADT has put in place and planned a number of initiatives regarding staff development and workload allocation.</p>	<p>4.1 Facilitation and training for academic staff to update their research profiles on PURE in order to be able to access research funding opportunities.</p>	<p>May 2024 - Ongoing</p>
		<p>4.2 Explore the implementation of technology platforms to streamline academic staff workload allocation processes.</p>	<p>December 2024 - Ongoing</p>
		<p>4.3 Explore online technologies to support staff creating their own professional development plan, via N-TUTORR project.</p>	<p>June 2024 - Ongoing</p>
		<p>4.4 Establish informal fora to support engagement with Academic and PMASS Staff to enhance collaboration and engagement on research, workload allocation and related matters. (see Recommendation 11)</p>	<p>December 2023 – Complete</p>
		<p>4.5 Implement a semesterised Academic Calendar (see Recommendation 13) to enhance and improve workload allocation for staff and students and to provide enhanced opportunities for research collaboration and engagement with partners and peer institutions.</p>	<p>September 2024 Complete</p>
		<p>4.6 Explore the implementation of President’s Award for staff to acknowledge and value service contributions of staff.</p>	<p>December 2024 - Ongoing</p>
		<p>4.7 Work with academic unions through Academic Futures TUI/IADT Forum to support an agreed abatement of hours for those working on Research projects.</p>	<p>October 2024 - Ongoing</p>
		<p>4.8 Develop policy to support staff who are practice-based and don’t wish to pursue research track but would like to engage and collaborate with industry and other external stakeholders.</p>	<p>December 2024 - Ongoing</p>

#### Recommendation 4 - Comments & Updates February 2025

##### **4.1 Facilitation and training for academic staff to update their research profiles on PURE in order to be able to access research funding opportunities.**

**Status: Ongoing**

**Comments:** A half time Research Systems Officer hired, who will train academic staff on using PURE effectively and will assist them in developing their research profiles on the platform.

##### **4.2 Explore the implementation of technology platforms to streamline academic staff workload allocation processes.**

**Status: Ongoing**

**Comments:** Through N-TUTOR and CFA and other Digital Enhancements, a range of technical supports have been implemented to better support academic staff in their work processes. Currently we have rolled out Viva Goals to project manage the implementation of IADT's strategic plan, performance agreement and other deliverables. Further investment is required to streamline workload allocation processes at all levels in the Institute and is being actively explored.

##### **4.3 Explore online technologies to support staff creating their own professional development plan, via N-TUTORR project.**

**Status: Ongoing**

**Comments:** IADT are currently testing a power app to support a pilot at the executive in creating professional development plans for the executive leadership team. The Executive will pilot a new professional development plan in Q2 of 2025 and this will be assessed for suitability for role-out to other staff at a later date.

##### **4.4 Establish informal fora to support engagement with Academic and PMASS Staff to enhance collaboration and engagement on research, workload allocation and related matters. (see Recommendation 11)**

**Status: Complete**

**Comments:** These fora were implemented in 2023-24 and extended into 2024-25 due to their success in the previous year.

##### **4.5 Implement a semesterised Academic Calendar (see Recommendation 13) to enhance and improve workload allocation for staff and students and to provide enhanced opportunities for research collaboration and engagement with partners and peer institutions.**

**Status: Complete**

**Comments:** Semesterisation was implemented in the academic year 2024-25 on a pilot basis. Full implementation is scheduled for 2025-26.

##### **4.6 Explore the implementation of President's Award for staff to acknowledge and value service contributions of staff.**

**Status: Ongoing**

**Comments:** This is under discussion with the President and the HR Manager and will be delivered by Q4 2025.

**4.7 Work with academic unions through Academic Futures TUI/IADT Forum to support an agreed abatement of hours for those working on Research projects.**

**Status: Ongoing**

**Comments:** This worked very well in 2023-24 and the work has extended into 2024-25. Proposal from the Academic Futures Forum has been brought to Executive for discussion and a plan is being developed as to how this can be implemented. A proposal is ready for approval and work is underway at Department level and in the Research Department to ensure necessary policy and procedures are in place in order to pilot this during academic year 2025-26.

**4.8 Develop policy to support staff who are practice-based and don't wish to pursue research track, but would like to engage and collaborate with industry and other external stakeholders.**

**Status: Ongoing**

**Comments:** This is currently being discussed under the academic futures as part of our discussions on research development. In line with papers submitted under 4.7 we are now in discussion with this group to develop options for staff who are practice-based and would benefit from engaging and collaborating with industry and other external stakeholders and are not interested in a research track.

Recommendation 5		Commentary	Planned Actions	Planned Completion Date
5	<p>The review team recommends that IADT <b>enhance its system for internal and external communication and feedback, so as to ensure a more systemic approach.</b> This should include the development and implementation of a plan to improve awareness of policies and procedures and of support services available to students, including those offered by services such as Student Experience and Library. Information relevant to students which is presented on the main IADT website and other institution websites should be reviewed to ensure that it is easy to navigate, streamlined and targeted appropriately. The review team further recommends that IADT put the necessary training in place for staff to increase awareness and enhance consistency of implementation and experience for both current and prospective students. Informal communication methods, though effective, do need to have a formal counterpart to guarantee the sustainability of the existing quality culture, particularly if IADT adheres to its ambition to grow in the future.</p>	<p>IADT is cognisant that as the Institute grows over the coming years, its internal and external communication mechanisms and channels require more attention and development. While advancements have been made such as the implementation of the staff intranet in 2023, other actions are required with regard to information dissemination and communications. Engaging content, including videos, infographics and FAQs will be developed for the IADT website and the Orchard to inform student and staff about the resources available to them and drive usage of the Orchard by staff.</p>	5.1 'The Orchard', IADT's intranet platform was launched in 2023.	May 2023 - Complete
			5.2 Implement a short training course, explaining the functionality and features of the Orchard, enhancing awareness and driving its usage.	December 2024 - Complete
			5.3 HR and EDI will conduct a comprehensive awareness campaign to inform students, faculty and staff about services and resources available to them, as well as IADT's policies and procedures.	December 2024 - Complete

#### Recommendation 5 - Comments & Updates February 2025

##### 5.1 'The Orchard', IADT's intranet platform was launched in 2023.

**Status: Complete**

**Comments:** The Orchard is in place in the Institute and is being used as an internal communications platform for staff.

##### 5.2 Implement a short training course, explaining the functionality and features of the Orchard, enhancing awareness and driving its usage.

**Status: Complete**

**Comments:** As part on an IADT N-TUTORR initiative, a staff training needs analysis was carried out, resulting in the launch of the IADT N-TUTORR Staff Training Plan in May 2024, which included a number of initiatives to increase awareness and usage (including establishing of an intranet focus group, intranet resource hub, inclusion of Intranet training as part of staff inductions etc).

Training has been provided for a wide range of users of Orchard and a number of departments have developed pages on the site. Additionally, there is a range of short videos, and learning supports for the intranet that has been shared with staff.

**5.3 HR and EDI will conduct a comprehensive awareness campaign to inform students, faculty and staff about services and resources available to them, as well as IADT's policies and procedures.**

**Status: Complete**

**Comments:** During IADT NOW 2024 both HR and EDI have presented on a range of our current policies and supports all of which are available on the Orchard.

Recommendation 6		Commentary	Planned Actions	Planned Completion Date
6	The review team strongly recommends that IADT <b>review and invest in its management information systems</b> with a view to achieving and implementing a system that better captures, records, monitors and analyses data in a secure and reliable manner. This is particularly important if IADT continues in its aim to grow. In that context, an effective management information system is key to strategic decision making. Improved use of data and management information will help to expose issues, drive improvement and inform decision making.	IADT is very cognisant of the need to review and invest in its management information systems. A number of actions are currently underway, including a review and re-engineering of a range of business processes and the use of data across the Institute. Priority processes will be reviewed and an implementation project will follow, which will include the appointment of a fixed-term role with a focus on MIS optimisation and interoperability. A number of N-TUTORR projects are currently underway which will identify and implement short-term improvements and develop staff capabilities with regard to management information systems.	6.1 Appoint experts for review of business processes and data (including systems), carry out review and receive final report.	June 2024 - Complete
			6.2 Identify and pilot short-term process improvements and develop staff knowledge and skills to enhance and expand their current capability.	Throughout 2024 - Complete
			6.3 Adopt meaningful, unified approach to progress monitoring via performance indicators linked to IADT Strategic Plan and Performance Agreement with the HEA (see Recommendation 12 below).	June 2024 - Complete

### Recommendation 6 - Comments & Updates February 2025

#### 6.1 Appoint experts for review of business processes and data (including systems), carry out review and receive final report.

**Status: Complete**

**Comments:** As part of IADT's programme of work funded by the Technological Universities Transformation Fund (TUTF), IADT appointed PwC to review processes and the use of data across the organisation, through a six-month project that ran from January to June 2024. The review was completed, and the final report was presented to Executive and follow-up activities were planned and are underway.

#### 6.2 Identify and pilot short-term process improvements and develop staff knowledge and skills to enhance and expand their current capability.

**Status: Complete**

**Comments:** Implementation of the PwC recommendations has commenced and is continuing (with support from a dedicated post funded by TSAF in the Planning and Strategy Office and a number of associated actions). N-TUTORR activity for staff skills and capabilities included training on the use of Power Platform and some associated testing/piloting, including a proof-of-concept project for the use of Power Platform automation across business units.

**6.3 Adopt meaningful, unified approach to progress monitoring via performance indicators linked to IADT Strategic Plan and Performance Agreement with the HEA (see Recommendation 12 below).**

**Status: Complete**

**Comments:** Unified framework (Objectives and Key Results (OKRs)) prepared with support from expert advisers and reviewed at Executive workshop in Q3 2024. Final text adopted in Q4 2024 and online system implemented. In full use across management team from Q1 2025.

Recommendation 7		Commentary	Planned Actions	Planned Completion Date
7	The review team recommends that IADT <b>further enhance its external communications through the development of a formal alumni network.</b> This would be beneficial through highlighting student success stories, generating useful data, promoting various career pathways, and also encouraging collaboration between current students and alumni. Looking externally, alumni could be ambassadors for the institution.	IADT is proud of the accomplishments of its alumni in many fields including Art, Film, Design and Business. The Institute anticipates that – subject to funding – it will be in a position to establish a post of Alumni Engagement Officer in 2024 and establish systems for communicating and engaging with our alumni for the benefit of alumni and the Institute.	7.1 Recruitment of Alumni Engagement Officer. 7.2 Establish alumni engagement plan.	December 2024 - Complete June 2025 - Ongoing

#### Recommendation 7 - Comments & Updates February 2025

##### 7.1 Recruitment of Alumni Engagement Officer.

**Status: Complete**

**Comments:** TSAF funding received for fixed-term post and cost of database/CRM. An Alumni Engagement Officer commenced their role in December 2024.

##### 7.2 Establish alumni engagement plan.

**Status: Ongoing**

**Comments:** Work has commenced on the Alumni engagement plan following appointment of the Alumni Officer.

Recommendation 8	Commentary	Planned Actions	Planned Completion Date
<p>8 The review team recommends that IADT <b>deepen its engagement with external stakeholders in regard to the development of its new strategy.</b> This will better inform strategic decisions and choices across all areas of IADT’s endeavour. Given IADT’s status as a Designated Awarding Body (DAB), it should explore the possibilities which this may present to accredit linked or collaborative partnerships.</p>	<p>On behalf of IADT, Mazar’s engaged in extensive consultation with over 70 engagements with a wide range of key external stakeholders to inform the development of IADT’s Strategic Plan 2024 – 2029, including industry focus groups, local authority, Government departments, HEs, ETBs etc. This consultation has greatly enhanced and strengthened our new strategy. IADT’s DAB status is actively under consideration at the Institute and links and partnerships of strategic interest are being explored. IADT is working with Maynooth University to agree a Memorandum of Agreement regarding the implementation of Level 10 programmes at IADT.</p>	<p>8.1 Consultation with wide range of key external stakeholders to inform development of IADT Strategic Plan 2024– 2028.</p>	<p>October 2023 - Complete</p>
		<p>8.2 Agreement of an MOA with Maynooth University regarding delivery of Level 10 programmes at IADT.</p>	<p>September 2024 - Complete</p>
		<p>8.3 A review of IADT’s current partnerships in light of our changed status as a DAB will be undertaken.</p>	<p>December 2024 - Ongoing</p>

**Recommendation 8 - Comments & Updates February 2025**

**8.1 Consultation with wide range of key external stakeholders to inform development of IADT Strategic Plan 2024– 2028.**

**Status: Complete**

**Comments:** Broad-based consultation was undertaken by consultants Mazars on behalf of the Institute through 2023 in preparation for the publication of the Institute’s new strategic plan. The plan was formally adopted by the Governing Body of IADT in February 2024, and launched by the then Minister for DFHERIS Patrick O’Donovan T.D. in June 2024. Implementation and stakeholder engagement plans are in development and will be factored into the initial delivery phase of the plan through Q1 and Q2 of 2025.

**8.2 Agreement of an MOA with Maynooth University regarding delivery of Level 10 programmes at IADT.**

**Status: Complete**

**Comments:** During 2023-24, IADT and Maynooth University engaged in a series of workshops and discussions on the basis of an initial memorandum of understanding between the two institutions. The resulting agreement, signed by the two Presidents at the start of 2024-25, provides for the co-supervision of PhD and Masters by Research students (MSc/MLitt), combining MU’s strengths in the Arts and Humanities with IADT’s practice-led expertise in the creative and technological sectors. The partnership underscores the importance of inter-institutional higher education to meet the evolving needs of the

economy and society. By leveraging their complementary strengths, MU and IADT aim to address the growing demand for innovative research in the creative industries – a sector critical to Ireland’s economic future as outlined in the recently launched Roadmap for the Digital Creative Industries.

### **8.3 A review of IADT’s current partnerships in light of our changed status as a DAB will be undertaken.**

**Status: Ongoing**

**Comments:** Over the past 2 academic years in particular, the range and scope of academic partnerships that IADT has in place has grown significantly. IADT’s partners now include FilmEU partner institutions, FE partners delivering tertiary programmes on a collaborative basis and our partnership with MU on the delivery of research programmes at Levels 9 and 10, among others. We are also currently setting the infrastructure for the establishment of IADT linked providers. Though IADT’s partnerships have not been formally reviewed, they are very much under active consideration and ‘Partnerships’ is one of our six priority areas in our strategic plan for the coming 4 years. We are currently working on the development of a framework for IADT partnerships and oversight of this area has been extended via the appointment of a Tertiary Coordinator and the hiring of additional staff to manage the IADT FilmEU project.

Recommendation 9		Commentary	Planned Actions	Planned Completion Date
9	The review team recommends that IADT <b>develop and implement an annual Quality Action Plan</b> with clear deliverables which, in the first instance, can be mapped to the recommendations of this review. The annual Quality Action Plan should be cascaded down through the management structures and governance structures so that Quality Action Plans are developed for faculties, departments, central services units, and institution committees, including those of the Academic Council.	An annual Quality Action Plan (QAP) will be developed and agreed across the Institute. The first iteration will map to the recommendations which emanated from the CINNTE Institutional Review 2023 and the QAP will evolve from there. The plan will incorporate planning for annual and periodic activities such as Academic Council and sub-committee schedules; internal reviews, programmatic reviews / validations; external accreditations, P+P review etc.	9.1 Develop Quality Action Plan for IADT and have it approved by Academic Council. QAP will include a plan for dissemination of information and updates regarding the plan and ownership for QAP actions are distributed to governance structures, faculties and departments and central services units.	June 2024 - Ongoing
			9.2 Implement, monitor progress and report on implementation of Quality Action Plan.	Implement during AY 2024/25 Monitor and report: December 2024 and June 2025
			9.3 Commence Quality Action Plan for subsequent academic year.	Q1 2025 - Ongoing

### Recommendation 9 - Comments & Updates February 2025

<p><b>9.1 Develop Quality Action Plan for IADT and have it approved by Academic Council. QAP will include a plan for dissemination of information and updates regarding the plan and ownership for QAP actions are distributed to governance structures, faculties and departments and central services units.</b></p> <p><b>Status: Ongoing</b></p> <p><b>Comments:</b> Following the launch of Strategic Plan and Performance Agreement, the formal QAP has been drafted and awaiting approval by Quality Enhancement Sub-Committee (Q1 2025) before going to Academic Council. It will be circulated and published on the staff intranet.</p>
<p><b>9.2 Implement, monitor progress and report on implementation of Quality Action Plan.</b></p> <p><b>Status: Ongoing</b></p> <p><b>Comments:</b> Some actions are currently underway/planned for Academic Year 2024-25 and being tracked by Senior Quality Officer. A report on the implementation of QAP will be issued to Academic Council in Q3 2025. It will be monitored and reviewed through the Annual Quality Report (AQR).</p>
<p><b>9.3 Commence Quality Action Plan for subsequent academic year.</b></p> <p><b>Status: Ongoing</b></p> <p><b>Comments:</b> Scheduled for commencement in Q2 2025.</p>

Recommendation 10		Commentary	Planned Actions	Planned Completion Date
10	The review team recommends to IADT that it <b>review all research policies</b> . This is particularly important given IADT's stated ambition to grow its research activity and outputs. Implementation of current and future policies and procedures should be supported by training for research supervisors.	A review of all research policies is planned by IADT's Research Office, to support growth in research activity and outputs. An action plan for training of research supervisors is under development.	10.1 Research policies reviewed.	November 2024 Complete
			10.2 Gap analysis and research policies updated.	February 2025 Ongoing
			10.3 Action plan for research supervision approved.	March 2025 Ongoing

### Recommendation 10 - Comments & Updates February 2025

<p><b>10.1 Research policies reviewed.</b> <b>Status: Complete</b> <b>Comments:</b> The review of the Research Policies has been completed.</p>
<p><b>10.2 Gap analysis and research policies updated.</b> <b>Status: Ongoing</b> <b>Comments:</b> The Gap Analysis of research policies has been completed. Gap analysis identified sections within IADT's current Research Policies which need to be updated. The Institute also needs to develop additional new research policies to support its ambition to grow its research activity and outputs over the coming years. These policies are currently being drafted.</p>
<p><b>10.3 Action plan for research supervision approved.</b> <b>Status: Ongoing</b> <b>Comments:</b> The Action Plan for research supervision is under development, due for completion end of Q2, 2025. It is planned that this will be approved via internal governance structures and ready for implementation from the start of Academic Year 2025-26.</p>

Recommendation 11		Commentary	Planned Actions	Planned Completion Date
11	The review team recommends that IADT <b>ensure that the provision of the current lecturing contract in relation to supervision of research students is implemented consistently.</b> This will not only safeguard quality supervision arrangements for research students, but it will also provide the staff involved with the opportunity to progress the institution's research agenda further. While acknowledging the challenges entailed in sourcing funding externally to buy out staff time, the review team finds that the academic calendar and workload allowances for supervisors of research students are matters which IADT can address in the shorter term. It will mean that strategic choices will have to be made in a broader institutional context, including in relation to undergraduate programmes.	The Institute has instigated an Academic Futures Forum (TUI/IADT Forum) to carry out a concentrated period of work in respect of academic workload. Topics under discussion include research, the academic calendar and workload allowances for supervision of research students. Thus far, a number of actions have been developed and agreed and this work will ultimately intersect with the further development of postgraduate research programmes at IADT. To complement this engagement a parallel forum – the Future Advisory Pathways Group – comprising PMASS and selected Academic staff has been established to provide stakeholder insight on similarly 'mission critical' matters.	11.1 Engage in workload discussions with Academic Futures Forum.	September – November 2023 – Complete
			11.2 Reach agreement re: Supervision of Research Students.	April 2024 - Ongoing
			11.3 Develop Academic Calendar in the context of workload and supervision.	April 2024 - Ongoing
			11.4 Implement Workload Allowances for supervision of research students.	September 2024 - Ongoing

### Recommendation 11- Comments & Updates February 2025

#### 11.1 Engage in workload discussions with Academic Futures Forum.

**Status: Complete**

**Comments:** Academic Futures Forum worked through 2023-24 and was reconvened (as an internal mechanism) in 2024-25, with topics including programme and other coordination duties, workload discussions, semesterisation, research, research supervision, and staff development.

#### 11.2 Reach agreement re: Supervision of Research Students.

**Status: Ongoing**

**Comments:** Papers considered at Academic Futures Forum in light of equivalent agreements at other institutions and relevant national guidance. Final paper agreed as a draft in Q1 2025 and currently going through internal governance processes for approval.

### **11.3 Develop Academic Calendar in the context of workload and supervision.**

**Status: Ongoing**

**Comments:** Academic Calendar updated as part of semesterisation (see Recommendation 13) and Academic Futures Forum has adopted draft paper on range of research and research supervision issues including timetabling and allocation of hours. Final paper agreed as a draft in Q1 2025 and is currently going through internal governance processes for approval and expected to come into force in Academic Year 2025-26.

### **11.4 Implement Workload Allowances for supervision of research students.**

**Status: Ongoing**

**Comments:** See 11.2 above (will be implemented when paper is adopted).

Recommendation 12		Commentary	Planned Actions	Planned Completion Date
12	The review team recommends that IADT <b>apply the learnings of the previous strategic plan to realise a strategy which is implementable, and which informs and drives strategic decision making.</b> The review team further recommends that, following development and approval of its new strategy, IADT implement a strategic planning function closely linked to resourcing and develop clear prioritised plans to implement the new strategy. As part of the implementation of the strategy, there should be a whole-of-institution review of allocation of resources and a more proactive, strategic, structured and evidence-based approach to increase efficiency and effectiveness, particularly in the areas of programme development, academic planning, and national and international student recruitment strategy.	IADT has almost concluded development of its Strategic Plan 2024 – 2028. The strategy sets out a Vision for the Institute to become Ireland’s university for the creative industries. The strategy’s KPIs will be aligned with IADT’s Performance Agreement with the HEA, which will be adopted later this year. A President’s Office will be established, to oversee implementation of the Institute’s Strategy, Performance Agreement with the HEA and other related strategic initiatives. A resource review is planned for later in 2024 and a future programmes unit will be established to lead medium-term identification of opportunities and new strategic directions for the Institute.	12.1 Publish IADT Strategic Plan 2024 – 2028.	April 2024 - Complete
			12.2 Establish President’s Office.	September 2024 - Complete
			12.3 Conduct process and data review.	June 2024 - Complete
			12.4 Whole-of-Institute resource review completed.	December 2024 – Ongoing
			12.5 Future Programmes Unit will be established.	October 2024 - Complete

### Recommendation 12 - Comments & Updates February 2025

#### 12.1 Publish IADT Strategic Plan 2024 – 2028.

**Status: Complete**

**Comments:** The Strategic Plan 2024-28, ‘Towards a university for the Creative Industries’, identifies six priorities in respect of education, sustainability, partnerships, research, internationalisation, and transformation, supported by fundamentals / enablers concerning student experience, people and organisation, EDI and belonging, and strategic finance. The Plan was adopted by the Governing Body in February 2024 and launched by the Minister for Further and Higher Education, Research, Innovation and Science in June 2024. The Strategic Plan has been published at <http://strategy.iadt.ie>

#### 12.2 Establish President’s Office.

**Status: Complete**

**Comments:** TSAF funding received for posts in this office (title: Planning and Strategy Office). Appointments were made in Q4 2024 and a work plan is being adopted in Q1 2025.

**12.3 Conduct process and data review.**

**Status: Complete**

**Comments:** Review completed and presented to the Executive in September 2024.

**12.4 Whole-of-Institute resource review completed.**

**Status: Ongoing**

**Comments:** Over the past 2 academic years, IADT has successfully secured funding through TSAF and TTUF within which some work packages have enabled a number of activities relating to resource review. A process review was undertaken via PwC (see Recommendation 6) which has resulted in a several of process improvements being implemented across a number of functional areas in the Institute. Currently Crowe is undertaking a comprehensive review of IADT's organisations structures, in alignment with the Institute's ambitions to become a university for the creative industries. The review will inform changes to the Institute's current structures and will also assist us in undertaking a resource review in academic year 2025-26.

**12.5 Future Programmes Unit will be established.**

**Status: Complete**

**Comments:** TSAF supported fixed term post (Programme Development Officer) has been appointed, located in the academic planning unit led by Head of Teaching and Learning.

Recommendation 13		Commentary	Planned Actions	Planned Completion Date
13	The review team recommends that IADT <b>implement a unified semesterised academic calendar and common curriculum framework</b> in the interests of increasing its efficiency and effectiveness and thus progress its stated strategic goals and objectives, including those pertaining to research, industry engagement, staff development, student number growth, and Internationalisation. This should be done in consultation with all key stakeholders –students, staff and external. The common curriculum framework should be fit for purpose, aligned with IADT’s strategic plan and academic strategy, and supportive of interdisciplinarity and collaboration between departments, faculties and programmes.	<p>In February 2024, Executive and Academic Council approved recommendations of a report submitted by the Semesterisation Task Force to semesterise programme delivery at IADT. During the Institute’s last programmatic review cycle of undergraduate programmes, a common framework was applied across most programmes, so modules are ‘semester-ready’. A small number of programmes need to be amended and revalidated to make them semester-ready.</p> <p>The Institute has agreed to take a 3-phase approach to implementing semesterisation, with fully semesterised programme delivery in place for academic year 2025/26.</p>	13.1 Approval of plan to semesterise of programme delivery at IADT by Executive and Academic Council.	February 2024 – Complete
			13.2 Phase 1 – All undergraduate programmes will be semesterised. A small number of programmes need to be redesigned into a semesterised format and revalidated.	Academic year 2023/24 - Complete
			13.3 Phase 2 – The Institute will follow a semesterised academic calendar with two distinct semesters. Modules taught in semester 1 will be completed, assessed and go to internal exam meetings in January.	Academic year 2024/25 - Ongoing
			13.4 Phase 3 – Semesterisation will be fully implemented with three stand-alone exam boards taking place during the academic year; in January (semester 1 Exam Board), May (Semester 2 Exam Board) and autumn (repeat Exam Board).	Academic 2025/26 - Scheduled

**Recommendation 13 - Comments & Updates February 2025**

**13.1 Approval of plan to semesterise of programme delivery at IADT by Executive and Academic Council.**

**Status: Complete**

**Comments:** Approved at Academic Council, February 2024

**13.2 Phase 1 – All undergraduate programmes will be semesterised. A small number of programmes need to be redesigned into a semesterised format and revalidated.**

**Status: Complete**

**Comments:**

- All undergraduate programmes were reviewed for semesterised format, and any necessary changes were approved at PVC June 2024. 4 programmes from Faculty of Enterprise + Humanities were updated and revalidated at an internal panel in June 2024.
- All programmes were rebuilt in on Banner (Student Information System) in a semesterised format.

**13.3 Phase 2 – The Institute will follow a semesterised academic calendar with two distinct semesters. Modules taught in semester 1 will be completed, assessed and go to internal exam meetings in January.**

**Semester 2 modules will be taught between late January and April, with results from Semester 2 being presented at internal exam collation meetings. All results will be approved at the summer exam boards in 2024/25.**

**Status: Ongoing**

**Comments:** A semesterised Academic Calendar for 2024-25 was developed through APCR Sub-Committee and approved in April 2024. It was agreed to follow the semesterised format, and hold Exam Boards in January and May-June, to monitor implementation. As of February 2025, all undergraduate programmes are being delivered in a semesterised format. All assessments for Semester 1 have been presented at the Semester 1 Exam board.

**13.4 Phase 3 – Semesterisation will be fully implemented with three stand-alone exam boards taking place during the academic year; in January (semester 1 Exam Board), May (Semester 2 Exam Board) and autumn (repeat Exam Board).**

**Status: Scheduled for AY 2025-26**

**Comments:** Phase 3 will be implemented from September 2025, and experiences from Academic Year 2024-25 will be reviewed, and any necessary changes applied and implemented.

Recommendation 14		Commentary	Planned Actions	Planned Completion Date
14	The review team recommends that IADT undertake a <b>review of the work-placement/work-based learning component of its curriculum.</b> If this is to be a central feature of IADT’s curriculum going forward, consultation with industry partners should be deepened. A whole of institution approach should be taken to ensuring a consistent approach in practice, including preparation for placement and learner supports, placement handbooks included.	Work-placement and work-based learning is a central component of IADT’s curriculum. IADT is considering the implementation of a Student Placement Service within the Institute, which will have oversight of work-placement and work-based learning across both faculties and will develop an Institute plan for work-placement.	14.1 Confirmation of work placement in all undergraduate programmes.	June 2024 - Complete
			14.2 Decision on creation of Student Placement Service.	Dec 2024 - Ongoing
			14.3 Creation and approval of a policy framework to support 14.1 in light of decisions made in 14.2.	April 2025 - Ongoing

#### Recommendation 14 - Comments & Updates February 2025

##### 14.1 Confirmation of work placement in all undergraduate programmes.

**Status: Complete**

**Comments:** All undergraduate degree programmes at IADT have a work placement module.

##### 14.2 Decision on creation of Student Placement Service.

**Status: Ongoing**

**Comments:** A consultation process is underway in 2024-25 to establish the best approach to the creation of a student placement service at IADT. It is the intention of the Institute that this service will be established and operational within the timeframe of the current strategic plan.

##### 14.3 Creation and approval of a policy framework to support 14.1 in light of decisions made in 14.2.

**Status: Ongoing**

**Comments:** A policy group will be established once a decision is made on the placement service. A HEA funded project is currently underway, commissioning independent research of the placement module across a sample of IADT programmes, to analyse the efficacy and impact of the module from an Institute, student and client/industry perspective. The outcomes of this research will inform the policy framework established.

Recommendation 15		Commentary	Planned Actions	Planned Completion Date
15	The review team recommends that IADT <b>review its RPL policy and procedure to ensure a consistent approach across the institution.</b> In particular, the focus should be on supporting applicants to document their prior learning and to map it to learning outcomes of modules and programmes as appropriate to the application. The work of the national RPL in Higher Education project, of which IADT is a member, should inform the revised policy and procedure.	Through support from the HEA and engagement in the HCI Funded National RPL programme, IADT has undertaken substantial work in the area of Recognition of Prior Learning over recent months. A revised RPL policy was approved in 2023 and we are working on the development of a toolkit to support applicants to document their prior learning. Plans for training of staff to support applicants in this regard and to reinforce consistency in the assessment of RPL applications are in train.	<p>15.1 Revised RPL Policy approved by Academic Council and published.</p> <p>15.2 Adopt National RPL Project Toolkit for Providing Guidance to RPL applicants.</p> <p>15.3 Conduct audit of RPL requirements from academic staff.</p> <p>15.4 Provide training to academic staff to reinforce consistency within Departments regarding RPL assessment procedures.</p>	<p>December 2023 - Complete</p> <p>April 2024 - Ongoing</p> <p>May 2024 - Ongoing</p> <p>May 2024 - Ongoing</p>

#### Recommendation 15 - Comments & Updates February 2025

<p><b>15.1 Revised RPL Policy approved by Academic Council and published.</b> <b>Status: Complete</b> <b>Comments:</b> Revised RPL Policy approved by Academic Council in October 2023</p>
<p><b>15.2 Adopt National RPL Project Toolkit for Providing Guidance to RPL applicants.</b> <b>Status: Ongoing</b> <b>Comments:</b> The National RPL Project Toolkit was launched 17th February 2025. A draft was circulated for discussion among the reconvened IADT RPL Steering Group on Friday 14th and informs improved processes for the admission and assessment of RPL applicants.</p>
<p><b>15.3 Conduct audit of RPL requirements from academic staff.</b> <b>Status: Ongoing</b> <b>Comments:</b> Review of current guidance and assessment practice for applicants in compiling RPL dossiers is underway in RPL Steering Group. Next step is the appointment of RPL mentors in each faculty to support RPL applicant.</p>
<p><b>15.4 Provide training to academic staff to reinforce consistency within Departments regarding RPL assessment procedures.</b> <b>Status: Ongoing</b> <b>Comments:</b> Kick-off training provided by external RPL expert for Heads of Departments, Academic and Student Affairs, Access office on January 2025; further training for Level 9 &amp; Springboard programme coordinators and RPL mentors planned for end March 2025.</p>