![NCAD Dublin — National College of Art and Design — A Recognised College of University College Dublin](logo)

Institutional Review October 2021

Institutional Quality Improvement Plan December 2022

Review visit on:	18-21 October 2021
Review Report submitted:	February 2022
An Bord approved QIP on:	21 June 2022
Academic Council approved QIP on:	29 June 2022
UCD Academic Council Quality Enhancement Committee Approval:	

Introduction

The Institutional Quality Review process – from the development of the Self Assessment Report and hosting the Review Panel, to reflecting on the Review Panel Report and developing this Institutional Quality Improvement Plan – has been a hugely valuable reflective exercise. We greatly value the impetus and support this process has given the College in reviewing its position from a number of perspectives, reflecting upon our priorities, highlighting and confirming our strengths and opportunities, and identifying areas of good practice and evaluating our weaknesses and challenges in a systematic way.

In particular, the engagement with the Review Panel was a positive and constructive experience. We welcome the endorsement of the Review Panel for our activities through commendations and we have endeavoured to carefully consider, and respond to, the recommendations in the context of developing this Institutional Quality Improvement Plan (IQIP).

As was the case in developing the Self Assessment Report, there was a good level of engagement in developing this Institutional Quality Improvement Plan:

- The Review Panel Report was discussed with An Bord and Academic Council, and presented to all staff during April 2022.
- A first draft of the Institutional Quality Improvement Plan (IQIP) was developed by NCAD's Quality Office in late April 2022 and formed the basis for consultation with members of NCAD's Quality Assurance Steering Committee in early May 2022.
- A second draft of the IQIP was presented for consultation to NCAD's College Management Team on 11 May 2022.
- A further draft of the IQIP was circulated to all staff along with a survey, inviting and supporting colleagues in submitting feedback on 20 May 2022.
- The feedback received from staff was incorporated into a further draft of the IQIP for presentation to NCAD's Quality Assurance Steering Committee on 9 June 2022.
- With some further modifications, the Institutional Quality Improvement Plan was then presented to An Bord (21 June 2022) and NCAD's Academic Council (29 June 2022) for approval.
- The Plan was submitted to UCD following the meeting of 29 June meeting of Academic Council.
- Feedback from UCD's Academic Council Quality Enhancement Committee and UCD's Quality Assurance Office has been very helpful in finalising this Institutional Quality Improvement Plan.

We hope that this IQIP addresses the recommendations in the Review Panel Report and we look forward to realising the enhancements detailed and reporting on our progress on an annual basis.

Once approved by UCD, the Quality Improvement Plan (QIP) will be presented to staff across the College through An All Staff meeting and circulated to all staff through Workvivo (staff intranet). Implementation of the QIP will be monitored by the Quality Assurance Steering Committee, with updates circulated to Academic Council and An Bord twice a year, and to All Staff and UCD annually (in September).

Structuring Our Enhancement Work

The Board and staff have a shared belief in the transformative potential of an NCAD education to equip our graduates with the bold curiosity and the new thinking which society critically needs. Our commitment to realising this potential is articulated through *Futures, Bold and Curious 2019-2024*, NCAD's Strategic Plan, and the three areas of strategic focus it identifies for the enhancement of the enhancement of the learning environment at NCAD in the coming years:

> Embed BOLD and CURIOUS LEARNING at our core
> CONNECT and BE CONNECTED
> An EFFECTIVE ORGANISATION.

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1 Embed Bold and Curious Learning at our Core

OUR AMBITION: Bold and curious learning is agile and responsive. It recognises the power and value to our society and economy of learning through art and design, not for it. We are committed to ensuring every student has access to a learning experience that is dynamic, resourced and transformative. Embedding bold and curious thinking challenges students to innovate and interrogate, and to take risks in their learning.

IMPLEMENTATION: A number of 'strategic' and 'enabling' projects are underway to support delivery of this ambition for the learning environment at NCAD: a Teaching and Learning Strategic Project, a Supporting Research Strategic Project, a Digital Environment Enabling Project and a Built Environment Enabling Project. Where these initiatives provide the key vehicle through which an enhancement opportunity will be delivered this is identified.

QIP No.	PGR ref no	Recommendation	Response	Strategy Project	High Level Actions	Timeline	Responsible
Alignment with QQI							
1.1	1.35	The Review Panel recommends that NCAD engages with Quality and Qualifications Ireland (QQI) to determine its obligations in relation to the Irish Register of Qualifications (IRQ).	NCAD recognises the importance of understanding and meeting our obligations in relation to the Irish Register of Qualifications. As UCD is NCAD's Designated Awarding Body, UCD has engaged with QQI to ensure the awards are included in the IRQ.	N/A	NCAD's awards are now listed on the Irish Register of Qualifications (IRQ). NCAD is reviewing all communications to ensure consistency in the naming of awards across all platforms	Complete Q3 2022 Q1 2023	UCD & Academic Affairs (QA) Academic Affairs K O'Callaghan
Institutional Management of Standards							
1.2	2.20	To strengthen alignment with UCD academic policy and procedures, the Review Panel recommends that the adherence to UCD academic policy and procedures should be included as a standing agenda item of the NCAD-UCD Strategic Management Committee. Furthermore, reporting (and management meetings) would be more efficient and effective if aligned to the protocol 'Indicative Responsibilities Checklist' (2019 ISAR, Appendix 1 Annex 2).	Alignment with UCD academic policy and procedures has been and continues to be of value to the development of NCAD's programmes. We look forward to sustaining active dialogue in respect of productive alignment through the Strategic Management Committee.	N/A	Review the Terms of Reference for the Strategic Management Committee with colleagues at UCD. Work with UCD's Recognised Colleges Steering Committee to update the Terms of Reference for the Strategic Management Committee	Q4 2022 2023	Director & Head of Academic Affairs, NCAD Director & Head of Academic Affairs, NCAD

1.3	2.21	To ensure consistency in the approach to internal quality assurance, the Review Panel recommends that a system should be established for peer-to-peer learning and benchmarking within NCAD. The Review Panel heard evidence that this exists in relation to Extern Examiner reports, and this approach should be extended to other areas which likewise provide important feedback and help to ensure and enhance the quality of NCAD's educational provision.	NCAD recognises the value of peer-to-peer learning and benchmarking, and the importance of stakeholder feedback to the enhancement of our learning environment. Creating opportunities for sharing good practice and building capacity will play a key role in the enhancement of Teaching & Learning at NCAD. Understanding and responding effectively to quality assurance feedback has a role to play in this context.	T&L	Include the development of peer-to-peer learning and benchmarking in the T&L Action Plan being developed through the Teaching & Learning Strategic Project. Expand the system of peer-to-peer learning and benchmarking in respect of key QA feedback and processes to encompass two kinds of peer-learning opportunity: 1. Sharing of experience on the part of those who have recently completed a periodic review process in support of those about to embark upon a specific aspect of the periodic review process (developing the Self-Assessment Report, developing the Quality Improvement Plan). 2. As Peer Group Reports and QIPs are published, include a review and reflection on learning/enhancement opportunities arising from others' PGRs and QIPs as part of the QIP update process for all programme and area reviews.	Q1 2023 Q4 2022 Q1 2023	Academic Affairs (Teaching & Learning Office) Academic Affairs (Quality Assurance Office)

1.4	2.22	The Review Panel recommends that NCAD addresses a number of issues regarding procedures for admission, assessment and progression which are in place but are not yet aligned to UCD's Academic Regulations (e.g. procedures for assessment).	NCAD recognises that it is important to ensure that procedures for admission, assessment and progression are aligned to UCD's Academic Regulations. Preliminary analysis in respect of alignment of procedures for assessment: **Component grade scale**: Aligned. **Module grades**: - The grade point used by NCAD's Student Record System, Quercus, is not aligned with the grade point as described in UCD's academic regulations. - The full range of module grades described in the UCD Academic Regulations are not available in Quercus (such as P(R), F(R), A+(R), etc.). Addressing these issues will form part of the Quercus Enhancement Project scheduled to take place over the next 24 months, with implementation of the enhanced system expected in 2024/25. **Grade Descriptors**: Aligned. NCAD has developed grade descriptors that align with the published UCD grade descriptors but are framed so as to also align effectively with NCAD's programme-level and module-level Learning Outcomes.	N/A	**Procedures for Assessment**: A preliminary analysis suggests non-alignment, where it occurs, is significantly linked to the capabilities of Quercus, the Student Record System used by NCAD. A Quercus enhancement project is being developed and addressing alignment issues will be a key feature of this: ● Map the specific issues to be addressed, the steps to address them and the developmental possibilities and limitations associated with same. ● Implement enhancement project with Elucian (Quercus provider) ● Roll-out upgrades in Quercus that will deliver greater alignment **Wider Alignment of Academic Regulations**: ● Map and identify gaps in relation to the UCD Academic Regulations. ● Implement changes, where needed, in order to achieve alignment with UCD's Academic Regulations.	2022/23 2023/24 2024/25 Q4 2022 Q3 2023	Academic Affairs (Academic Registry) Academic Affairs (Head of Academic Affairs)

					Develop and implement a communications strategy to support understanding of recruitment and admissions processes amongst academic staff across the College.	Q4 2023	Academic Affairs (Academic Registry)
					Consult with postgraduate programme leaders to better understand the impact of small student cohorts and potential remedies.	Q2 2023	Head of Postgraduate Development
			Taught Programmes (L8 & L9) While it is not clear that there is divergence from UCD's Academic Regulations in respect of admission of students, understanding of admissions processes and considerations may need to be enhanced amongst academic staff across the College. (For example, pressure		Consult with academic staff on student progression. Considerations informing this process to include: ● Analysis of progression patterns within and across programmes in NCAD ● National benchmarking in respect of student progression (at level of Art & Design and per discipline) ● Survey of (academic) staff experience ● Consultation with Heads of Department/School	Q4 2023	Academic Affairs (Head of Academic Affairs & Academic Registry)

has not been exerted to increase undergraduate student intake in recent years.)		This recommendation will be addressed through the following actions:		
The challenge identified by the panel (2.11) in respect of the impact of small student cohorts on academic staff is interesting and warrants exploring with programme leaders.		• Review and enhance Terms of Reference for School Boards and NCAD's Programmes Board.	**Complete** Q4 2022	Head of Academic Affairs
COVID-19 had a significant impact on the learning and teaching environment, and this has been a source of concern for staff and students. Measures to mitigate the impact of restricted access to facilities upon student learning were put in place in respect of both the 2019/20 and the 2020/21 academic years (based on consultation with staff). As we move beyond COVID-19 restrictions impacting the learning environment, it will be important to understand staff experience in respect of pressure for student progression.		• Bring enhanced articulation of framework to NCAD-UCD Strategic Management Committee for discussion regarding alignment and next steps.	Q1 2023	Academic Affairs / Director's Office
With regard to wider alignment with UCD's Academic Regulations, we recognise that alignment in respect of Programme Governance is not as clear as it needs to be, both in terms of formal articulation and broad understanding.		Complete review and renewal of NCAD's provision and procedures for research programmes, at Level 9 and Level 10, and submit for approval to UCD.	Q3 2023	Head of Postgraduate Development & Head of Academic Affairs
Research Programmes (L9 & L10) We acknowledge that NCAD's procedures for research programmes are not yet fully aligned to UCD's Academic Regulations. This is being addressed as a matter of priority through the partial-secondment of a member				

			of the College Management Team to lead development in the renewal of NCAD's postgraduate and research infrastructure (including alignment with UCD's Academic Regulations in respect of research programmes). In addition, a new position has been created to support the leadership of doctoral studies at NCAD.				
1.5	2.23 / 3.59	As highlighted previously, in the 2017 Review Group Report, the Review Panel recommends that NCAD puts in place and implements a schedule of Quality Assurance reviews of its programmes and units. The College should ensure that there is effective oversight on adhering to the schedule, and the monitoring of these reviews including timely reporting on the implementation of all review report	NCAD recognises our legal obligation in respect of Quality Assurance reviews of programmes and units and has put significant additional resources in place to meet our schedule of reviews over the next three years. Progress in respect of delivering our schedule of reviews and timely reporting on the implementation of review report recommendations is being monitored through the Quality Assurance Steering Committee and reported to Academic Council	N/A	Publish updated schedule of reviews, and linked review reports and QIPs.

Review timing of QASC meetings to ensure effective alignment with (a) annual programme planning processes, and (b) timely progress reports to Academic Council and An Bord. | Q4 2022

Complete
Q2 2022 | Academic Affairs (QA Office)

Academic Affairs (QA Office) |

		recommendations. These reviews should overtly relate to the objectives of the new NCAD strategy.	and An Bord. All QIPs are explicitly framed in relation to the objectives of the NCAD Strategy.		Ensure a schedule of bi-annual reporting on QA reviews is included in the work plan for An Bord.	**Complete** Q3 2022	Director's Office
					Implement QIP template that supports clear alignment with NCAD's Strategy.	**Complete** Q2 2022	Academic Affairs (QA Office)
Quality of Learning Opportunities							
1.6	3.63	The Review Panel recommends that the NCAD reviews its mechanisms for formally 'closing the loop' on student-centred learning and their involvement.	There is significant student representation across NCAD's governance structures: ● NCAD students are represented on An Bord (governing authority), Academic Council, Programmes Board, School Boards. ● The President and Vice-President of NCADSU meet with NCAD's College Management Team once per Trimester. ● The Director meets with NCADSU's Student Council once per Trimester ● NCADSU is supported in their work through regular meetings with Head of Finance, Access Officer and Head of Facilities. Nonetheless, NCAD recognises the importance of student feedback in respect of their learning and their wider experience of the learning environment provided by NCAD.	N/A	A recent review of quality enhancement (QE) feedback mechanisms prompted the development of a 'You Said, We Did' QE communication template. At this point we need to: ● Complete this template, and ● Implement roll-out at Department and School level, as well as centrally through the Quality Assurance Steering Committee. Develop and implement consultation with students in relation to enhancing communication and the strength of student voice within NCAD. (For example, what would support greater input from	**Complete** Q4 2022 Q1 2023 Q4 2022 to Q2 2023	Head of Academic Affairs & Heads of School / Dept. Academic Affairs (QA Office)
	3.64	The Review Panel recommends that NCAD evaluates the range of mechanisms for receiving and processing student feedback, and provides clarity about the process to all students.					

			We value the generosity shown by students in sharing their experience with us and acknowledge that we have not been effective in letting students know what we are doing in response to the insights shared. We recognised that ensuring that NCAD students have a strong voice within the College involves listening effectively and communicating effectively. Meeting these challenges is a high priority for the College, including in relation to collaborative engagement (such as the CFA).		students in relation to planning programme changes?) Evaluate existing mechanisms for reviewing and processing student feedback in light of consultation. (Including: accessible language; clear communication of how surveys improve learning; ensuring that individual tutors are enabled to seek project/module feedback). Develop a communication plan to ensure meaningful impact for the students' voice at NCAD, and meaningful engagement with development plans for NCAD.	Q4 2023 Q4 2022 & ongoing	Academic Affairs (QA Office) Head of Academic Affairs
1.7	3.65	The Review Panel recommends that the new leadership in support of NCAD's doctoral programme addresses its alignment with UCD structures and function.	NCAD is conscious of the need for effective leadership in the development of NCAD's postgraduate provision, including at doctoral level. Enhancing our doctoral level provision is a key priority in this context, both in terms of supporting students in developing successful research project proposals and in terms of ensuring effective support of students and supervisors over the lifetime of a doctoral project. We recognise that alignment with UCD structures and function can play a key role in achieving our ambitions for doctoral research at NCAD.	N/A	Map and identify gaps in respect of alignment of NCAD's doctoral programme and structures with UCD structures. Develop plan to address this in the renewal of NCAD's PhD programme. Implement changes in NCAD's doctoral programme and structures for roll-out to all registered PhD students	Q1 2023 Q2 2023 Q3 2023	Head of Visual Culture *in role as Head of Postgraduate Development*

2   An Effective Organisation

OUR AMBITION: Every objective in this Strategic Plan has to be underpinned both by solid foundations and by rigorous and efficient application. We are committed to being a cohesive and effective organisation, in which good management and decision making ensure all resources are fully maximised to support NCAD's strategic objectives, and our position as a public-funded organisation is understood and valued.

IMPLEMENTATION: A number of 'strategic' and 'enabling' projects are underway to support delivery of this ambition for the learning environment at NCAD: a Working Together Better Strategic Project, a Resourcing Enabling Project. Where these initiatives provide the key vehicle through which an enhancement opportunity will be delivered this is identified.

QIP No.	PGR ref no	Recommendation	Response	Strategy Project	High Level Actions	Timeline	Responsible
Introduction & Context							
2.1	1.34	The Review Panel recommends that the meetings of the NCAD-UCD Strategic Management Committee be made more formal, including convening such meetings on a regular basis, and that minutes (with required actions) should be taken of such meetings which should be made available to key stakeholders in both institutions. The Review Panel further recommends that both institutions consider how this Committee could be utilised for reporting and monitoring of progress against the recommendations made in this report – reports on progress against the Quality Improvement Plan (QIP) should be made on a 6-monthly basis and provided to the Registrar and the Director of Quality at UCD, and these will also be considered by the ACQEC.	NCAD recognises that the full potential of the NCAD-UCD Strategic Management Committee to effectively support NCAD in its relationship to UCD has not been harnessed as effectively as it might be. We look forward to sustaining active dialogue across a range of strategic and practical issues through the Strategic Management Committee. This recommendation was discussed at an NCAD-UCD Strategic Management Committee meeting in early June 2022. UCD members of the Committee agreed that a review of the Terms of Reference for and work of the Committee to meet this recommendation was warranted. Considerations identified by the UCD membership of the Committee were discussed at a subsequent meeting of UCD's Recognised Colleges Steering Committee meeting in November 2022.	N/A	Work collaboratively with relevant colleagues in UCD to update the membership of the Strategic Management Committee, with a view to then convening a meeting in early 2023 with the following included on the agenda: 1. Review ToR, including confirmation of membership and committee support, 2. Review of QIP, including definition of process for annual reporting by NCAD, 3. Clarification of reporting and relationship to other Committees in NCAD, UCD and to external bodies,	Q1 2023	Director & Head of Academic Affairs, NCAD

| | | | | | | 4. Review of Indicative Responsibilities Checklist
5. Review of alignments / divergences between UCD and NCAD re: policy / procedures / academic regulations, etc. | | |

2.2	1.36	The Review Panel recommends that the relevant staff in NCAD with responsibility for student registration and records engage with the relevant staff in UCD to consider whether and how section 4.4 of the Memorandum of Agreement between UCD and NCAD (dated 9 December 2020) can be fully implemented.	This possibility was explored in reasonable depth during the lifetime of the first MOA between NCAD and UCD and not deemed feasible financially or to have any particular advantage. Upon the renewal of the MOA in 2017 and again in 2020, this particular clause was not a focus of consideration. One of the primary purposes of the Student Record System (SRS) is to record and report on student data required by the HEA for funding and other statistical purposes. NCAD remains independent of UCD and is independently funded directly by the HEA. The logic of moving to register NCAD students through the UCD system is not compelling while NCAD remains an independent entity and there is no agreement on any shared services or facilities. NCAD monitors the effectiveness of the SRS in respect of institutional and external reporting processes, and in respect of student facing processes on an annual basis. This on-going process prompted a major enhancement project, in collaboration with Elucian (the SRS provider) In 2015/16. The procurement process to support a further major enhancement project in collaboration with Elucian has been completed (2021/22), with the project due to commence in 2022/23 and complete in 2024/25.	N/A	NCAD Registration staff and UCD Registry staff liaise and, by agreement, NCAD sends a full dataset of information relating to NCAD graduates on an annual basis. This information includes all the information needed by UCD to keep a record of any NCAD student receiving a UCD Award. We will confirm with colleagues in UCD Registry that this process meets their needs to their satisfaction. Review section 4.4 of the Memorandum of Agreement with colleagues in UCD when it is up for renewal in September 2025.	**completed** Q4 2022 Q3 2025	Academic Affairs (Academic Registry) Director & Head of Corporate Services
Institutional Management of Standards							
2.3	2.16	The Review Panel recommends that the next milestones for NCAD should be focussed on the development of	NCAD welcomes the Panel's emphasis upon delivering the aims and objectives of our Strategic Plan, *Futures, Bold & Curious*.	Working Together Better	Complete the current review of NCAD's organisational structures. (This process is	**complete** Q4 2022	Director's Office

		the managerial tools that can be used to support and drive the aims and objectives of the new NCAD Strategic Plan and the work of the NCAD Director. These developments would support the enhancement of the overall quality of management processes and would help to establish performance indicators for the quality of academic outputs, direct the workload and performance of staff, as well as support overall workplace satisfaction.	Enhancing the overall quality of management processes across the College is critical to ensuring delivery of the Strategy and our ambitions for the learning environment of NCAD.

As part of the Working Together Better Strategic Project we are undertaking a review of the organisational structures that support the academic and operational delivery of the College with a view to developing new structures and systems to support better and more effective cross-college management that will underpin the delivery of NCAD's strategic objectives. | | being supported by external consultants BDO Eaton Square.)

Develop and consult upon changes to the structures and systems to support better and more effective cross-college academic and operational delivery. This is being planned with and will be supported by external consultants (as above). As this process will include consultation with staff of the College and with SIPTU, the union representing staff in the College, the process may take time. | Q4 2023 | Director's Office |
| | | | | | Implement identified organisational enhancements to support and drive the aims and objectives of NCAD's Strategic Plan. | Ongoing: lifetime of Strategy & IQIP | Director's Office |
| 2.4 | 2.17, 3.60 | The Review Panel recommends that there should be more transparency and communication between the management team and all staff on a regular basis, including through informal meetings, to ensure ongoing alignment with, and commitment to, the new vision for NCAD, and to also ensure contributions and buy-in from all staff members within the College (see also 3.60). | NCAD recognises the challenge and importance of effective communication within and across the organisation. Informal structures to support communication between the management team and staff include regular 'All Staff' meetings led by the Director, and 'Staff Lunches' hosted by the Director and members of the College Management Team.

The introduction of WorkVivo as an 'intranet' and communication platform for staff is supporting improved communication. Work is underway to develop an internal | Working Together Better | Develop an internal communications project, encompassing formal and informal strategies, to ensure clarity, consistency and transparency in respect of operational, governance and strategic processes within and across the College. | **complete** Q4 2022 | Office of Head of Corporate Services/ Registrar |
| | | | | | Implement staged rollout and further development of | Q4 2024 | Office of Head of Corporate |

			communications strategy to maximise the effective use of this and other vehicles for communication, and with clarity in respect of both informal and formal information sharing in respect of strategic developments and strategic, governance and operational decision making processes.			communications project over the lifetime of the strategy		Services/ Registrar
2.5	2.18	The Review Panel recommends that NCAD should consider developing and implementing a set of practical management tools and applications, in order to: ● Evaluate and manage staff workload time allocations, including research, as staff represent the most important resource, including in relation to cost; ● Develop pedagogic models that can create efficiency in distribution of teaching hours and independent student work; ● Develop staff career paths; ● Develop and engage with individual staff performance assessments; Develop a set of performance indicators per school, study programme and for individual staff members.	Becoming an Effective Organisation is one of the three pillars of NCAD's Strategic Plan, *Futures Bold & Curious*, with working together better a key objective under this pillar, including: ● supporting colleagues to deliver NCAD's ambitions and to reach their own potential; ● developing a plan to underpin how colleagues can work effectively together; ● promoting efficient working practices; ● fostering staff development and training; ● sharing best practice. In this context, the recommendations developed by the Panel are welcome and helpful as we implement the Working Together Better Strategic Project, and ensure effective integration between developments arising from it and other strategic projects such as 'Teaching & Learning' and 'Supporting Research'. Consultation with staff through the strategic projects and through SIPTU, the Union representing the staff of NCAD, will be key to	Working Together Better	*Through the Working Together Strategic Project:* Conduct an audit and benchmarking process in respect of models for career development & progression in similar institutions. KPI: Audit Report presented to An Bord. Develop career development & progression proposals that are sustainable for NCAD in consultation with College Management Team and staff focus groups. KPI: Proposals presented to and approved by College Management Team, presented to An Bord (with approval sought where appropriate). Undertake resource mapping across the College to support understanding of the allocation of staff workload across the College. KPI: Resource map presented to College	Q3 2023 Q3 2024 Q2 2023	Director Director Director & Head of Corporate Services

						Q2 2024	Director, supported by College Managem't Team
			successful delivery of the opportunities articulated within this recommendation. Significant progress has been made against 'developing staff career paths'. An Assistant Lecturer to Lecturer Promotion Policy was agreed and implemented in 2021/22.		Management Team and An Bord. Develop and consult upon changes to the structures and systems to support better and more effective cross-college academic and operational delivery. KPI: Changes proposed presented to and approved by College Managgement Team, presented to An Bord (with approval sought where appropriate) Implement identified organisational enhancements to support and derive the aims and objectives of NCAD's Strategic Plan.	Ongoing over the lifetime of the Strategy & this IQIP	Director, supported by College Managem't Team
2.6	2.19	The Review Panel observed that there is a need to create a development plan for organisational change and its implementation, to accompany the new strategic plan. This development plan should include clearly indicated milestones, priorities, responsibilities and a realistic timeframe for implementation. It should include a mechanism to evaluate progress and create incentives for achieving the milestones. As there are financial constraints it is important to prioritise the development processes and have clear responsibilities,	NCAD's Strategic Plan, *Futures Bold & Curious* is a live document within NCAD. The key vehicles through which delivery will be driven, a series of 'Strategic Projects' have been clearly described, with: ● detailed priorities, milestones and deliverables ● responsibilities clearly ascribed to an overall project leader, and to work-stream leads who, together form the project team accountable for delivery. Additional resources have been committed to delivering these Strategic Projects, and clear timelines for delivery are in place.	Working Together Better	Develop an integrated checklist based upon the Process Design Documents of each of NCAD's Strategic Projects. The Director makes an annual report to the November/December meeting of An Bord on progress in respect of the Implementation of NCAD's Strategic Plan. The integrated checklist will support the discursive process at Board-level that informs / confirms priorities for the subsequent year.	Q4 2022	Director

		timelines and accountabilities. The Review Panel recommends that there should be one or more checklists which could be used to monitor implementation of the strategic plan and its key performance indicators (KPIs).	Through their detailed Project Design Documents, each of these projects include checklists to support monitoring of their implementation. Progress is reported on a regular basis to NCAD's governing authority, An Bord.				
Quality of Learning Opportunities							
2.7	3.61	The Review Panel recommends that, in benchmarking its various activities, NCAD should ensure it identifies international measures and institutions, to complement the existing set of national benchmarks.	Through the processes underpinning the implementation of NCAD's Strategic Plan, particularly the Beyond NCAD Strategic Project, significant international measures and institutions have been identified that offer a meaningful and ambitious basis for benchmarking our ambitions for NCAD. Expanding the matrix of measures encompassed to date in order to support effective benchmarking across the College and our various activities will be of real value to the development of the College.	N/A	Review the existing Benchmarking document developed through the Beyond NCAD Strategic Project to identify further measures to be explored in support of key functions across the College. Agree the further measures to be benchmarked, the immediate resources required to achieve this and a plan to support ongoing benchmarking at local levels. Undertake baseline benchmarking in respect of the agreed measures.	Q4 2022 Q4 2022 Q3 2023	Director, supported by College Mgmt Team
2.8	3.62	The Review Panel recommends that the NCAD considers streamlining its committees as part of its governance review.	Identifying the organisational structures and forums that will enable us to deliver on our obligations and ambitions as a Higher Education Institute is critical for a small organisation such as NCAD. In this context, we welcome this recommendation and welcome the imprimatur it offers as we consider how best to organise ourselves to meet the work of the College.	Working Together Better	Review and establish clarity in respect of the range of committees currently operating across the College. Consider the purpose and necessity of current committees in respect of wider organisational need and function.	**complete** Q3 2022 **Complete** Q3 2022	Director's Office Director's Office

				Develop proposal for revised committee structure, including renewed Terms of Reference and procedural guidance.	**Complete** Q4 2022	Director, Head of Corporate Services & Head of Academic Affairs
				Secure approval from An Bord and Academic Council, as appropriate.	Q1 2023	Director's Office

3 Connect and Be Connected

OUR AMBITION: The best creative practice responds to the time in which it is made. We are acutely aware of the changing nature of creative practice, the relevance of our connection to the world beyond the campus, and the importance of forging connections. We are committed to connecting with local, national and international contexts, and focusing on the needs of society and all our communities.

IMPLEMENTATION: A number of 'strategic' and 'enabling' projects are underway to support delivery of this ambition for the learning environment at NCAD: a Beyond NCAD Strategic Project, a Teaching and Learning Strategic Project, a Supporting Research Strategic Project, a Resourcing Enabling Project. Where these initiatives provide the key vehicle through which an enhancement opportunity will be delivered this is identified.

QIP No.	PGR ref no	Recommendation	Response	Strategy Project	High Level Actions	Timeline	Responsible
Public Information							
3.1	4.30	The Review Panel recommends that NCAD addresses the fact that, whilst the student facing (marketing) orientated content on the website has been maintained and kept up-to-date, the College appears to fall short of fulfilling its obligations in ensuring other information (e.g. Quality Improvement Plans and Annual and Financial Reports) is available.	NCAD recognises that effective maintenance of the NCAD website to ensure currency of information is problematic: information on the website may be out of date, hard to find or missing, and the means to effectively monitor and address such issues are not in place. While work on scoping, commissioning and implementing a new website is underway, the issue raised also requires immediate response in respect of our obligations.	N/A	Convene a working group to: scope the scale of the immediate issue in respect of public information required to be published; put in place an action plan to address the situation in the immediate term; propose a medium-term plan to monitor and maintain currency pending launch of the new NCAD website and attendant support structures.	Q1 2023 Q1 2023 Q2 2023	Head of Academic Affairs
3.2	4.31	Progress has been made since the last institutional quality review in 2017. However, there are acknowledged challenges with the structure and management of the College website, and a need for an effective intranet function for staff;	An intranet function for staff has been developed through WorkVivo and has been available and in use over the last 12 months. During this time a user group has been convened to review use of WorkVivo and consider strategies for effective	Beyond NCAD + Working Together Better	Review Workvivo effectiveness following 'soft-launch' and revise structures, as needed, to support effective functioning. Relaunch WorkVivo with guidance on effective use and	**complete** Q4 2022 Q1 2023	Head of Corporate Services/ Registrar

		the Review Panel therefore recommends that the College prioritises action on the improvements needed, as identified in the 2019 ISAR, following a realistic and achievable timeline.	implementation alongside the development of an internal communications strategy. A scoping exercise to establish NCAD's needs in respect of an effective website has been undertaken and the brief of a new website is being completed, following which a tender process for development and implementation of a new website will be undertaken. Together these processes will achieve the improvements needed as identified in the 2019 ISAR.	additional training where needed. Complete brief and subsequent tender process for new website Set timeline for launch of new website once clarity is achieved through the tender and commissioning process	Q3 2023 Q1 2024	Head of Corporate Services/ Registrar Head of Corporate Services/ Registrar

QIP No.	High Level Action	Timeline	Responsible	RAG status
1	**BOLD AND CURIOUS LEARNING AT OUR CORE**			
Alignment with QQI				
1.1.a	Implement obligations in relation to the Irish Register of Qualifications (IRQ)	**Complete** Q3 2022	UCD & Academic Affairs (QA)	
1.1.b	Review all communications to ensure consistency of naming of awards across all platforms	Q1 2023	Academic Affairs	
Institutional Management of Standards				
1.2.a	Review the Terms of Reference for the Strategic Management Committee with colleagues at UCD and ensure effective and ongoing capacity to review and enhance alignment with UCD academic policy & procedures.	**Complete** Q4 2022	Director & Head of Academic Affairs	
1.2.b	Work with UCD's Recognised College's Steering Committee to update the Terms of Reference for the Strategic Management Committee	2023	Director & Head of Academic Affairs	
1.3.a	Include the development of peer-to-peer learning and benchmarking in the T&L Action Plan being developed through the Teaching & Learning Strategic Project.	Q1 2023	Academic Affairs (T&L)	
1.3.b	Expand the system of peer-to-peer learning and benchmarking in respect of sharing of experience in relation to the periodic review process	**Complete** Q4 2022	Academic Affairs (QA)	
	Expand the system of peer-to-peer learning and benchmarking in respect of a review and reflection on learning/enhancement arising from Review Panel Reports and Quality Improvement Plans	Q1 2023	Academic Affairs (QA)	
1.4.a	Assessment procedures: a Quercus enhancement project is being developed and addressing alignment issues will be a key feature of this.	2023 -25	Head of Academic Affairs (Academic Registry)	
1.4.b	Review wider alignment in respect of Academic Regulations, complete gap analysis and address any alignment issues	2022-23	Academic Affairs (QA)	
1.4.c	Develop and implement a communications strategy to support understanding of recruitment and admissions processes amongst academic staff across the College.	Q4 2023	Head of Academic Affairs (Academic Registry)	
1.4.d	Consult with postgraduate programme leaders to better understand the impact of small student cohorts and potential remedies.	Q2 2023	Head of Postgraduate Development	
1.4.e	Consult with academic staff on student progression. Considerations informing this process to include: ● Analysis of progression patterns within and across programmes in NCAD ● National benchmarking in respect of student progression (at level of Art & Design and per discipline) ● Survey of (academic) staff experience ● Consultation with Heads of Department/School	Q4 2023	Head of Academic Affairs	
1.4.f	This recommendation will be addressed through the following actions: ● Review and enhance Terms of Reference for School Boards and NCAD's Programmes Board.	**Complete** Q4 2022	Head of Academic Affairs	

	● Bring enhanced articulation of framework to NCAD-UCD Strategic Management Committee for discussion regarding alignment and next steps.	Q1 2023	Director / Head of Academic Affairs	
1.4.g	Complete review and renewal of NCAD's provision and procedures for research programmes, and submit for approval to UCD.	Q4 2023	Head of Postgraduate Development & Academic Affairs	
1.5.a	Publish updated schedule of reviews, and linked review reports and QIPs	Q4 2022	Academic Affairs (QA)	
1.5.b	Review timing of QASC meetings to ensure effective alignment with (a) annual programme planning processes, and (b) timely progress reports to Academic Council and An Bord	**complete** Q2 2022	Academic Affairs	
1.5.c	Ensure a schedule of bi-annual reporting on QA reviews is included in the work plan for An Bord.	Q3 2022	Director's Office	
1.5.d	Implement QIP template that supports clear alignment with NCAD's Strategy.	**Complete** Q2 2022	Academic Affairs	
Quality of Learning Opportunities				
1.6.a	Finalise 'You Said, We Did' Quality Enhancement communication template and roll-out at Department and School level, as well as centrally through the Quality Assurance Steering Committee	Q4 2022 to Q2 2023	Academic Affairs & College Mgmt Team	
1.6.b	Develop and implement consultation with students in relation to enhancing communication and the strength of student voice within NCAD.	Q4 2022 to Q2 2023	Academic Affairs	
1.6.c	Evaluate existing mechanisms for reviewing and processing student feedback in light of consultation. (Including: accessible language; clear communication of how surveys improve learning; ensuring that individual tutors are enabled to seek project/module feedback).	Q4 2023	Head of Academic Affairs (QA Office)	
1.6.d	Develop a communication plan to ensure meaningful impact for the students' voice at NCAD, and meaningful engagement with development plans for NCAD.	Q4 2022 & ongoing	Head of Academic Affairs	
1.7.a	Map and identify gaps in respect of alignment of NCAD's doctoral programme & structures with UCD structures	Q1 2023	Head of Postgraduate Development (with Doctoral Studies Coordinator)	
1.7.b	Develop plan to address this in the renewal of NCAD's PhD programme	Q2 2023		
1.7.c	Implement changes in NCAD's doctoral programme and structures for roll-out to all registered students	Q3 2023		
2	**AN EFFECTIVE ORGANISATION**			
Introduction & Context				
2.1	Work collaboratively with relevant colleagues in UCD to update the membership of the Strategic Management Committee, with a view to then convening a meeting in early 2023 with the following included on the agenda: Review ToR; Review QIP; Clarification of reporting relationship to other Committees in NCAD, UCD and others, as appropriate.	Q1 2023	Director & Head of Academic Affairs	
2.2.a	NCAD Registration staff and UCD Registry staff liaise and, by agreement, NCAD sends a full dataset of information relating to NCAD graduates on an annual basis. This information includes all the information needed by UCD to keep a record of any NCAD student receiving a UCD Award. We will confirm with colleagues in UCD Registry that this process meets their needs to their satisfaction.	**Complete** Q4 2022	Academic Affairs	

2.2.b	Review section 4.4 of the Memorandum of Agreement with colleagues in UCD when it is up for renewal in September 2025.	Q3 2025	Director & Head of Corporate Services	🟩
Institutional Management of Standards				
2.3.a	Complete the current review of NCAD's organisational structures.	**Complete** Q4 2022	Director's Office	🟦
2.3.b	Develop and consult upon changes to the structures and systems to support better and more effective cross-college academic and operational delivery.	Q4 2023	Director's Office	🟩
2.3.c	Implement identified organisational enhancements to support and drive the aims and objectives of NCAD's Strategic Plan.	Ongoing: lifetime of Strategy & IQIP	Director's Office	🟩
2.4.a	Develop an internal communications project, encompassing formal and informal strategies, to ensure clarity, consistency and transparency in respect of operational, governance and strategic processes within and across the College.	**Complete** Q4 2022	Office of Head of Corporate Services/ Registrar	🟦
2.4.b	Implement staged rollout and further development of communications project over the lifetime of the strategy	Q4 2024	Office of Head of Corporate Services/ Registrar	🟩
2.5.a	Conduct an audit and benchmarking process in respect of models for career development & progression in similar institutions	Q1 2023	Director's Office	🟩
2.5.b	Develop career development & progression proposals that are sustainable for NCAD in consultation with College Management Team and staff focus groups.	Q2 2024	Director's Office	🟩
2.5.c	Undertake resource mapping across the College to support understanding of the allocation of staff workload across the College.	Q2 2023	Director's Office	🟩
2.5.d	Develop and consult upon changes to the structures and systems to support better and more effective cross-college academic and operational delivery.	Q4 2023	Director's Office	🟩
2.5.e	Implement identified organisational enhancements to support and derive the aims and objectives of NCAD's Strategic Plan.	Ongoing over the lifetime of the Strategy & this IQIP	Director's Office	🟩
2.6	Develop an integrated checklist based upon the Process Design Documents of each of NCAD's Strategic Projects	Q4 2022	Director's Office	🟩
Quality of Learning Opportunities				
2.7.a	Review the existing Benchmarking document developed through the Beyond NCAD Strategic Project to identify further measures to be explored in support of key functions across the College.	Q4 2022	College Mgmt Team	🟩
2.7.b	Agree the further measures to be benchmarked, the immediate resources required to achieve this and a plan to support ongoing benchmarking at local levels.	Q4 2022	College Mgmt Team	🟩
2.7.c	Undertake baseline benchmarking in respect of the agreed measures.	Q3 2023	College Mgmt Team	🟩
2.8.a	Review and establish clarity in respect of the range of committees currently operating across the College	complete Q3 2022	Director's Office	🟦
2.8.b	Consider the purpose and necessity of current committees in respect of wider organisational need and function.	complete Q3 2022	Director's Office	🟦

2.8.c	Develop proposal for revised committee structure, including renewed Terms of Reference and procedural guidance	**Complete** Q4 2022	Director's Office	
	Secure approval for revised committee structure from An Bord and Academic Council, as appropriate.	Q4 2022	Director's Office	
3	**CONNECT AND BE CONNECTED**			
Public Information				
3.1.a	Scope the scale of the immediate issue in respect of public information required to be published.	Q1 2023	Head of Academic Affairs	
3.1.b	Put in place an action plan to address the situation in the immediate term.	Q1 2023	Head of Academic Affairs	
3.1.c	Propose a medium-term plan to monitor and maintain currency pending launch of the new NCAD website and attendant support structures.	Q2 2023	Head of Academic Affairs	
3.2.a	Relaunch WorkVivo with guidance on effective use and additional training where needed	**Complete** Q4 2022	Head of Corporate Services/ Registrar	
3.2.b	Complete brief and subsequent tender process for new website	Q3 2023		
3.2.c	Set timeline for launch of new website once clarity is achieved through the tender and commissioning process.	Q1 2024		