DEPARTMENT OF CERAMICS, GLASS & METALS
QUALITY IMPROVEMENT PLAN

Recommendation in Peer Review Group Report	Department Response/Action to recommendation	Faculty Response/Action to recommendation	Responsibility	Time-frame Status (From - to)	Issues for Decision by An Bord (if applicable)
1. Exchanges between academic staff from different programmes within the college and between NCAD staff and other institutions could be a useful way of providing a broader base of experience.	Develop range of inter-Department/inter-institutional collaborative projects.	Faculty will support collaborative proposals.	Head of Department	September 2006	*N/A*
2. The PRG support the internal recommendation of the production of a student handbook.	Work has commenced on Handbook preparation	The Faculty supports this initiative.	Head of Department	September 2006	*N/A*
3. The PRG did not see the questionnaire given to students but understand that this was a unique exercise for the self assessment report. An element of student 'feedback' should become a regular element for the department and indeed for the whole college if this is not already current practice.	Final year course evaluation by student questionnaire through SPSS (QA/QI Office).	The Faculty supports this initiative.	Head of Department / QA/QI Office	June 2006	*N/A*
4. The introduction of modularisation will provide the opportunity for students to gain experience of other subjects.	Modular course adaptation is in line with ongoing college policy. A pilot scheme of cross-Faculty modules was introduced in Dec. 05/Jan. 06.	The Faculty supports modularisation.	Head of Department / Head of Faculty	Year 2 – 2005/2006 Year 3 – 2006/2007 Year 4 – 2007/2008	*N/A*
5. There are space limitations in Glass and Metals which have been compounded by ad hoc acquisitions and should be addressed. This, in some instances, creates teaching difficulties and in other creates serious health and safety issues. Dust and the accumulation of overhead dirt in the Glass area is a serious safety hazard and must be dealt with immediately and on an ongoing basis.	1. Re-submit department development plan including the re-allocation of the portacabin outside ceramics area. 2. Box in ceiling pipes in workshops/install false ceiling in workshops to cut down on dust problem. 3. Jim Griffith, lecturer in Glass has now been Department Safety Representative as well as the College Safety Officer	The Faculty supports these initiatives.	Head of Faculty / Head of Department	1 & 2. December 2006	*Request Quality Improvement funding to resolve dust issue in Glass.* *Consider funding for physical department development plan.*

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6. The PRG supports the provision of dedicated MA space.	1. Space is a College – wide issue which cannot be resolved by the department. 2. As in recommendation 5 above, the department will re-submit its development plan. 3. The department would also like to conduct a spatial audit to look at maximising the space available.	The Faculty recommends College-wide discussion on MA spatial provision	2 & 3. Head of Department	2 & 3. December 2006	*Seek funding for spatial audit and development plan (see 5 above).*
7. The increase of the international mix of students should be part of an overall increase in recruitment efforts of which the staff should play an active part.	1. CGM needs to develop a recruitment plan in line with College policy to attract high quality students particularly at postgraduate level. 2. We are looking to the Far East, Eastern Europe, and USA to augment international student body, isolate target market. 3. Use of college website to improve CGM image.	The Faculty supports this initiative.	1-3 Head of Department / Head of Faculty	1. November 2006 2 & 3. Academic year 2006/2007	*N/A*
8. The Department should develop a unified strategic plan and vision with aims and objectives articulated clearly for both students and staff. The PRG recommends thorough and on-going self-analysis as a Department. The Department should consider an External facilitator to help staff develop the strategic plan. This should be implemented as soon as possible. A Staff weekend away should be encouraged on a yearly basis to develop new ideas and revisit the Departments aims and objectives for the year.	CGM staff discussed our course ethos with the help of a facilitator. The main focus of our discussion centred on: - evaluating our program - identifying initiatives to further develop the course A strategic plan has been developed which includes a bi-annual departmental self-evaluation system.	Funding was provided by the Design Faculty for this initiative.	Head of Department and CGM staff	Implemented	*N/A*
9. It was noted in the SWOT analysis that *there is an inability to problem solve our own clearly identified deficiencies within the department.* This should be addressed as soon as possible and could be helped by the above-mentioned external facilitator.	The Department have identified problems and are addressing them as part of their on-going quality improvement plan.	Please see recommendation 8 above.	Head of Department and CGM staff	Implemented	*N/A*

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10. The name of the department gives no indication of Department ethos and the PRG recommends reviewing the name: Ceramics, Glass and Metals – does it sufficiently describe the Department and its aims and opportunities?	CGM staff and students made a recommendation for a departmental name change and submitted it to Faculty.	There is Faculty-wide consideration of Department titles ongoing.	Head of Department / Head of Faculty / Senior Management	Academic year 2006/07	*None at present*
11. Teaching assistantships for postgraduate students (GTA) could be considered as a resource.	Push for GTA system through Design Faculty, Academic Council.	Push for GTA system through Academic Council		Graduate Assistantships were introduced by An Bord on 16.06.2006 and are being discussed at Academic Council in 2006/2007.	*N/A*
12. Ongoing staff development is imperative to maintain the skills necessary to provide a broad and contemporary educational experience for students. Staff should be encouraged to attend workshops and seminars to keep the course up to date, further develop their making skills, network with other makers and bring new technology into the Department. The extensive knowledge within the technician base could provide opportunity for demonstration and instruction of certain aspects of the programme.	1. CGM staff have been surveyed for required up-skilling needs and a list of recommended seminar and workshop topics has been forwarded to Human Resources. 2. Funding will be sought for key up-skills development and for staff visits to other colleges. 3. Define role for technicians in both project planning and structured technical demonstrations.	Required training for Metals staff has been implemented in part with Metals and Design Faculty funding. Similar measures are required for Ceramics and Glass.	Head of Department / Head of Faculty / Human Resources	1. Implemented 2. June 2006 3. Ongoing	*N/A*
13. Joint projects between areas in the department should be part of the 2nd and 3rd year programme.	1. Introduce 6 week area rotation module at beginning of 2nd year. 2. Introduce multidisciplinary flexibility within department.	Supported by Faculty	CGM Staff / Head of Department	Commencing September 2006 as a pilot scheme	*N/A*
14. The Department should encourage all staff members to exhibit nationally and internationally.	Academic Staff are contracted to be research and/or practice active. Technical staff are to be kept updated on new technology and new techniques.	Head of Faculty and Head of Department collate professional practice information tri-annually.	CGM Staff / Head of Faculty / HRPGD	In place - part of good practice	*N/A*

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15. The Department should develop its website as an information site for recruitment of students. The website should include an overview of the programme as well as profiles of the lecturers. The website should include artwork from all members of staff, technicians and past and present students. This needs to be updated on a continual basis.	CGM will ensure the website is regularly updated. A Digital 'Live' archive will be developed for the website.	The Head of Faculty will help with support for this initiative.	CGM Staff / Head of Department / Head of Faculty	In progress	*N/A*
16. *Presentation at final year show*: The Department needs to develop a cohesive presentation in all 3 areas. A catalogue is necessary for the final year exhibition, which will highlight student work and increase the profile of the Department. Staff members can also use this as a marketing tool throughout the year during lectures and presentations outside the Department and College.	1. The CGM department is now showing a mix of work that more clearly represents our department in each of the final year exhibition venues. 2. From September 2006 we intend to reduce the predominance of installation and isolated exhibition requirements during shows. 3. A Catalogue for 2006 has been produced for the undergraduate degree exhibition part funded by the Department.	Supported by Faculty	1 & 2. Head of Department 1 & 2. CGM Staff 3. Henry Pim	1 & 2. Plan in place for 2006 Degree Show 1 & 2. September 2006 3. June 2006	*N/A*
17. The Department could organise a travelling exhibition highlighting staff and selected past students artwork to tour Ireland (North & South). The exhibition catalogue can be used as a marketing tool to increase awareness of the Department. An education programme could be attached to the exhibition with staff lectures at the various venues. An educational video could be developed for secondary schools.	1. Group exhibitions have been done in the past and will be again in the future. 2. Funding will be requested from faculty central budget for PR purposes. 3. Liaise with admissions and Head of Core to discuss the development of PR materials. 4. Catalogues and postcards are being produced annually.	Funding request to be reviewed. The Design Faculty will initiate a design-based educational DVD with Visual Communication for circulation to secondary schools	1. Head of Department 2. Head of Faculty 3. Head of Department 4. Head of Department / Area staff / students	1-4 In train throughout academic session DVD to be produced during academic year 2007/2008	*N/A*
18. A percentage of the external funding from sponsored projects should be funnelled into the Department to create a marketing budget for promotion of exhibitions, department projects, student awards, CD Rom development, website development and staff presentations outside of the College.	It is proposed that 20% of sales from degree exhibitions be channelled into PR materials – this will be highlighted in the 2006/2007 student handbook.	Design Faculty to debate proposal at Faculty Board.	Head of Department / Head of Faculty	June 2007	*N/A*

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19. The Department staff need to be encouraged to play an active role in the development of the Departments image/profile.	1. Staff are contracted to be responsible for the ongoing development of the department. 2. Please see recommendation 8 with regard to the bi-annual departmental self-evaluation system.	A progress reporting mechanism is being developed through Human Resources.	1. CGM Staff 2. Acting Head of Department	1. In place 2. June 2006	*N/A*
20. The Department Head needs to play an active role in marketing, sponsorship and fund raising outside the College.	CGM supports this recommendation but also wants continued help from the Head of Faculty and College Management.	Head of Faculty endorses this recommendation.	Head of Department / Head of Faculty	In place	*N/A*
21. The PRG recommends implementation of the agreed Core initiatives and encourages further constructive dialogue with Core. Stronger links between CGM and Core are supported.	Derek McGarry met with Frank Bissette and Joe Wilson to discuss this recommendation. The main focus of our discussion centred on: - The number of students entering CGM from Core Studies, - the lack of provision of teaching for CGM related projects within Core - mechanisms to improve communication and further dialogue between our departments. CGM invites Core staff to visit the department in the two week period preceding final year exams. CGM suggests setting up a pilot scheme to increase inter-departmental collaboration between CGM and Core Studies staff.	Design Faculty welcomes an on-going dialogue with Core students. The Core QA/QI process may offer a way forward in terms of project/staff liaisons. Identify CGM and Core staff to set up pilot scheme to foster collaborations.	CGM Staff / Head of Department / Head of Faculty / Core Studies	Academic year 2006/2007 Academic year 2006/2007 October 2006	*N/A*

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22. The PRG supports further dialogue between CGM and Core Studies on a continual basis so that a positive attitude towards CGM is encouraged within the context of existing Core facilities and staff. Expertise in CGM related subjects should be a priority when filling staff vacancies.	Please see response to recommendation 21 above. CGM staff would also like closer links with the Core Studies staff with regard to the use of the 3D workshop in Core. Use of technology and materials could be tailored to more directly impact the CGM experience for students during their Core year. Core and CGM will introduce an end-of-year Core student questionnaire to assess interest in CGM.	The Head of Design Faculty will bring to Faculty Board the recommendation that Core Studies conducts a staff interest/awareness audit to identify any gaps for future consideration when appointing future full-time or EPL staff.	Head of Faculty Head of Department	October 2006 April 2007	*CGM request experienced full-time staff appointment in Core Studies.*
23. The PRG further suggests that the department re-think year 2 of undergraduate course – the narrow specialisation may inhibit entry into year 2 from Core. Application should be to the Department for year 2 with area specialisation commencing later within the course. If the quality of experience within Core Block Release was enhanced, it may encourage potential students to the area.	CGM have advised Core Studies staff to inform potential applicants to our department that we will now run an introductory 6 week rotation block across the three individual areas within CGM at the beginning of year 2. On completion of the 6 week rotation, students will select their preferred specialist discipline. A maximum number of 10 places in each area will be offered to accommodate 2nd year students. From 2006-07 academic year both 2nd and 3rd years will be modular and will help facilitate a more flexible course.	The Design Faculty supports this initiative from CGM. Implementation of modularisation is a Faculty-wide issue currently under discussion.	Head of Department	Implemented	*N/A*

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24. The PRG supports an expanded post-graduate programme within the Department. The development of the postgraduate research initiative is already strong and the PRG encourage further development at department and faculty level.	1. Continue bi-monthly post-graduate CGM department forums. 2. Arrange specific CGM post-graduate seminars hosted by department. 3. CGM is working with the Head of Research to develop research specific projects that link into National Digital Research Centre.	Faculty is supportive of all postgraduate development. The Faculty will continue to develop options for the introduction of taught post-graduate courses within Design.	1. Head of Department 2. Head of Department / CGM Academic Staff 3. Head of Faculty / HRPGD	Implemented	*N/A*
25. Where properly minuted requests for assistance are made by staff at Course, Department or Faculty level, these should be responded to.	The Department agrees with this recommendation and will continue to request responses to issues raised through Design Faculty report mechanism.	Head of Faculty forwards any formal requests outside of Faculty Board remit to Academic Council.	Head of Department / Head of Faculty / Senior Management	Already in place	*N/A*
26. The PRG supports the introduction of a new or re-fashioning of the existing business studies input to the course. This element of study has been provided by the Faculty of History of Art & Design and Complementary Studies. It is felt that a specific course tailored to the needs of those who wish to establish small production workshops or creative studios would be valuable. Issues such as grant application, grant sources, basic business plans, basic book-keeping, PowerPoint presentations, studio and workshop visits should be covered in a business studies programme taught to CGM students by HADCom.	1. HADCom (now renamed Visual Culture) business classes are compulsory for 2nd year CGM students and optional for 3rd year CGM students. 2. Continue dialogue between CGM and Visual Culture to develop and tailor course to better reflect needs of CGM students.	Continue dialogue between Design Faculty and Visual Culture to develop and tailor courses to better reflect needs of design students.	Head of Department / Head of Visual Culture / Head of Faculty	Academic Yr 2006-07	*N/A*
27. The PRG would support the CGM recommendation of an emphasis on late 20th and early 21st century Design and the Applied Arts within the HADCom programme. It was also suggested that specific material on contemporary ceramics, glass and metals should be introduced into the HADCom element of Core Studies.	1. Continued dialogue with Visual Culture. 2. Request annual course overview from Visual Culture. 3. CGM staff could give periodic lectures in Visual Culture.	The Faculty supports the Department initiatives.	Head of Department/Head of Visual Culture	1-2 Implemented 3. Academic Year 2006-07	*N/A*

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28. The PRG supports further funding for computer studies but recognise that drawing is an important element of the course and should not be cut – additional funding should be found for both staff and students to develop IT skills.	The Department continues to see drawing as an integral element in every module offered. With regard to the development of staff IT skills, please see response to recommendation 12. CAD classes are now offered in the 2nd year modular structure.	The Faculty recognises that drawing is an integral part of all design courses. The Faculty will be looking at ways to maximise existing drawing hours and staff across the Faculty Please see response to recommendation 12.	Department / Faculty / Human Resources	Academic year 2006/2007	*N/A*
29. A professional equipment base is a necessary prerequisite for quality teaching. The PRG strongly supports the re-introduction of the HEA Capital Grant.	1. Immediate equipment audit required. 2. Compare result of equipment audit with current course document. 3. Existing and new technology equipment priority list to be compiled in conjunction with new course document.	Audit will be submitted to Design Faculty Board (see recommendation 12).	1. Area Staff 1-3 Head of Department 1-3 Head of Faculty	June 2006	*Information to be submitted to An Bord with request for prioritised funding.*
30. All opportunities for staff to present their work outside the College should be encouraged and rewarded. Travel grants etc.	CGM fully agrees with this proposal. CGM petition Design Faculty and College to support this recommendation.	Faculty to review proposal.	Head of Department / Head of Faculty	December 2006	*N/A*
31. The PRG supports the expansion of alternative routes into year 2. This is an issue for the College to consider. Aspects such as student maturity or of the suitability of other kinds of vocational qualifications, subject perhaps to a successful decision at interview may address this current difficulty.	1. Request that the Registrar and Director continue to work towards expanding entry routes to year 2.	CEAD has submitted a suite of certificate and diploma courses to Academic Council which could provide an alternate entry to year 2. College accepts direct entry to year 2 from some approved HND courses. Faculty accepts that numbers cannot increase in the next three years.	Senior Management /Academic Council	CEAD certificate and diploma course are being reviewed prior to NUI approval during the academic year 2006/2007	*N/A*

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32. The PRG supports a well thought out modular structure. The 3 areas should be more cohesive and interactive and a modular framework could help develop this interaction. There appears to be a lack of debate and information within College on modularisation. A college-wide seminar should be held bringing in external experts to advise all staff on modular structures and the benefits of a good modular framework. Misconceptions surround the modular framework among staff. For modularisation to work effectively, it needs to have a college wide structure of dates, assessments and module numbers. Such elements as student movement, prerequisites and mandatory course requirements need to be considered. The PRG understands staff concerns over externally sponsored projects which need to be considered sensitively. However the PRG sees no reason why with goodwill these cannot fit within a modular structure for the benefit of the Department and the College. Modularisation will provide the opportunity: • to introduce a BA course as well as a BDes course within the Department • for students to sample diverse elements both within the Department and across Faculties.	1. Mandatory and elective modules have been identified. 2. Develop a 2nd/3rd yr modular course. 3. Run common projects in all three areas.	1-2 Ongoing modular policy debate. The Faculty requests single agenda Academic Council meetings during 2006/2007 to discuss issues of academic and programme importance. 1-2 Change-over to learning outcomes is ongoing. 1-2 Design Faculty and College to clarify grading system. 2005-06 2nd yr rotation survey results have been analysed – a proposal for 2007/08 has been agreed at Faculty Board. The introduction of a BA course within CGM is not part of the strategic plan of the Design Faculty.	CGM Staff / Head of Department / Head of Faculty	1-2 June 2006 3. September 2006	*N/A*
33. Small numbers restrict the opportunity for peer group learning. Year 4 students provide an incentive to year 2 and year 3 students both in terms of quality and aspiration but also in terms of range of opportunity. Thus, when numbers are as small as 4 or 5, not only is the critical mass of the group missing, but also major areas of practise within the group. For the health of the discipline and department, minimum numbers should be significantly increased and the College should assist this in any way possible.	1. CGM remains committed to making the best use of space in relation to its student capacity. 2. Additional space and staff appointments would be required to go beyond current ceiling on numbers. 3. Health and safety issues also impact our ability to increase numbers.	Faculty accepts that numbers cannot increase within the next three years; however, strategies to ensure a more even spread over the three pathways are being implemented.	CGM Staff	Academic Year 2006/2007	*N/A*

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34. The visiting lecturer programme is a vital aspect in demonstrating the ranges of opportunity within individual areas of practice. Where student numbers are low and where flexible money is linked to student numbers, there is a danger that major areas of practice may not be followed by students unaware of these opportunities. The strategic planning at Faculty and College level should take account of this when apportioning funds.	1. CGM will pool resources when appropriate to attract excellent cross-discipline visiting lecturers. 2. College trips and museum visits are also multidisciplinary experiences for all CGM students. 3. New NCAD policy to reward number of post graduate students with additional Departmental funding has now been introduced.	Faculty strongly supports Visiting Lecturer input.	Head of Department / CGM Staff	1-2 In place	N/A
35. The PRG recommends development of structured communication methods across Faculty and College by further use of email and web facilities and information feeding down from Academic Council and Faculty Board. Greater communication between the Director, Registrar and Department should be encouraged. A more open representation of staff both academic and technical with appropriate student involvement could be considered for committee where key issues are to be discussed.	CGM continues to improve communication within the department and wider college community.	More structured channels for communication and information exchange need to be established by College management.	Head of Department / CGM Staff	Communication methods across college are being discussed through the Director's Office Quality Assurance process 2006/2007	N/A