



A Recognised College of University College Dublin



Linked Provider

Quality Improvement Plan

Date: 11 August 2017

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1. Introduction

Give a very brief introduction to the approach taken in the development of the Quality Improvement Plan, including the dates of the original review and the names of the Quality Improvement Committee.

Work on developing a Quality Improvement Plan commenced immediately following the visit of the Institutional Review Panel, 13-16 March 2017. The Head of Academic Affairs, with the support of the Quality & Academic Support Officer, developed a preliminary list of recommendations and proposed actions on the basis of the Panel's feedback. This was presented to the senior management team of the College, An Bord, NCAD's Programmes Board/Quality Assurance Steering Group as well as to Academic Council for comment and further development.

Upon receipt of the Peer Review Panel Report on 23 May 2017, the Quality Improvement Plan was redrafted and recirculated for comment to the senior management team of the College, An Bord and to all staff of the College. On the basis of feedback received, and with valuable input from UCD's Quality Assurance Office, the Quality Improvement Plan was finalised and submitted for approval to both the senior management team and An Bord in August 2017.

The Quality Improvement Committee is constituted as follows:

Interim Head of Academic Affairs	Dr Siún Hanrahan
Quality & Academic Support Officer	Kilian O'Callaghan
Secretary & Registrar	Damian Downes
Heads of School	Prof David Crowley
	Prof Dervil Jordan
	Prof Alex Milton
	Prof Philip Napier
Admissions & Student Administration Officer	Cathy McCartney
Head of First Year Studies	Mary Avril Gillan

2. Recommendations for Improvements

Categories

1. Recommendations concerning academic, organisational and other matters which are entirely under the control of the linked provider
2. Recommendations concerning shortcomings in services, procedures and facilities which are outside the control of the linked provider
3. Recommendations concerning inadequate staffing, and/or facilities which require recurrent or capital funding

Timescale

- A. Recommendation already implemented
- B. Recommendations to be implemented within one year
- C. Recommendations to be implemented within five years
- D. Recommendations which will not be implemented

Report	Review Group (RG) Recommendation	Category (see list above)	Action Taken/Action Planned/Reason for Not Implementing	Timescale (see list above)
EXECUTIVE SUMMARY AND KEY FINDINGS				
Para. A	The RP has concerns about the College's commitment and ability to address items for improvement in a timely and effective manner.	1	The College understands the concern expressed by the Review Panel. Through the Self-Assessment Process the College identified significant areas for improvement and actions to be take in respect of these. Following the Review Panel visit, the programme has been expanded and accelerated to incorporate recommended actions through the panel visit. A Master-List of actions, incorporating both the Review Panel recommendations and the Self-Assessment Report Actions has been created, with timelines and responsibility identified for each action. Progress against this Master-List is reviewed on a monthly basis through Senior Management Team (SMT) meetings and through An Bord.	B

<p>Para. B.1</p>	<p>NCAD to undertake a complete Health & Safety risk assessment – including fire risk - and compliance analysis of the institutional estate. All necessary actions for compliance and enhancement must be prioritised, costed and effected without delay.</p>	<p>1 / 2</p>	<p>NCAD recognises the seriousness of the issues raised. NCAD has commissioned the first of a series of safety audits that will be completed over the coming months. The audits include:</p> <ul style="list-style-type: none"> • Fire Safety • Electrical and Mechanical • Asbestos • Water Management / Legionnaires • Health and Safety Procedures • Structural Engineering • Disability Access <p>The Fire Safety Report has been completed (26 May 2017) and the recommendations contained therein are currently being costed by a Quantity Surveyor. The immediate actions include the replacement of fire doors in the Granary Building, and an inspection of the electrical system in the Granary Building. Both will be pursued without delay.</p> <p>*A detailed timeline will be identified through the audit and costing processes as they are commissioned.</p>	<p>B</p>
<p>Para. B.2</p>	<p>The NCAD Health and Safety Committee must be reconvened with clear terms of reference, as a matter of urgency, and report to the NCAD Board (An Bord) at the earliest opportunity, with a clear plan of action to address these matters.</p>	<p>1</p>	<p>The Health and Safety Committee has been reconvened and is meeting regularly. In addition to the audits and the remediation of their findings, the College will engage a Health and Safety Management programme to document and implement controls for the ongoing compliance of the College with all regulatory standards and engage in a training and awareness campaign among staff and students.</p> <p>These activities are detailed in a project plan. The President of UCD and An Bord will be provided with regular updates on progress against the plan.</p>	<p>A</p>
<p>Para. C.1</p>	<p>Staff need to take ownership of the implementation of QA procedures. Processes should be put in place that will drive a more systematic and time-limited approach to the implementation of actions identified in NCAD's quality improvement plans.</p>	<p>1</p>	<p>A systematic approach to and ownership of follow-up in relation to QuIPs has been developed through developing an annual workflow/work plan for School Boards, NCAD Programmes Board and SMT. This is will be implemented from September 2017.</p>	<p>B</p>

			<p>A QA Handbook addressed to both staff and students has been developed and will be launched in September 2017 through the website, an email to all staff, inclusion in summary form within Student Handbooks, and through the distribution of a hardcopy to all Heads of Department and Heads of School.</p> <p>The Head of Academic Affairs will make a QA/QE presentation to all staff in September 2017, mapping the College response to the Institutional Review Panel Report.</p> <p>An annual survey of staff in relation to Quality Assurance was initiated in June 2017, this will both raise awareness and inform the development of QA/QE workshops for staff.</p>	
Para. C.2	<p>NCAD's committee structure requires revision and expansion to incorporate fully the roles and responsibilities of staff in ensuring good practice and quality in all aspects of the College's activities. Several new committees need to be formed to ensure that appropriate procedures and practices are enabled, managed and implemented. For example: a QA Steering Committee, a Teaching and Learning Committee, a Research Committee, a Website Committee, and a Health and Safety Committee.</p>	1	<p>In response to the Review Panel's recommendations and in support of delivering NCAD Strategy 2017-2021, significant progress has been made in revising and expanding the College's committee structure (see Appendix 3). The revised committee structures include:</p> <ul style="list-style-type: none"> • a QA Steering Committee (as a sub-committee of NCAD Programmes Board); • a Learning, Teaching and Assessment Committee (as a sub-committee of Academic Council); • a renewed Research and Innovation Committee (with several sub-committees in support of both Review Panel recommendations and the College strategy); • a Website Committee (reporting to NCAD's Senior Management Team); and • a Health and Safety Committee. <p>The renewed Research & Innovation Committee held its first meeting on 26 May. The Health and Safety Committee has been reconvened and is meeting regularly.</p> <p>A review of academic committees, their remit and membership, will be undertaken in the context of a new Memorandum of Agreement being agreed by NCAD and UCD, to ensure that they are fit for purpose, serve</p>	B

			<p>the College well and are coherent in support of NCAD’s relationship to UCD. (September/October 2017)</p> <p>As part of their workflow/work plan, all committees will be required to set a date for the annual review and renewal of their terms of reference (Q4 2017).</p>	
Para. C.3	NCAD should review the structure of its undergraduate courses and take action to align its academic calendar more closely with that of UCD.	1	<p>The recommendation that NCAD review the structure of its undergraduate programmes and take action to align its academic calendar more closely with that of UCD is being considered. A rationale for such a review is being framed and has been discussed with key stakeholders such as the HEA.</p> <p>Consultation with An Bord will be initiated in September 2017, following approval of this QIP. Consultation with staff and students will be initiated by November 2017 and will inform discussion at Academic Council and a recommendation to An Bord in semester 2 of the 2017/18 academic year (Q2 2018).</p> <p>The incoming Director will be consulted ahead of taking up her role, and will play a lead role in the process thereafter.</p>	B
Para. C.4	NCAD should adopt more robust policies and practices to ensure more effective management of learning opportunities, including provision of assessment feedback, student support services and better organization of research degree activity.	1	<p>Several projects are planned and/or underway in response to this recommendation:</p> <ul style="list-style-type: none"> • Module and Programme documentation is being reviewed and enhanced, with a focus on clear information for students on delivery, assessment, evaluation opportunities, and staff feedback to students on progress and (formative and summative) assessment. Project outlines will also be reviewed in this context. Associated staff development workshops have been scheduled in the 2017/18 Academic Calendar, and an outline of changes made will be disseminated to staff and students at the start of the academic year (September 2017). • Student handbooks are being redeveloped ahead of registration in 2017/18. Staff handbooks have also been developed in relation to QA/QE processes (September 2017). 	B

			<ul style="list-style-type: none"> • End of year programme planning report forms have been revised to include input from students, technicians, external examiners, and staff surveys. • Bi-annual Programme Review Forums have been scheduled in the 2017/18 Academic Calendar (Q4 2017 & Q2 2018). • The programme of engagement for Student Orientation/Welcome is being reviewed and enhanced for September 2017. • A Doctoral Research Development Committee has been formed as a sub-committee of the Research & Innovation Committee. This will be responsible for reviewing and enhancing research degree activity on an annual basis. Programme changes proposed by this committee in consultation with Schools and Departments will go to the Programmes Board for approval (Q4 2017). 	
Para. C.5	NCAD needs to put in place more effective systems for staff support and development.	1	<p>A number of initiatives are underway to develop more effective systems for staff support and development. These include the following:</p> <ul style="list-style-type: none"> • Staff development workshops have been scheduled for 2017/18, focused on learning and teaching strategies, including the 'Crit', and working with students experiencing difficulties; • A staff development committee is being convened (Q4 2017), a staff development strategy is being developed (Q1 2018), and a range of policies in support of staff development have been agreed (May 2017). • A staff handbook and a programme of induction and orientation will be developed (Q1 2018). 	B
		2	Clear procedures in respect of monitoring and reporting on probation for new staff will require consultation with the union.	C
Para. C.6	NCAD should review and address the outstanding actions identified in the UCD Review and Approval of NCAD's QA procedures of July 2016.	1	As of 7 June 2017, all of the actions identified in the UCD Review and Approval of NCAD's QA procedures in July 2016 have been addressed (see Appendix 1).	A
Para. C.7	UCD should undertake a second institutional review of NCAD within the next 3 years.	2	NCAD proposes that a second institutional review is undertaken in two years. The College has considerable development ahead, and is confident that the outcome of the next review will provide positive affirmation of the progress planned, to assure UCD and our other	C

			stakeholders that NCAD provides a truly excellent, research-led art and design education, and empowers its students to shape the contemporary world through critical practice, studio-based learning, research and engagement (Q3 2019).	
INTRODUCTION AND CONTEXT				
Para. 22	The NCAD Institutional Strategic Plan 2017-2022 should be regarded as a draft. It should be refined and developed in support of outcomes and actions from the Institutional Review and the future development of the Academic Alliance with UCD. In particular, key roles and responsibilities for implementation of a new Plan should be defined. Furthermore, a system of communication of the objectives of the Plan to all staff that clearly outlines their individual responsibilities in achieving its goals should be set up.	1	<p>The Strategic Plan 2017-2021 has been presented internally as a draft. It has been presented to An Bord and Academic Council, and has been circulated to staff for consultation. Responses from staff will be collated at the end of September 2017. This will then form the basis of a series of workshops with staff and students in October 2017 and a further iteration will be developed on this basis and in light of the Institutional Review and the Academic Alliance with UCD. The incoming Director will be invited to contribute to these processes should she wish to.</p> <p>The process of consulting with external stakeholders and finalising the Plan with An Bord will be entrusted to the new Director when she takes up her role in January 2018, and clear outlines of responsibilities in achieving its goals will be agreed with all staff (Q2 2018). The renewed academic and governance committee structures have been designed to play a key role in driving and monitoring the implementation of the Plan.</p>	B
Para. 23	NCAD and UCD should explore options to establish a new round of funding to support collaborative work at the renewal of the new MoA (due September 2017), managed through the collaborations working group, or other suitable delegated body and reporting within NCAD to the NCAD-UCD JAPB and Academic Council.	2	<p>A new round of funding in support of collaborative work is significantly dependent upon the HEA. NCAD has made representation to the HEA regarding the opportunities that could be created through incentivising service-level collaboration within clusters.</p> <p>Possibilities will be explored through the NCAD+UCD Collaboration Group when this is established (Q4 2017).</p>	B

INSTITUTIONAL MANAGEMENT OF ACADEMIC STANDARDS

Para. 31.a	NCAD should revisit and refine the College committee structures and update all remits and memberships in order to make clear the relationship and authority of NCAD's boards and committees.	1	A revised structure for both academic and governance structures of the College has been agreed through SMT (see Appendix 3). Terms of reference for all committees & boards will be reviewed and renewed for September 2017 .	B
Para. 31.b	School boards should report to the NCAD Programmes Board, which then reports to Academic Council. Academic Council should refer items for discussion and decision to the NCAD-UCD JAPB.	1	In relation to programme change/development and QA/QE School Boards report to NCAD Programmes Board, which then reports to Academic Council. The current iteration of the NCAD+UCD MoA proposes that Academic Council should refer programme change/development items for discussion and decision to UCD's UPB (see Appendix 4). On all other matters, School Boards will continue to report directly to Academic Council. All matters coming under the remit of the MoA and/or that have a bearing upon the Academic Alliance are referred to the appropriate committees or boards within UCD or to the NCAD+UCD Strategic Management Committee (see Appendix 3).	A
Para. 31.c	Attention must be paid to systematising input from, and feedback to, the student body through structured student representative mechanisms.	1	This recommendation is being addressed through developments such as: <ul style="list-style-type: none"> • Incorporation of enhancement information as part of annual end-of-year survey (June 2017); • Bi-annual programme review forums, held with students and staff, and facilitated by the Quality & Academic Support Officer (scheduled in Weeks 9 and 25 of 2017/18 academic year); • Incorporation of response to student feedback in formal report on annual planning at programme level and at School level (June 2017); • Publication of an Annual Quality Enhancement Statement (December 2017). 	B
Para. 32	The NCAD Director should convene Academic Council as NCAD's senior academic committee, with the Head of	1	The Terms of Reference for Academic Council, with the Director as Chairperson, have been agreed by Academic Council and An Bord.	A

	Academic Affairs and Research continuing to convene the NCAD Programmes Board and the NCAD-UCD JAPB.			
Para. 33	In the work on committee structures, School Boards must be harmonised for remit and membership and must adopt appropriate responsibility for Quality Assurance and Quality Enhancement.	1	Terms of reference for all committees & boards are being reviewed and renewed, and will be harmonized for remit and membership, and responsibility in relation QA/QE processes. They will be submitted for approval to Academic Council, SMT and An Bord, as appropriate, in September 2017 .	B
Para. 34	The NCAD-UCD JAPB should undertake a plan of work to progress further, the Academic Alliance and NCAD's relationship with UCD, for the benefit of both institutions.	2	<p>Significant work has been done in support of this recommendation through Accreditation & Collaboration Working Groups convened by the NCAD+UCD Strategic Management Committee. The revised NCAD+UCD MoA does not include reference to a JAPB but it has been agreed by the Strategic Management Committee that an NCAD+UCD Collaboration Group (reporting to the NCAD+UCD Strategic Management Committee), will be instituted to develop and support collaboration.</p> <p>Meetings in support of developing Terms of Reference for the NCAD+UCD Collaboration Group will be scheduled by the Head of Academic Affairs with former members of the NCAD-UCD JAPB for September 2017.</p> <p>A meeting of the Strategic Management Committee will be scheduled for October 2017 with the purpose of reviewing/approving the Terms of Reference for the NCAD+UCD Collaboration Group, and developing an indicative plan of work to be developed and undertaken to progress the Academic Alliance.</p>	B
Para. 35	With the recent revisions to NCAD committees it is recommended that these changes are mapped to NCAD QA procedures, documentation, and website.	1	Work is underway on mapping recent changes to NCAD QA procedures, documentation, and website. This will be complete for September 2017 .	A
Para. 36	A Student Charter should be developed by NCAD in partnership with students/Student Officers, to include a formal process for effective student engagement in quality processes and procedures. It should be supported by appropriate workshops, training and supports on their roles and responsibilities.	1	A first draft of a Student/NCAD Charter has been developed through consultation between NCADSU, Programmes Board and student reps. This will form the basis for further consultation with staff and students in September 2017, and finalised through NCAD Programmes Board (Q4 2017).	B

Para. 47	The RP urges NCAD to complete the backlog of actions that were scheduled for completion by February, 2017.	1	With the exception of creating effective profiles for all research active staff on the website, all of the actions scheduled for completion by February 2017 have been completed (see Appendix 2).	A
		1	Effective research profiles for Fine Art staff have been published on the website (as acknowledged in RP Report, Para. 120). Outstanding Visual Culture, Education and Design research profiles will be developed and published by the end of the first semester of the 2017/18 academic year (Q1 2018).	B
	Furthermore, NCAD should review its schedule for all planned Programme and Unit reviews and ensure that it is Specific, Measurable, Achievable, Realistic and Time-limited (SMART).	1	The schedule for Programme and Unit reviews is currently being reviewed by the Head of Academic Affairs and the Quality & Academic Support Officer. Recommendations regarding changes to the schedule will be made through a report to NCAD Programmes Board in September 2017 , and implemented from 2018.	B
	Oversight by Senior Management and reporting to An Bord should underpin this process, along with active engagement in implementing quality improvements. Engagement with all stakeholders (staff, students, graduates, employers) must be reflected in the process.	1	<p>A reporting process and board/committee workflow in support of this recommendation has been agreed through Programmes Board and SMT (March 2017).</p> <ul style="list-style-type: none"> • Annual Reports on QuIP progress submitted to the November QA Steering Committee/PB meeting • Annual Quality Assurance Statement agreed at November QA Steering Committee/PB meeting submitted to An Bord for comment/response • Annual Quality Enhancement Statement published on NCAD website in December <p>Engagement with students, staff, graduates and external examiners is reflected in the current processes.</p> <p>A structure for meaningful annual engagement with external stakeholders in the creative, cultural and education sectors will be developed through the newly formed NCAD Engagement Group chaired by the Head of Innovation and Engagement (Q1 2018).</p>	B
	In addition, a formal system for reporting on annual programme review within a specified timeframe should be put in place.	1	A formal system with associated timelines and workflows has been agreed through Programmes Board and is being implemented from June 2017.	A

	This formal system for reporting on annual programme review within a specified timeframe should be monitored and reviewed.	1	Implementation of agreed processes and procedures will be monitored through NCAD Programmes Board, the Senior Management Team, and through a report on progress against the QIP to An Bord (Q4 2017).	B
Para. 48	The RP recommends that in order to ensure that deliberate steps are taken to foster enhancement, NCAD should formulate an Enhancement Strategy, to be aligned with the College Strategic Plan (2017-2022).	1	An Enhancement Strategy is under development and will be presented to NCAD Programmes Board in September 2017 .	B
Para. 52	NCAD should establish a QA steering committee that reports to the Programmes Board and is chaired by a senior member of academic staff. Membership would include the Quality Assurance Officer, a technical staff representative and at least one academic staff member from each School. The committee would oversee delivery of the College's QA framework and monitor the effective implementation of quality review recommendations.	1	Terms of Reference for a QA Steering Committee are being drafted and will be presented for approval to the September 2017 meeting of NCAD Programmes Board.	B
Para. 53	NCAD should make more explicit reference to external reference points in its QA Framework and Guidelines (revised in 2016 and referred to in the ISAR as QA, Principles, Framework and Guidelines) and the recently published QA Procedures (2016).	1	More explicit reference to external reference points has been made within the QA Policy, Procedures, and Framework & Guidelines. As a wider review is underway in relation to the recommendation in paragraph 35 (P.35), these changes will be published on the College website in August 2017 .	A
Para. 54	NCAD should consider making the requirement for external representation on peer review groups mandatory.	1	NCAD understands its requirement regarding external representation as mandatory. In light of the recommendation, however, 'mandatory' has been incorporated into the QA Policy, Procedures, and Framework & Guidelines. As a wider review is underway in relation to the recommendation in paragraph 35 (P.35), these changes will be published on the website in August 2017 .	A
Para. 59	A review of the handling of External Examiner Reports should be undertaken, including consideration of the production of an annual overview to ensure institutional oversight, which would lead to coordinated action across the College.	1	The proposed review has been undertaken, as a result of which external examiner reports will form a key part of the presentation of an Annual Quality Assurance Statement to An Bord, and publication of an Annual Quality Enhancement Statement on the website.	A
		1	Quality Assurance/Quality Enhancement forms part of the Agenda for all School Boards. Dissemination of the Annual Quality Assurance Statement through School Boards will be enhanced through	B

			presentation of 'case studies' of selected enhancement initiatives from within each School (Q2 2018).	
Para. 60	A procedure for due diligence on national and international partnerships should be included in NCAD's Quality Procedures.	1	The proposed procedure will be developed through the QA Steering Committee for presentation to Programmes Board in January 2018 .	B
	In respect of the linkage between NCAD and the Academic Regulations of UCD, as well as with academic and workload planning in mind, NCAD should consider revisiting the current NCAD academic calendar to explore the benefits of emulating UCD's academic year structures, in particular, the use of the third semester to facilitate development of taught postgraduate provision and for planning staff time across the working year.	1	The suggestion that NCAD should revisit the current NCAD academic calendar to explore the benefits of closer alignment with the UCD calendar is being considered, and a rationale for such a review is being framed and has been discussed with key stakeholders such as the HEA. It will form the basis of consultation with An Bord in the first instance and with staff and students thereafter (Q2 2018). Of the eight Masters programmes currently offered by NCAD, four utilise the third (summer) semester.	B
INSTITUTIONAL MANAGEMENT OF LEARNING OPPORTUNITIES				
Para. 71	NCAD staff must act, as a matter of urgency, on their commitment to actively engage with, and take ownership of, QA procedures in order to assure and enhance academic quality.	1	NCAD staff are committed to assuring the excellence of the education offered to our students. In support of this being reflected in and supported by an effective QA/QE practices, a number of measures are being implemented: <ul style="list-style-type: none"> • A QA/QE handbook has been developed for all staff (June 2017); • An annual survey of staff experience of, and suggested improvements in relation to, QA/QE processes has been instigated (June 2017); • A programme of professional development workshops for academic staff to ensure staff members are well-informed on quality assurance and enhancement processes within the College, and, more importantly, understand their roles and responsibilities in the QA/QE process will be delivered on annual basis from October 2017; • The review of programme and unit reviews undertaken in response to Para. 47 of the Review Panel Report will be circulated 	B

			to all staff for consultation (September 2017) ahead of implementation from 2018 (enhancing awareness and ownership).	
Para. 72	NCAD should review the adoption of the 3+2 undergraduate degree structure, with the help of external advice, UCD and consulting closely with students.	1	<p>The recommendation that NCAD review the structure of its undergraduate programmes is being considered in the context of the recommendation that NCAD align its academic calendar more closely with that of UCD. A rationale for such a review is being framed and has been discussed with key stakeholders such as the HEA.</p> <p>Consultation with An Bord will be initiated in September 2017, following approval of this QIP. Consultation with staff and students will be initiated by November 2017 and will inform discussion at Academic Council and a recommendation to An Bord in Semester 2 of the 2017/18 academic year (Q2 2018).</p> <p>The incoming Director will be consulted ahead of taking up her role, and will play a lead role in the process thereafter.</p>	B
Para. 75	Consideration should be given to:	1	A programme of seminars on learning and teaching has been scheduled in the 2017/18 Academic Calendar.	A
	<ul style="list-style-type: none"> establishing a programme of seminars on Teaching and Learning matters 	1	A Learning, Teaching and Assessment (LT&A) Committee is being established - Terms of Reference will be finalised for approval by Academic Council in September 2017 .	B
	<ul style="list-style-type: none"> establishing a Teaching and Learning Committee 	1	Building upon the Education pillar of the NCAD Strategy 2017-2021, a Learning, Teaching and Assessment Strategy will be developed by the LT&A Committee by June 2018 .	B
	<ul style="list-style-type: none"> developing and adopting a Teaching and Learning strategy 	1	The possibility of establishing a Teaching and Learning unit within the College will be explored through the Senior Management Team, and with appropriate staff members within the College (Q4 2018).	B
	<ul style="list-style-type: none"> establishing a Teaching and Learning unit within the College 	1		B

	<ul style="list-style-type: none"> the development of a formal link with UCD Teaching and Learning 	2	The development of a formal link with UCD Teaching and Learning will be explored through the NCAD+UCD Strategic Management Committee, and with UCD Teaching and Learning (Q1 2018).	B
Para. 76	Careful consideration should be given to the management and organisation of research degree activity within the College, including a clear designation of responsibilities in this area.	1	A number of actions are being taken in response to this recommendation: <ul style="list-style-type: none"> The College-wide Research Methods module is being reviewed and revised (Q4 2017); 	B
		1	<ul style="list-style-type: none"> A Doctoral Research Committee has been established, as a sub-committee of the Research & Innovation Committee, with the purpose of developing and enriching the NCAD doctoral programme and experience (May 2017). 	A
Para. 84	In recognition of the increasing demand on student support services, it is recommended that NCAD now introduces a more coherent and structured approach on all student support.	1	NCAD offers student support services in relation to access, disability, well-being and careers development, as well as student induction at the start of each academic year for all undergraduate students. Developing an overarching student support policy, and a procedure to monitor and enhance effectiveness is a welcome recommendation and will be addressed for September 2017 .	B
Para. 85	NCAD should seek to support the provision of training of Student Union Officers and of other student representatives across the institution.	1	NCAD welcomes the decision by NCADSU to re-join the Union of Students of Ireland (USI). Alongside the support offered through USI, NCAD will develop training support for Student Union Officers, in consultation with NCADSU, and will deliver workshops alongside those provided by USI in support of Student Reps (Q4 2017).	B
Para. 86	As the Student Charter is finalised and implemented, it will be essential to monitor the effectiveness of the communication of student experience. In particular, close attention should be given to feedback loops.	1	Structures to enhance the effectiveness of the communication of student experience have been put in place for 2017/18: <ul style="list-style-type: none"> Scheduled and facilitated bi-annual Programme Review Forums (Q4 2017 & Q2 2018); Formal response to student feedback as part of reporting on Annual Programme Planning (from June 2017); 	B

			<ul style="list-style-type: none"> Inclusion of enhancement information arising from student feedback in the previous year in the end-of-year student survey (May 2017); Publication of an Annual Quality Enhancement Statement on the NCAD website (December 2017). <p>These initiatives will be monitored by the QA Steering Committee, and reported upon through Programmes Board to Academic Council, Senior Management and An Bord.</p>	
Para. 87	NCAD should make greater and more effective use of the student information system, Quercus, in order to standardise an online procedure for submission of student coursework across Schools and Departments.	1	<p>Greater and more effective use of Quercus is being rolled-out in support of the recording of assessment outcomes across Schools and Departments. Full implementation is scheduled for January 2018.</p> <p>Quercus does not support submission of student coursework online. Also, online submission is not the most appropriate format for the majority of coursework submitted by students across the College. The potential for online student self-evaluation and staff feedback and feedforward will be explored by the Learning, Teaching and Assessment Committee (March 2018).</p>	B
Para. 88	A consistent, robust and transparent procedure for dealing with extenuating circumstances should be introduced as a matter of urgency.	1	An Extenuating Circumstances Policy and Procedures document will be presented for discussion and feedback at School Boards in September 2017 , with feedback sought from students (through Student Reps), staff and Heads of Department. A further iteration will be developed on the basis of feedback and presented for discussion/approval to the subsequent meeting of Academic Council (September 2017).	B
Para. 89	NCAD ought to address, regularise and improve, as a matter of urgency, inconsistencies in the quality of the student learning experience such as the provision of student feedback.	1	Understanding variations in practice in relation to learning, teaching and assessment, including the provision of student feedback, will be a key priority for the newly formed Learning, Teaching and Assessment Committee. Addressing the recommendation of the Review Panel will involve:	B

			<ul style="list-style-type: none"> • A survey of current pedagogical practice across the College (October 2017); • Convening an assessment and feedback forum to present the diversity of practice, and share examples of good pedagogical practice (December 2017); • Developing a Learning, Teaching and Assessment Strategy and an Assessment Code of Practice (February 2018). 	
Para. 96	NCAD should seek HR support to ensure that contracts of employment for academic staff are appropriate to support the institutional needs and ambitions for research, as a university-level provider of Art & Design scholarship.	2	<p>All recently issued academic and administrative contracts have been standardised, bringing consistency in structure and articulation. Nonetheless, academic contracts will be reviewed as part of the current development of HR provision within the College to ensure their appropriateness for a university-level provider of Art & Design education.</p> <p>Nonetheless, addressing staff contracts is a complex and contentious matter that involves negotiation with SIPTU.</p>	B/C
Para. 97	NCAD should work with HR with the aim of standardising academic staff conditions of employment.	2	Academic contracts are being reviewed as part of current developments of HR provision within the College. However, addressing staff contracts is a complex and contentious matter that involves negotiation with SIPTU.	B
Para. 98	NCAD's HR and Accounting systems should be enhanced to facilitate more effective staff management procedures.	1	<p>Substantial progress has been made in this respect:</p> <ul style="list-style-type: none"> • A detailed mapping of staff hours and contracts across the whole College has been completed (June 2017). • Implementation of CoreHR is nearing completion (September 2017). • The development of a detailed resource modelling template for the College (encompassing staff-student ratios, space allocation and budget processes) is underway and will be completed by Q4 of 2017. 	B
Para. 99	That NCAD reviews its current practice of awarding professorships with the aim of aligning its procedure with that	2	NCAD is bound by its legislation with regard to awarding professorships, which are currently related to management responsibilities. Academic	B

	of other HE institutions. NCAD is encouraged to adopt a system of promotion open to all academic staff.		contracts are being reviewed as part of the current development of HR provision within the college, but are required to comply with NCAD's legislation, and Irish third level education procedures. A wider question of career progression opportunities will be explored with the HEA and An Bord (Q2 2018).	
Para. 100	In order to enhance the approaches of staff to Teaching and Learning, a programme of peer observation and support of teaching should be instigated.	1	A programme of Learning, Teaching and Assessment workshops has been scheduled as part of the 2017/18 Academic Calendar.	A
		1	The Learning, Teaching and Assessment Committee will work from the College Strategy to develop a Learning, Teaching and Assessment Strategy. Within this strategy, and building upon input from staff and students, a minimum level of L&T CPD for all academic staff ('Stage 1') will be mapped and a timeframe within which all staff must be enabled to participate in such CPD specified (Q2 2018).	B
		1	As the programme of workshops unfolds it will be supplemented by 'Stage 2' workshops which will reflect and support engagement with the thematic focus of the National Forum for the Enhancement of T&L in HE, structures developed whereby staff could develop a portfolio of practice for consideration in respect of a Certificate in Teaching and Learning (Q4 2020).	C
		1	The current programme is based upon peer-to-peer presentations of practice and will be developed to encompass peer observation under the auspices of the Learning, Teaching and Assessment Committee (Q4 2020).	C
	In addition, a member of staff to lead in this area, such as a Director of Teaching and Learning, should be identified.	2	The possibility of establishing a Director of Learning and Teaching will be explored by Senior Management, in the context of resource constraints, and with appropriate staff members within the College and the Section Committee of SIPTU (Q2 2018).	B

Para. 101	A strategy for research (including doctoral studies) must be developed as a matter of urgency, building upon the commitments stated in the College Strategic Plan 2017-2022.	1	A strategy for research (including doctoral studies) is being developed by the Research & Innovation Committee. A first draft will be developed by the Committee for consultation with all staff and research students in October 2017 . A final version of the Research Strategy will be recommended to Academic Council by February 2018 .	B
Para. 102	Consideration must be given to the creation of a post of Director of Research and Doctoral Studies.	2	The possibility of establishing a Director of Research and Doctoral Studies will be explored by Senior Management, in the context of resource constraints, in consultation with the HEA and An Bord (Q2 2018).	C
Para. 103	The College Research Committee must be re-established with revised terms of reference.	1	The Research & Innovation Committee has been re-established with revised terms of reference.	A
Para. 110	NCAD's Health and Safety Committee should be reconvened with clear terms of reference, as a matter of urgency and report to An Bord at the earliest possible opportunity, with a clear plan of action to address these matters.	1	The Health and Safety Committee has been reconvened and is meeting regularly. Urgent action to address the Health and Safety Direction is being taken, as detailed above in relation to A1.	A
		1	Terms of Reference for the Health and Safety Committee are in place, July 2017.	A
Para. 111	There should be a review of equipment in all areas of the practice-based work of the College, with prioritisation given to areas where problems have already been recognised.	1	A College-wide review is being undertaken through the work of the newly formed Learning Resources Committee, and reporting to SMT (Q1 2018).	B
	This could lead to a costed listing of what investments NCAD will need to make over a planned period of time in order to ensure that it continues with its current course provision.	1	A costing of investments needed over a planned period of time will be developed by Senior Management, in consultation with An Bord (Q3 2018).	B
	Where appropriate equipment cannot be provided, then provision should be closed down.	1	The College will do all within its power to ensure that this is not required. However, the College undertakes to abide by and report against this recommendation to An Bord in January 2018 .	B

Para. 112	There should be a review of IT provision as a matter of urgency in all areas of the practice-based work of the College, with prioritisation given to areas where problems have already been recognised.	1	A College-wide review has been undertaken through the work of the newly formed Learning Resources Committee, and reporting to SMT (July 2017).	A
	This could lead to a costed listing of what investments NCAD will need to make over a planned period of time in order to ensure that it continues with its current course provision.	1	A costing of investments needed over a planned period of time is being developed by Senior Management, and will form the basis of consultation with An Bord (Q4 2017).	B
	Where appropriate equipment cannot be provided, then provision should be closed down.	1	The College will do all within its power to ensure that this is not required, however, we undertake to abide by and report against this recommendation to An Bord in January 2018 .	B
Para. 113	A cross-college working group should be established to consider the provision and development of a VLE. The RP proposes that such a working group would report to the newly constituted Teaching and Learning Committee, in the first instance.	1	As the work of the Learning Resources Committee in respect of IT provision across the College will encompass preliminary information in respect of VLE use and preferences, the proposed working group will be convened after the Committee has reported to SMT in September (Q4 2017).	B
		1	The working group will report to the newly constituted Learning, Teaching and Assessment Committee (Q2 2018).	B
PUBLIC INFORMATION				
Para. 122	The ease of navigation of the website could be enhanced. Notable achievements of staff, students and alumni should be highlighted, including links to associated publicity. Information pertaining to disabled access to the campus should be included.	1	NCAD recognises that ease of navigation could be enhanced and this recognition formed the basis of the proposal in the self-assessment report that a Website Committee be created.	A
		1	This recommendation will be addressed and monitored through the work of this Committee (on-going) (Q3 2018).	B
Para. 123	Steps must be taken to ensure that information to students on the website refers to the current academic session, particularly in regard to examination regulations.	1	NCAD recognises the importance and urgency of this recommendation and is addressing it through the Website Committee, but also through an immediate review and remediation by SS&A (August 2017).	B

Para. 124	Greater transparency and accountability of the College's QA policy and procedures would be achieved by publication of an annual quality assurance statement.	1	This was recognised by the College within the self-assessment process. An Annual Quality Assurance Statement will be submitted to An Bord for consideration, and subsequently, an Annual Quality Enhancement Statement will be published on the College website (January 2018).	B
Para. 125	The College should develop structures, in addition to the website, to promote the profile of staff research within and beyond the College.	1	The College as a whole is very conscious of the need for more effective profiling of staff research. This recommendation is reflected in the NCAD Strategy 2017-2021 and is being addressed through the Research & Innovation Committee (Q1 2018).	B
Para. 131	The College is advised to review its arrangements for the approval and revision of published information about learning opportunities. There is a need to ensure transparency and the recording of decisions at each stage of the process. The creation of an active Website Committee, who will drive information management on the website, should address many of these concerns.	1	This work will be undertaken by the Website Committee, monitored on an ongoing basis by the Committee and reported on to SMT (Q4 2017).	B
Para. 132	NCAD should develop a handbook and induction programme for staff.	1	NCAD has developed a Quality Assurance Handbook for staff. This has been emailed to all staff, published on the website and a hardcopy has been given to all Heads of Department and Heads of School as a point of reference for all staff.	A
		1	As the full suite of HR Policies is finalised, a general handbook will be developed for all staff, this will include QA/QE information and guidance (Q3 2018).	B
Para. 135	NCAD should continue the rollout of business-related modules to the final stages of the undergraduate curricula.	1	The Studio+ initiative being offered from 2017/18 and being developed and enhanced in collaboration with external stakeholders and colleagues in UCD will play a key role in the continued rollout of business-related modules within NCAD (Q3 2018).	B
Para. 142	It is recommended that greater prominence could be given to items of public interest, such as the Gallery, NIVAL and buildings of historical significance, on the website.	1	NCAD is rightly proud of the Gallery, NIVAL, the Edward Murphy Library and the historical significance of the campus. This recommendation will be addressed through the Website Committee (Q3 2018).	B

3. Prioritised Resource Requirements

This section should only contain a list, prioritised by the Quality Improvement Committee, of recommendations outlined in the Review Panel Report, which require additional resources. The planned action to address each recommendation with an estimate of the cost involved should also be included:

1. **Recommendation:** B1 / Para. 110: Health & Safety

NCAD recognises the seriousness of the issues raised. NCAD has commissioned the first of a series of safety audits that will be completed over the coming months. The procurement of all the professional services required to carry out a full and comprehensive risk and compliance analysis of NCAD in terms of Health & Safety has been completed. A final costing and timeline is not yet available but the cost is assumed to be in the region of €5m.

2. **Recommendation:** Para. 112: IT Provision

A College-wide review is underway through the work of the newly formed Learning Resources Committee, and reporting to SMT. A costing of investments needed over a planned period of time is being developed by the Learning Resources Committee and Senior Management, and will form the basis of consultation with An Bord. Immediate priorities for investment on the basis of College-wide priorities agreed through the Learning Resources Committee is as follows:

Order	Nature of Investment	Cost in €
1	Wireless Upgrade Wireless kit: € 86, 675 (ex VAT) Yearly maintenance costs: € 10,561 (ex VAT) Installation (install, testing): circa € 10,000	107,236
2	Lynda.com	17,000

3. **Recommendation:** Para. 113: Workshop Equipment

A College-wide review is being undertaken through the work of the newly formed Learning Resources Committee, and reporting to SMT. A costing of investments needed over a planned period of time will be developed by Senior Management, in consultation with An Bord.

The situation in respect of equipment is not as urgent as that in respect of technology. A timeframe for review, prioritisation and costing is December 2017.

4. **Recommendation:** Para. C5: Staff Support and Development

A number of initiatives are underway to develop more effective systems for staff support and development. These include:

- Staff development workshops (focused upon learning and teaching strategies, including the 'Crit', and working with students experiencing difficulties) have been scheduled for 2017/18;

- A staff development committee is being convened (Q4 2017), **a staff development strategy is being developed (Q1 2018)**, and a range of policies in support of staff development have been agreed (May 2017).
- A staff handbook and a programme of Induction and orientation will be developed (Q1 2018).

Development of the staff development strategy will identify priorities for staff development, some of which are likely to involve availing of expertise not held within the College. Priorities and associated costs will be identified by the end of Q1 of 2018.

5. Recommendation: Para. 99: Promotion Structures

NCAD is bound by its legislation with regard to awarding professorships, which are currently related to management responsibilities. Academic contracts are being reviewed as part of the current development of HR provision within the college, but are required to comply with NCAD's legislation, and Irish third-level education procedures.

A wider question of career progression opportunities will be explored with the HEA and An Bord.

Associated costs would depend upon what is agreed with the HEA, and will become clear in Q2 2018.

6. Recommendation: Para. 100: Director of Learning and Teaching

The possibility of establishing a Director of Learning and Teaching will be explored by Senior Management, in the context of resource constraints, and with appropriate staff members within the College and the Section Committee of SIPTU.

It is not yet clear whether there will be a cost associated with the creation of this role. It is anticipated that this will become clear and associated costs, if any, will be identified in Q2 2018.

7. Recommendation: Para. 102: Director of Research and Doctoral Studies

The possibility of establishing a Director of Research and Doctoral Studies will be explored by Senior Management, in the context of resource constraints, in consultation with the SIPTU Section Committee, the HEA and An Bord.

It is not yet clear whether there will be a cost associated with the creation of this role. It is anticipated that this will become clear and associated costs, if any, will be identified in Q2 2018.

4. Appendices

Appendix 1: Detailed Response to UCD's QA Procedures Recommendations, June 2017

Updated Response to recommendations in the UCD Review and Approval of NCAD's QA procedures of July 2016

Recommendation 1: *The Panel recommends that NCAD develop an institutional-level Policy on Quality Assurance (see ESG 1.1) that is made public and, inter alia, articulates: the link to institutional strategy; the organisation of the quality assurance system; involvement of external stakeholders in quality assurance processes, etc.*

Recommendation 2: *The Panel recommends that NCAD when considering actions to address recommendation 1 above, NCAD clearly articulates the reporting line(s) between individual post-holders with quality assurance responsibilities and other boards or committees with responsibility for quality assurance functions. These relationships might be usefully mapped out in the institutional-level policy statement on quality assurance (e.g. a high-level diagrammatic representation).*

NCAD has developed an institutional-level [Policy on Quality Assurance](#), and has published this on the website. The policy articulates the link to institutional strategy, the organisation of the quality assurance system, the involvement of external stakeholders, annual review of the effectiveness of QA processes, and includes a diagram that articulates the relationship of students, staff and post-holders with responsibility for quality assurance functions to boards and committees with responsibility for quality assurance functions.

Recommendation 3: *The Panel recommend that NCAD explicitly states how the quality assurance processes and procedures will articulate with the developing institutional Teaching and Learning Strategy 2017-2020.*

NCAD's Learning, Teaching and Assessment Strategy unfolds from the Education pillar of the NCAD Strategy 2017-2021 and is being developed by the College's newly formed Learning, Teaching and Assessment Committee (a sub-committee of Academic Council). The LTA Committee is responsible for ensuring that insights gained through annual Quality Assurance processes are integrated into annual Quality Enhancement initiatives in respect of learning, teaching and assessment.

Recommendation 4: *The Panel recommends that NCAD describes how issues, which may arise in relation to teaching and learning generally, and in particular, the learning environment, are identified, captured and considered within the institution, and how this supports, for example, the objectives of the Teaching and Learning Strategy and is consistent with the Institutional QA Framework.*

Issues in relation to learning and teaching are captured through a number of mechanisms: meetings between class reps and Heads of Department/Heads of School, Programme Review Forums (1 per semester), end-of-year surveys and external examiner reports. A formal response to issues raised through these avenues is required as part of a report on annual planning processes within each School and in relation to each programme. Oversight of each of these processes is held by the Quality Assurance Steering Committee and reported to Academic Council via the Programmes Board, the Senior Management Team and An Bord. Issues in relation to the learning environment are identified, captured and considered through the contribution of Technical Officers to the newly formed Learning Resources Committee (a sub-committee of Academic Council, that also reports to

the Senior Management Team), and the requirement of a formal response at School level to issues raised by Technical Officers as part of a report on annual planning processes.

Recommendation 5: *The Panel recommends that NCAD adopt a regular systematic approach to updating QA procedures generally, and assessment material/student handbooks specifically (e.g. annually), rather than updating material, for example, on an ad-hoc basis. This systematic approach to reviewing the effectiveness of NCAD's QA processes should also be articulated in the development of a QA Policy, referred to in Recommendation 1 above.*

A schedule for the annual review and renewal of all policies and procedures has been developed and is being included in the terms of reference for the committees/forums responsible for their oversight. In relation to reviewing the effectiveness of NCAD's QA processes, this is being supported by an annual survey of staff in relation to QA processes.

Recommendation 6: *It is recommended that NCAD's QA Framework sets out clearly how administrative/support/professional staff will be facilitated under staff development and CPD opportunities.*

Historically, where resources have allowed, CPD opportunities have been available to all NCAD staff. In recent years significant budgetary constraints have had a negative impact upon CPD provision for all staff. A number of initiatives are being undertaken to address this shortcoming: a) the Learning, Teaching and Assessment Committee is developing a range of workshops in support of academic staff and the NCAD Strategy 2017-2021; b) the Learning Resources Committee is developing ICT and TEL workshops for non-academic and academic staff; a Staff Development Committee and Staff Development Strategy are being developed, encompassing all staff across the College.

Recommendation 7: *The Panel recommends that NCAD continues to develop the use of information to inform quality assurance processes and considers how this data is made available to staff within the institution. There is also a need to be more explicit regarding data management and how it informs decision-making at all levels within the institution, including how it links to the governance framework.*

NCAD is continuing to develop the use of information to inform quality assurance processes. The use of such information and its dissemination to staff is being enhanced through a clear articulation of the flow of information across various committees and forums, enhanced mechanisms for recording inputs into QA processes (feedback) and recording and reporting on responses to that feedback (to both staff and students). A more explicit use of QA information within decision-making processes at all levels is being supported by mapping the annual workflow of boards and committees across the College. This, combined with the renewal of the College's academic and governance structures, will ensure oversight by senior management of the achievement of the College's strategic objectives and the effectiveness of the governance framework.

Dr Siún Hanrahan
Interim Head of Academic Affairs and Research

Appendix 2: Institutional Self-Assessment Report Actions

Institutional Self-Assessment Actions					
	Recommendations	Response	timeline	Owner(s)	Progress
1	Develop NCAD Strategic Plan	A Draft Strategic Plan (2017-2021) was developed by staff from across the College, with input from students and An Bord.	Completed	SMT	
2	A new/renewed suite of HR and governance policies and procedures <ul style="list-style-type: none"> • As part of this process, a more effective HR management and reporting system will be put in place to support Departments, Schools and non-academic units in planning and management processes • As part of this process, policies regarding data management are being developed and will be encompassed with the QA Policy, Procedures, and Framework and Guidelines (Recommendation 7) 	The renewed suite of HR and governance policies and procedures have been developed in consultation with Forde HR and Crowe Horwath. Policies regarding data management have been encompassed within the QA Policy, Procedures, and Framework and Guidelines	Completed	SMT	
		These policies are currently under consultation with staff.	May 2017	SMT, NCAD staff, SIPTU	
3	In anticipation of resources becoming available to support staff development there is a need to consider College-wide priorities for CPD in relation to Learning and Teaching, as well as in relation to the needs of all staff in the context of delivering the College Strategy (Recommendation 6)	Policies relating to Staff Development have been developed and approved through SMT. Terms of Reference for a Staff Development Committee are being developed and a Staff Development Strategy, addressing the needs of academic and non-academic staff, is being developed.	August 2017	SMT	
4	A template in support of a more systematic recording and discussion of external reference points in relation to all aspects of our management and enhancement of learning at the College will be developed by the Senior Management Team.	The Terms of Reference for the renewed academic and governance committees include reference to benchmarking against external reference points, in renewing ToRs, policies and procedures, and in reporting on/developing initiatives.	Completed	HoAA, SMT	
5	Institutional QA Policy (Recommendation 1)	An institutional QA Policy has been developed, approved and published on the website.	Completed	HoAA, Programmes Board	
6	Department and School response to external examiners reports and annual student surveys to be recorded as part of annual planning meetings, and reported to NCAD Programmes Board. In order to achieve this with a minimum of administrative overhead/repetition, we will look at developing an addendum to the recently developed NCAD External Examiner template so as to enable it to form the basis of the return to the NCAD Programmes Board that will also	A template in support of this process has been developed and agreed through Programmes Board and Academic Council, and encompassed in the Programmes Board annual workflow/work plan.	Completed	HoAA, Programmes Board	

	incorporate: response to the End-of-Year Student Survey and a brief Technical Officer's report				
7	NCAD Programmes Board to discuss reports and responses, and work with Schools to generate and publish annual quality assurance statement through an agreed-upon template which addresses points common to all Schools and Departments including administrative areas	This has been incorporated into the Programmes Board annual workflow/work plan, and a template developed for both an Annual Quality Assurance Statement to be submitted to An Bord for comment, and an Annual Quality Enhancement Statement to be published on the website.	Completed	HoAA, QA&AS Officer, Programmes Board	
8	Clear articulation within QA Procedures, and reflected in QA Policy, of the reporting line(s) between individual post-holders with QA responsibility for quality assurance functions, and a reflection of this in relevant job descriptions (Recommendation 2)	NCAD has developed an institutional-level Policy on Quality Assurance , and has published this on the website. The policy articulates the link to institutional strategy, the organisation of the quality assurance system, the involvement of external stakeholders, annual review of the effectiveness of QA processes, and includes diagrams that articulate the relationship of students, staff and post-holders with responsibility for quality assurance functions to boards and committees with responsibility for quality assurance functions.	Completed	HoAA, QA&AS Officer, Programmes Board	
9	Transparency and accountability will be enhanced by publication on the website of: <ul style="list-style-type: none"> The mapping of all policies and procedures already published on the website and those not yet published, and subsequent publication of all documents systematically and coherently Minutes of Academic Council Annual quality assurance statement 	All policies and procedures already published have been reviewed and renewed and a schedule for renewal agreed. Minutes of Academic Council will be published from 2017/18 when the new Terms of Reference come into effect. An Annual Quality Assurance Statement will be submitted to An Bord for comment, and an Annual Quality Enhancement Statement published on the website.	May 2017	HoAA, SS&A	
10	Develop a more systematic approach to, and management ownership of, follow-up in relation to QuIPs.	A systematic approach to and ownership of follow-up in relation to QuIPs has been developed through the developing an annual workflow/work plan for School Boards, NCAD Programmes Board and SMT	Complete	SMT	
11	A more systematic and on-going review of the effectiveness of QA processes will be achieved through: <ul style="list-style-type: none"> Annual survey of Departments in relation to effectiveness of QA processes, with results to be considered at March NCAD Programmes Board meeting. Discussion of survey at NCAD Programmes Board to be brought to NCAD/UCD Joint Programmes Board for consideration and input. Renewal of the Quality Assurance Review policies and procedures, taking account of the need for explicit self-monitoring processes in 	First Annual survey of academic staff in relation to QA processes is underway. In addition to eliciting baseline information from staff, this will begin a process of raising staff awareness of their role within QA/QE processes. The outcomes of the annual survey will be considered by the NCAD QA Steering Group, and reported to Academic Council and SMT through the Programmes Board. It is anticipated that the NCAD+UCD JAPB will not feature as part of the new MoA.	Complete	HoAA and QA&AS Officer	

	relation to QA processes, and of the institution-wide review of QA effectiveness being conducted by UCD. Renewal is scheduled for 2018.	The review and renewal of the QA policies and procedures scheduled for 2018 will take place through the QA Steering Group in March/April 2018, reporting to Programmes Board in May 2018.	May 2018	Chairperson of QA Steering Group	
12	NCAD's quality assurance procedures do not currently include provision for due diligence in relation to national and international partnerships (such as those involved in the delivery of the MSc Medical Devices Design – UCD and TCD). If necessary, this will be reviewed in light of QQI Core Statutory Quality Assurance Guidelines (April 2016) and the outcome of the current Institutional Review being conducted by UCD, and addressed as part of renewing the NCAD Quality Assurance Framework and Guidelines in 2018.	The proposed procedure will be developed through the QA Steering Committee for presentation to Programmes Board in January 2018, and integrated into the review and renewal of NCAD's QA policies and procedures scheduled for 2018.	May 2018	HoAA, Chairperson of QA Steering Group	
13	NCAD Programmes Board will undertake a benchmarking exercise in relation to guidelines for HEI engagement with external partners with a view to developing guidelines in support of this process.	This benchmarking exercise will be undertaken in July.	July 2017	HoAA and QA&AS Officer	
14	Review and develop NCAD's Erasmus partners is being undertaken in 2016/17 academic year, for implementation in September 2017. <ul style="list-style-type: none"> Reduce the overall number of Erasmus partners Identify suitable partners in relation to the 'International' BA (Hons) offer Use Erasmus Staff mobility to develop priority partner relationships in relation to the 'International' BA (Hons) offer Seek additional resources, if necessary, to develop priority partner relationships in relation to the 'International' BA (Hons) offer 	Significant progress is being made in respect of this action, with a number of academic staff having undertaken Erasmus mobilities in support of identifying and confirming priority partner relationships. This process will continue into and across 2017/18.	June 2018 & Ongoing	Erasmus Office with Heads of Department; reporting through Head of Academic Affairs	
15	Review of workload allocation model as part of enhanced HR policies and procedures	This review will take place during July 2017, taking the HEA's <i>Review of workload allocations models in Irish HEIs</i> and case studies presented in the HEA's <i>System Performance Report 2014-2016</i> into account.	August 2017	HoAA, Registrar	
16	Roadmap for achieving greater integration of WLM with other institutional models	Building on the July 2017 review, both of these Actions will be addressed by SMT, led by the Registrar and the HR Manager, during the 2017/18 academic year.	2017/18	SMT	
17	Identification of resources needed to achieve a more effective WLM across the College		2017/18	SMT	
18	Development of a fit-for-purpose Staff Handbook and Induction programme	As the full suite of HR Policies is finalized, a general handbook will be developed for all staff, this will include QA/QE information and guidance.	August 2017	Registrar, HR Manager	
19	A permanent HR Manager will be recruited once the work currently being undertaken by Forde HR is complete	As a recruitment process is not yet underway it is not clear that the proposed deadline will be met.	August 2017	Registrar, An Bord	

20	Student participation in, and sense of ownership of, their learning environment could be enhanced by an effective Student Charter.	A first draft of a Student/NCAD Charter has been developed through consultation between NCADSU, Programmes Board and Student Reps. This will form the basis for further consultation with staff and students in September 2017, and finalised through NCAD Programmes Board in November 2017.	May 2017	HoAA, Programmes Board, NCADSU, NCAD ESU	
21	Development of guidance and workshops for students around the role and responsibilities of a 'student rep', best practice in taking up one's role as 'student rep', and information on the election process and mechanisms to step-down from the role	Guidance for Student Reps has been developed by NCAD Programmes Board, in consultation with USI, and will be presented to all students as part of annual induction, and through workshops held in-tandem with USI workshops for Student Reps.	Complete	HoAA, Programmes Board	
22	Greater consistency across the College in how Student Representatives are engaged with at Departmental and School level	The guidance given to Student Reps and to Heads of Department/School will clearly specify the minimum number of meetings per semester. The meetings will be minuted and reported through School and Programmes Boards.	Complete		
23	Student feedback at module level is informal rather than formal and opportunities for feedback could be increased.	Programme Review Forums, one per semester, have been scheduled for all Schools in the 2017/18 academic calendar. These meetings will be facilitated by NCAD's QA&AS Officer and the outcomes reported to the QA Steering Committee, addressed as part of annual planning meetings at Programme/School level and addressed in the Annual QA Statement submitted to An Bord, and the Annual QE Statement published on the website.	Complete	Programmes Board, HoAA	
24	The Annual Student Survey might be reviewed to enhance the relevance of questions so that they might relate more effectively to and distinguish more effectively between issues pertaining to particular programmes and College-wide issues.	The Annual Student Survey has been reviewed and modified to enhance the relevance of questions and to report back to students on actions taken in response to the previous year's survey.	Complete	QA&AS Officer	
25	Inclusion of information on actions taken in response to the previous year's student survey as part of the invitation to participate in the End-of-Year Student Survey.	This has been done for the 2017 end-of-year student survey and will be continued for future surveys.	Complete	QA&AS Officer	
26	A review of the number and structure of student handbooks in order to ensure effective communication in relation to diverse aspects of their engagement in learning and College life	This will be undertaken during July and August 2017.	August 2017	HoAA, QA&AS Officer	
27	NCAD's student information system (Quercus) is being upgraded, commencing August/September 2016.	Work is well underway on this project and is expected to be complete by January 2018.	January 2018	SS&A Officer	
28	Discussion paper on NCAD Admissions procedures to Academic Council: <ul style="list-style-type: none"> Benchmarking in relation to admissions pathways in art and design. Consultation with stakeholders regarding factors affecting College choice in relation to art and design. 	This action has been completed and actions arising from it taken. The number of pathways into NCAD's studio programmes has been increased. A shared multi-disciplinary experience continues to be the foundation of NCAD's studio curricula.	Complete	Academic Council	

	<ul style="list-style-type: none"> • Research into portfolio score/academic score as predictors of academic success. • Circulation of further working paper to SMT. • Further updates and a discussion paper will be presented to Academic Council in February/May 2017, informed by application levels for September 2017 admission. 				
29	<p>Explicit attention to student retention rates on an annual basis at School level, supplementing SS&A report to October SMT meetings:</p> <ul style="list-style-type: none"> • incorporate student retention as a consideration in annual planning meetings • report on student retention to SMT in October 2016. 	Very close attention was paid to retention through SS&A, and close liaison between SMT and Departments. From 2017/18 this will be supported through the work of a cross-College Recruitment, Admissions and Retention Committee.	Complete	SMT	
30	Develop a policy on recording and sharing student information at Departmental/Programme level, with due regard to possibilities offered by Quercus	This will be discussed and developed during July 2017, and a policy submitted to Academic Council in September.	August / September 2017	HoAA, SS&A Officer	
31	<p>Information on assessment at NCAD is described in various documents but not easily accessible as an overall narrative. This will be remedied through:</p> <ul style="list-style-type: none"> • Review of assessment information in handbooks across the College (Head of Academic Affairs, Annually) • Set up an Assessment Feedback Working Group through NCAD Programmes Board (January 2017 to March/April 2017, implementation from September 2017). • Creation of a detailed description of Assessment at NCAD for publication on the website (SS&A) • Dissemination of Guidance to staff and students in relation to the nature, value and conduct 'the crit', as well as incorporation of same into general assessment literature of the College 	<p>Significant work is underway against this action:</p> <ul style="list-style-type: none"> • The assessment information in handbooks will be reviewed as part of the more general review of handbooks in July and August, and on an annual basis thereafter; • The preliminary work of the assessment feedback working group will be absorbed into the work of the Learning, Teaching and Assessment Committee; • A more detailed description of Assessment at NCAD will be published on the website following on from the review of handbooks, and will be updated through the work of the LT&A Committee; • Work on building and disseminating understanding of the nature, value and conduct of 'the crit' was begun through a workshop in April 2017, and is to be continued through a series of workshops scheduled in the 2017/18 Academic Calendar. 	2017/18 Academic Year	HoAA, Chair of LT&A Committee.	
32	Convene a Working Group, to report to NCAD Programmes Board, to examine the timing of submissions across all undergraduate and postgraduate programmes, to advise on pressure points and how they might be addressed, and to advise on a means to support more effective systematic communication around timetabling on an annual basis.	This working group has been convened. Its work will inform programme planning and handbooks for 2017/18. On an ongoing basis, this work will be 'transferred' to the Learning, Teaching and Assessment Committee during 2017/18.	Complete	Programmes Board	
33	<p>Make explicit and publish NCAD's policy and procedures in relation to Expert panellists and external examiners:</p> <ul style="list-style-type: none"> • Develop detailed criteria to guide colleagues in identifying suitable candidates for nomination as external examiners, etc. 	<p>We have published the following on the NCAD website:</p> <ul style="list-style-type: none"> • Criteria to guide colleagues in identifying suitable candidates for nomination as external examiners, etc. • Guidelines issued to external examiners 	Complete	HoAA, QA&AS Officer	

	<ul style="list-style-type: none"> Submit criteria for approval to NCAD Programmes Board and Academic Council, and to UCD's ACCQ. Publish on NCAD website. Publish existing guidelines, etc., issued to external examiners on the website. Publish a list of recent and current external examiners, including their affiliations, on the website 	<ul style="list-style-type: none"> A list of recent and current external examiners, including their affiliations, on the website 			
34	As resources become available to support staff development, increasing the College's supervisory capacity at Doctoral level is a priority.	Policies relating to Staff Development have been developed and approved through SMT. Terms of Reference for a Staff Development Committee are being developed and a Staff Development Strategy, addressing the needs of academic and non-academic staff, is being developed.	2017/18 & ongoing	Registrar, HR Manager, HoAA&R,	
35	Provision of CPD in relation to Research Supervision	Peer-to-peer enhancement through initiatives of the Research and Innovation Committee.	2017/18 & ongoing	HoAA&R, Research Committee	
36	Terms of Reference for NCAD's Research Committee will be reviewed and renewed	The ToR for the Research & Innovation Committee were developed through consultation with all staff and approved by Academic Council. The Committee has been reconvened and a programme of work has been broadly agreed.	Completed	HoAA&R	
37	Enhance the administrative support for NCAD's Research and Innovation structures	Agreement was secured for a Grade V Administrator for Research and Innovation. An interim (and temporary) measure was put in place ahead of recruiting for this post. Agreement to proceed with recruitment for the Grade V role is required.	End May 2017	Director, An Bord	
38	Review and Renew NCAD's Research and Innovation Strategy	The College Strategy has Research as a key pillar and significant progress has been made in terms of mapping a research strategy for the College.	Complete	SMT &	
		A sub-committee of the Research and Innovation Committee will be leading a process of consultation and development of College-specific research directions, and mapping College-level objectives to actions at School/Department level. This will be addressed in 2017/18.	May 2017	HoAA&R, Research Committee	
39	Review the effectiveness of NCAD's Research Institute as a vehicle for promoting Research and Innovation at NCAD	This will be undertaken under the aegis of the Research Committee. While preparatory work to inform the Committee's deliberations will be undertaken in July/August, the Research Committee discussion will not take place until September/October.	August 2017	HoAA&R, Research Committee	

40	Create effective profiles for all research active staff on the Website and develop an effective mechanism for maintaining their currency.	Effective research profiles for Fine Art staff have been published on the website (as acknowledged in RP Report, P.120). Outstanding Visual Culture, Education and Design research profiles will be created over the summer and into the next academic year.	February 2017	HoAA&R	
41	Develop structures to promote the profile of staff research within and beyond the College	The College as a whole is very conscious of the need for more effective profiling of staff research. This recommendation is reflected in the NCAD Strategy 2017-2021 and is being addressed through the Research & Innovation Committee. It is anticipated that this will be undertaken in the first semester of 2017/18.	May 2017	HoAA&R, Research Committee	
42	The model of singular, cross-College provision of training in research methods is being reviewed through NCAD Programmes Board in order to enhance current provision	A review of the singular, cross-College provision of training in research methods has been undertaken by the HoAA. A short-term solution for 2017/18 is being applied and builds upon strategies taken to address this in 2016/17.	Complete	HoAA & Programmes Board	
		A longer-term solution will be explored through collaboration between the Doctoral Research Development sub-committee (of the R&I Comm.) and the Programmes Board. A proposal for longer-term change in provision will be brought to Programmes Board for November 2017, and implementation in 2018/19.	November 2017	HoAA&R	
43	Report on addressing the synergies and differences of academic approach between UCD and NCAD	This was completed through the Academic Regulations Working Group (reporting to UPB through the JAPB), and subsequently through the Accreditation Working Group (reporting to the NCAD+UCD Strategic Management Group).	Complete	HoAA and SS&A Officer	
44	NCAD's IT Committee to make recommendations regarding NCAD's Learning and Teaching IT infrastructure. Their work will encompass: <ul style="list-style-type: none"> an audit of current usage, investigation and discussion of available resources and strategies, consultation on a policy for the development and use of TEL within the College training/workshops for staff to support the use of TEL 	Following discussion at Academic Council, terms of reference for NCAD's IT Committee have been developed and the Committee reframed as a Learning Resources Committee, reporting to Academic Council and SMT with sub-committees addressing equipment/workshops, Academic IT infrastructure, and Administrative IT infrastructure. In respect of Academic IT infrastructure, significant headway has been made in completing an audit of current usage. This will form the basis of a discussion and recommendations in relation to an IT Strategy.	August 2017	HoAA and Chair of Learning Resources Committee	
		The work of the Academic IT infrastructure sub-committee will inform consideration of the development and use of TEL within	End 2017/18 academic year	HoAA and Chair of Learning, Teaching	

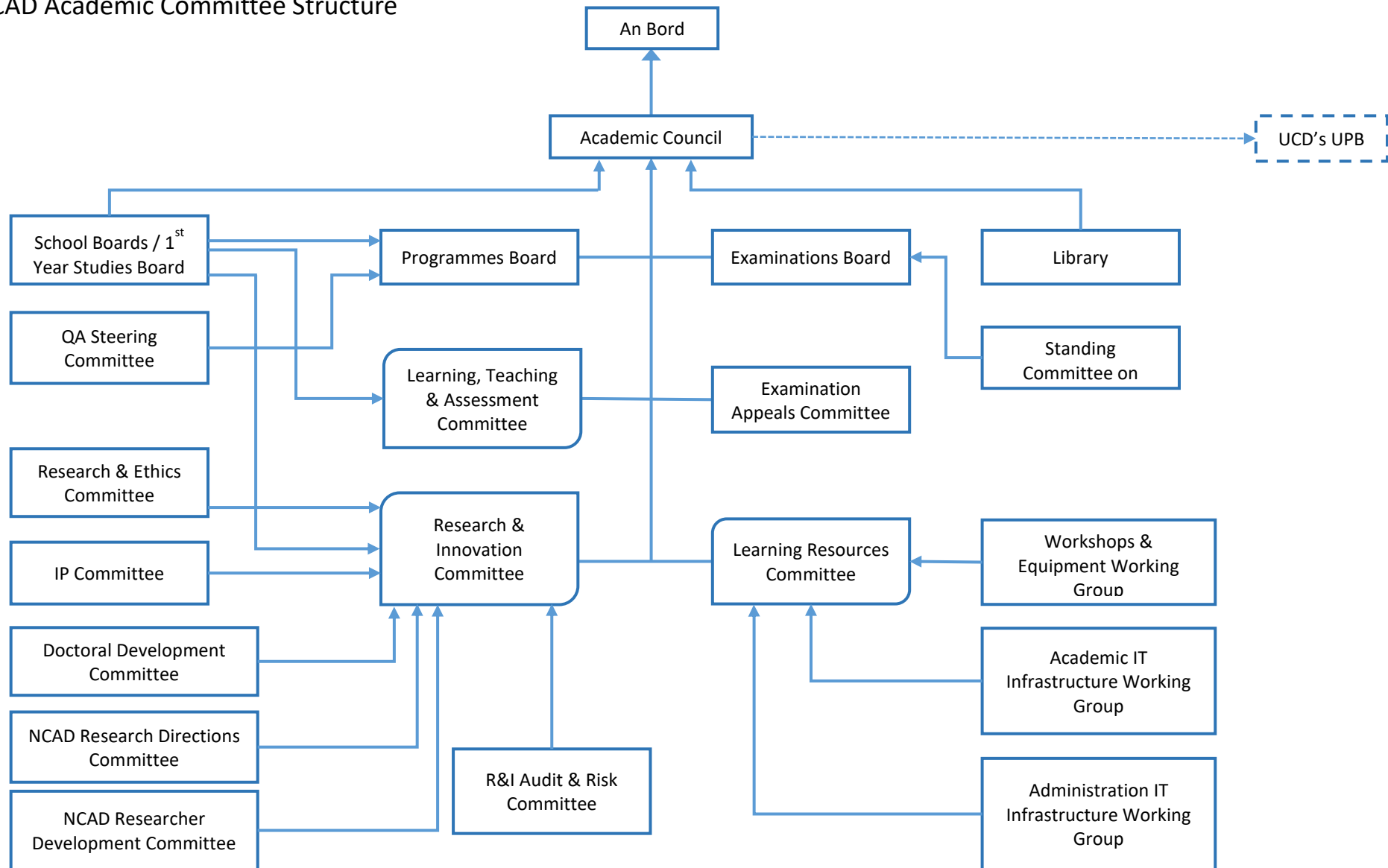
		<p>the College, but this consultation will be led by the Learning, Teaching and Assessment Committee.</p> <p>Responsibility for developing appropriate workshops for staff to support the use of TEL will rest with the Learning, Teaching and Assessment Committee.</p>		and Assessment Committee	
45	Develop a Learning and Teaching Strategy for 2018-21	<p>A Learning, Teaching and Assessment Committee is being established - Terms of Reference will be finalised for approval by Academic Council in September 2017.</p>	September 2017	HoAA	
		<p>Building upon the Education pillar of the NCAD Strategy 2017-2021, a Learning, Teaching and Assessment Strategy will be developed by the LT&A Committee.</p>	June 2018	HoAA and Chair of Learning, Teaching and Assessment Committee	
46	Workshops on module/programme development should be made available on an annual basis for academic staff	<p>Workshops on module/programme development, led by the Head of CEAD and the QA&AS Officer are scheduled in the 2017/18 Academic Calendar.</p>	Complete	Head of CEAD and QA&AS Officer	
47	Development of CPD to support staff in effectively catering for the needs of access students, students experiencing mental health difficulties, and international students	<p>A series of workshops were delivered in support of staff effectively catering for the needs of access students, students with disabilities and students experiencing mental health difficulties in Semester 2 of 2016/17. A further series of workshops, encompassing and expanding upon those delivered in 2016/17 are scheduled in the 2017/18 academic calendar.</p>	Complete	HoAA, Access Officer, Support Services	
48	Enhancement of existing guidelines in relation to supporting students experiencing difficulties	<p>Significant additions have been made to the guidelines in relation to supporting students experiencing difficulties published on the website. As appropriate, this process of review and enhancement is ongoing.</p>	Complete	Access Officer, Support Services	
49	More active communication of guidelines regarding students experiencing difficulty to both staff and students across the academic year	<p>Detailed information and guidelines given to first year students in relation to the supports available, particularly to those experiencing difficulty, was also rolled out through the extension of an induction programme for 2nd and 3rd year undergraduate students.</p> <p>Workshops were made available to staff in Semester 2 of 2016/17 and are scheduled across the year for 2017/18.</p>	Complete	HoAA, Access Officer, Support Services	
50	To address a vision for the College in relation to part-time/flexible provision within the College Strategy.	<p>This emerged as a key priority through the consultation process in relation to the College Strategy and is reflected therein.</p>	Complete	HoAA, Chairperson of LT&A Committee	

		Developing this further will be achieved through the Learning, Teaching and Assessment Committee.			
51	To convene a Working Group to map possible models for a flexible provision of undergraduate education within the College and to work with Heads of Department and Heads of School to devise an appropriate model for NCAD.	As articulated in relation to ISAR Action 50 above, this will be achieved through the Learning, Teaching and Assessment Committee.	June 2018	HoAA, Chairperson of LT&A Committee	
52	There is a resource issue to be addressed (both in terms of HR, clarity of roles, and Finance) in terms of enabling part-time staff to attend annual planning meetings, as these generally take place outside of the Academic Year and there is anxiety that valuable insights are being lost.	Significant work is being done to create an effective resource model (encompassing both human resources and space). This will enable significant progress in planning for 2017/18 so that the contribution of part-time staff can be effectively harnessed in terms of planning.	August 2017	SMT	
53	Each Department (TO) to write a catalogue of what is available within the Department and priorities for repair, maintenance and new machinery/equipment (July/August 2017). To be discussed at SMT, Finance and An Bord in 2016/17	This action has been subsumed into the remit of the Learning Resources Committee. Significant progress is anticipated for August 2017, but a full report addressing priorities for repair, maintenance and new machinery/equipment will not be complete until Semester 1 of 2017/18.	August 2017	HoAA & Chairperson of Learning Resources Committee	
54	In order to ensure effective understanding at senior management level of enhancements required in relation to the physical and technical learning environments of the College, and to assure staff and students that these are informing planning at all levels within the College, reports from Technical Officers will be incorporated, through School Board Reports, as a part of annual planning at programme level, and as part of annual quality assurance reports into NCAD Programmes Board. (An action that also serves to support Recommendation 4 of the <i>UCD Panel Report – July 2016, UCD ACCQ.</i>)	This was achieved through Programmes Board, will be implemented in the Annual Planning Reports for 2016/17, and will form part of the 2016/17 Annual Quality Assurance Statement to be submitted to An Bord and the Annual Quality Enhancement Statement to be published on the NCAD website.	Complete	HoAA, SMT	
55	Enhanced role in reporting in relation to the learning and teaching environment for TOs, through School Boards and in relation to Annual Planning and Reporting to NCAD Programmes Board	This has been achieved through the new Learning Resources Committee, through the inclusion of a response in relation to reports/feedback from TOs as part of Annual Planning Reports, and through the inclusion of that information as part of Annual Quality Assurance & Enhancement Statements.	Complete	HoAA, SMT	
56	NCAD's Campus Development plan is being reviewed and renewed in anticipation of the future availability of modest resources for enhancement and development (2016/17).	Work on the Campus Development Plan is currently suspended as the current focus for the Campus is upon addressing the Health & Safety issues identified through the Institutional Review.	Suspended	Director, Registrar, Facilities Manager	
57	The recently completed digital survey of the College campus, with a full set of plans, will enable more effective planning in response to particular programme and disciplinary needs, and will form the basis	Work is progressing on this action, led by the Director, the Registrar and the Facilities Manager and in consultation with Heads of School.	August 2017	Director, Registrar, Facilities Manager	

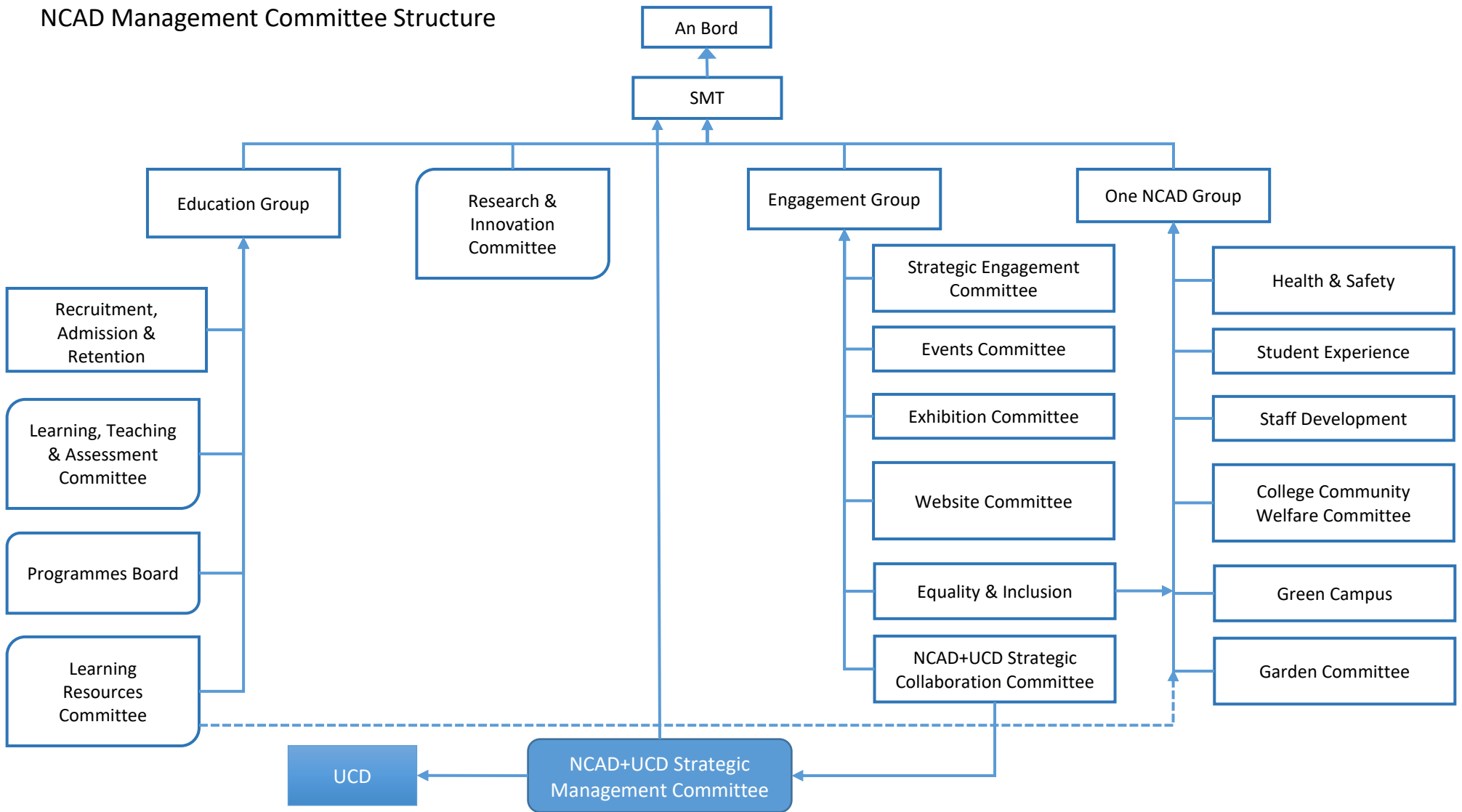
	of greater transparency and accountability in relation to resource allocation within the College				
58	<p>Fitness-for-Purpose of NCAD's Public Information will be enhanced through a Website Committee, with significant involvement on the part of Student Services and Admissions, tasked with:</p> <ul style="list-style-type: none"> • Rationalising the structure of the website and enhancing navigation • Enhancing the accessibility of information on the website • Ensuring that all information is accurate and up to date • Ensuring that there is a clear understanding across the College in relation to who has authority to update which aspects of the website locally • Ensuring that there is College-wide oversight of the website in relation to accuracy and currency <p>Ensuring that on-going support is provided to staff to enable them to maintain the element of the website for which they have devolved responsibility (working with IT and the Website Designers, Kooba).</p>	<p>Terms of reference for the website committee have been drawn up so as to encompass the work identified through this ISAR Action, and a first meeting of the website committee has been convened. Some progress has been made in enhancing the website but this will involve ongoing piece of work on the part of the Committee.</p>	Complete	HoAA	

Appendix 3: NCAD Academic and Governance Committee Structures

NCAD Academic Committee Structure



NCAD Management Committee Structure



Appendix 4: Memorandum of Agreement UCD NCAD, 2017

THIS AGREEMENT is made on day of 2017.

BETWEEN

- (1) UNIVERSITY COLLEGE DUBLIN, NATIONAL UNIVERSITY OF IRELAND, DUBLIN**, a University, of Belfield, Dublin 4 (“the University” or “UCD”); **and**
- (2) THE NATIONAL COLLEGE OF ART & DESIGN** of Thomas Street, Dublin 8, an educational institution established under the National College of Art and Design Act 1971 (“NCAD”).

WHEREAS:

- (A)** The University and NCAD wish to enter into a further agreement to govern the parties’ relationship where NCAD will be a Recognised College of the University and agreed programmes will be eligible for accreditation in accordance with the terms and conditions set out below.
- (B)** For the avoidance of doubt the term ‘Recognised College’ does not carry the same meaning as ‘Recognised College’ as defined in Section 3 of the Universities Act, 1997, referring to a Recognised College of NUI, but rather refers to the mechanism established under Statute 11 of University College Dublin to provide for the validation and accreditation of academic programmes, the award of degrees and qualifications, and the establishment of appropriate quality assurance and enhancement mechanisms in linked educational establishments.

IT IS HEREBY AGREED AS FOLLOWS

1. Definitions and Interpretations

1.1 The following definitions shall have the following meanings:

“The Academic Council” means the Academic Council of the University College Dublin (UCD).

“Accreditation” means recognition by the University that an educational programme meets the criteria necessary to justify an award by the University to students who successfully complete the programme;

“Award Only Programmes” means programmes offered by NCAD where UCD’s role relates solely to accreditation;

“Commencement Date” means 1st September 2017.

“Term” means the period of 3 years from the Commencement Date;

“NCAD-UCD Strategic Management Committee” means the committee consisting of representatives from UCD and NCAD as further described in Clause 7;

“**Regulations**” means the provisions of the document entitled “*Academic Regulations*”, a copy of which is attached at Schedule 1, hereto and all amendments or replacements thereof.

“**An Bord**” means the Board of NCAD.

1.2 In this Agreement, unless the context requires otherwise:

- (a) words importing the singular shall include the plural number and vice versa and words importing a gender shall include each gender;
- (b) unless otherwise provided in this Agreement any reference to a recital, clause paragraph or schedule shall be a reference to a recital, clause, paragraph or schedule, as appropriate, of this Agreement;
- (c) a reference to any legislation or legislative provision (whether of Ireland or otherwise) shall include a reference to any statute or statutory provision which amends, extends, consolidates or replaces the same or which has been amended, extended, consolidated or replaced by the same;
- (d) the headings contained in this Agreement are inserted for convenience of reference only and shall not be considered a part of, or affect the construction or interpretation of this Agreement.

2. Recognition of NCAD.

- 2.1 The University shall designate NCAD as a Recognised College of the University, from the Commencement Date until the expiration of the Term and the NCAD shall be entitled to advert to this designation in promoting its affairs in accordance with Clause 14.
- 2.2 For the purpose of avoiding doubt NCAD shall (subject hereto) nevertheless remain independent of the University, and shall neither be a College nor School of the University within the meaning of those terms in the University’s Statutes (see also Clause 26).
- 2.3 The term “Recognised College” shall not be taken to imply or confer upon the NCAD any rights or status other than expressly provided for in Statute 11 of the University.
- 2.4 Nothing in this Agreement shall incorporate NCAD or any part of it into the University or vice versa.
- 2.5 Nothing in this Agreement shall operate to transfer any assets, liabilities or undertakings of NCAD to the University or vice versa.
- 2.6 The parties hereto shall hereafter remain separate autonomous organisations, each responsible for its own affairs. Neither party shall assume any responsibility for the corporate affairs of the other (except as may be provided by the express terms hereof).
- 2.7 With a view to attaining to a rigorous process of academic validation, NCAD shall apply the same accreditation, academic oversight and related processes to its academic programmes as those applied by UCD academic units, and the academic activities of NCAD (including its joint activities with UCD) will be subject to the same academic quality assurance processes (e.g. periodic unit and programme review) as UCD academic units and programmes.

UCD and NCAD acknowledge that this Agreement is subject to the relevant provisions of the Qualifications and Quality Assurance (Education and Training) Act 2012.

3. Role of the Recognised College

3.1 The key role of the Recognised College will be to provide and promote education, to undertake and facilitate research, and to engage and support the wider community it serves. The academic activities of the College may include:

- research, scholarship, teaching and learning;
- the education and training of undergraduates, postgraduates, and professionals; and
- such other academic and academic-related activities as deemed appropriate.

3.2 The Recognised College provides a mechanism for NCAD and UCD to collaborate in these areas, and for UCD to accredit programmes provided by NCAD, confer awards on students who successfully complete those programmes, and support the assurance and enhancement of the quality of teaching and learning, academic programmes, and research and scholarship conducted through the Recognised College.

3.3 The Recognised College can be used as a means to provide for any or all of the following in both national and international settings:

- the academic accreditation and quality enhancement of NCAD educational programmes, and conferral of academic awards on graduates of these programmes;
- access by NCAD students to UCD modules, and vice versa;
- access by NCAD students to UCD library, information and physical facilities and vice-versa;
- the development of joint NCAD-UCD educational programmes;
- the development of collaborative research and joint NCAD-UCD research programmes;
- joint supervision of doctoral students;
- joint conferences/events;
- joint academic appointments, either as cross-appointment (formal appointment to one institution with adjunct or visiting status at the other) or formal joint appointments;
- joint international programmes or alliances;
- shared student services;
- shared corporate services;
- shared educational infrastructure, such as library and information resources and e-learning platforms and materials;
- shared or joint activities in public and community engagement;
- access by NCAD students to UCD sports and recreational facilities.

4. Taught Programmes

4.1 NCAD shall be entitled to devise or develop programmes that it considers to be suitable for provision by NCAD, and may submit such programmes to the University for Accreditation.

- 4.2 Any such programmes (to include postgraduate as well as undergraduate Programmes) as NCAD shall submit to the University for accreditation, shall be submitted in accordance with the University's policies and procedures and shall be assessed, and accredited as appropriate by the University in accordance with the Regulations and standard practice within the University with respect to programme approval.
- 4.3 NCAD shall manage the provision of any accredited programmes in accordance with:
- (e) the University's policies and procedures for academic management, assessment, and quality assurance, and
 - (f) such additional academic quality assurance and enhancement regulations for University programmes as may be approved by the UCD Academic Council,
- except where authorised to depart from (a) and/or (b) above by An Bord and the UCD Academic Council.
- 4.4 Students registered on NCAD programmes at degree level (as may be accredited by the University) shall be students of either NCAD and/or the University, and the University shall confer the appropriate academic awards on students who successfully complete such programmes. Such Students shall be subject to the disciplinary and other codes of both parties.
- 4.5 Programmes of NCAD that are currently accredited by UCD as listed in Schedule 5 shall continue to be accredited but the accreditation is subject to the terms and conditions of this Agreement.
- 5. Research Programmes**
- 5.1 NCAD shall ensure that:
- (a) the academic management and supervision of students registered for masters and doctoral degrees by research in NCAD shall be compliant with regulations and practice in the University;
 - (b) those engaged in supervising the students referred to at (a) of this Clause 5.1 shall be appropriately qualified and experienced and include NCAD staff, University faculty and staff, or external specialists nominated by NCAD and approved by the University (in accordance with the practice in the University).
- 5.2 Students registered for research degrees in NCAD shall be students of both NCAD and the University and the University shall confer the appropriate academic awards on students who successfully complete their programmes of research in accordance with regulations and practice in the University.
- 6. The NCAD Programmes Board (See Schedule 4 of this Agreement)**
- 6.1. NCAD Academic Council will oversee NCAD's academic activities and recommend for accreditation programmes and awards which fall under this Agreement, ensuring that the strategic objectives of the parties are met and that appropriate quality assurance and enhancement processes are in place together with the recruitment of high calibre academic and research staff to deliver the joint programmes. In supporting NCAD in the academic governance and oversight of programmes

submitted for and/or granted accreditation, UCD will nominate 2 members of faculty to the NCAD Programmes Board (NCAD PB). The NCAD PB shall report to NCAD Academic Council, who in turn will report to UCD Academic Council via the University Programmes Board (UPB).

As soon as practicable following the commencement of this agreement, the NCAD Academic Council shall, following full consultation with UCD, agree and publish Terms of Reference for NCAD PB. Variation or modifications thereto shall similarly be agreed and published, following full consultation with UCD.

- 6.2 The NCAD Academic Council shall after full consultation with UCD provide documentary Terms of Reference of The NCAD Programmes Board and similarly will enact all variations or modifications thereto after full consultation with UCD.

7. The NCAD-UCD Strategic Management Committee (see Schedule 3 of this Agreement)

The NCAD shall establish an NCAD-UCD Strategic Management Committee comprising senior management and academic personnel of both parties (and any appropriate external personnel) and who shall deal with the administration of matters to be developed under this Agreement and to manage such matters as may need joint management e.g. (non-exclusively) in research, library, information technology, e-learning infrastructure, academic publishing or with specific joint projects, including the implementation of financial guidelines, financial arrangements and implementation of financial aspects of this Agreement. The NCAD-UCD Strategic Management Committee shall report to An Bord but shall also be accountable to the UCD University Management Team.

8. UCD Governing Authority

- 8.1. The Governing Authority of the University shall (without fettering its statutory discretion in such matter) pass a resolution that there shall be at least one member of the UCD Governing Authority nominated collectively by the Recognised Colleges of UCD.
- 8.2. If an item of business appears on the agenda of a meeting of the Governing Authority of UCD, which has specific relevance to NCAD, then the Director of NCAD shall be entitled to attend and be heard by the Governing Authority in relation to such matter.
- 8.3. Attendance of the Director of the NCAD at meetings of the Governing Authority of the University shall be pursuant to (and conditional upon) there being an appropriate resolution by the Governing Authority to invite such attendance. The Governing Authority passed such a resolution at its meeting on 27 June 2017. The Governing Authority shall take into account the terms of this Agreement when considering any amendment to that resolution but nothing herein shall otherwise fetter its statutory discretion to pass such resolutions.
- 8.4. The University shall establish a steering group or groups for Recognised Colleges involving Heads and Senior Officers of those colleges, and the President and Senior Officers of UCD with the purpose of meeting no less often than once each year.

9. Sub-Committees

Any Committee or Board constituted as a result of this Agreement shall have the power to appoint sub-Committees, whether relating to single matters or permanently.

10. Staffing

Nothing in this Agreement shall operate to transfer existing staff of the parties or change the terms and conditions of existing staff. However, in relation to future appointments made in respect of joint academic and professional personnel undertaking joint activities or programmes created as a result of this Agreement, the NCAD-UCD Strategic Management Committee shall be entitled to propose that such appointments are by both parties jointly but any such proposals shall be subject to approval by the Board and by the University Management Team.

11. Financial Arrangements (See Schedule 2 of this Agreement)

11.1 In consideration of UCD's obligations under this Agreement to provide programme Accreditation and academic quality assurance processes NCAD shall pay to UCD the following sums on an annual basis based upon the methodology referred to in the Schedule to this Agreement, as may be amended from time to time by mutual consent.

(a) university service fee

(b) for Award only programmes: the per capita NUI levy / external examiner charges, unless paid directly to the National University of Ireland; and

(c) such joint programme charges that may apply as per any separate agreements to be agreed between the University and NCAD.

11.2 If NCAD requires additional services from UCD NCAD shall send a specific request to UCD detailing the services required. UCD shall consider the request and endeavour to provide such additional services to NCAD, subject to an additional charge to be agreed between UCD and NCAD.

11.3 The NCAD-UCD Strategic Management Committee shall in respect of charges for programmes that are provided jointly by NCAD and UCD, agree revenue sharing arrangements on a case by case basis to include the items set out in the Schedule and the party that receives the fees from the students shall pay to the other party such fees as are set out in the separate programme agreement.

12. Duration

This Agreement shall continue in force for a period of 3 years from the Commencement Date and shall thereafter terminate. The parties may agree to extend the Agreement by mutual consent evidenced in writing but the Agreement shall not renew automatically.

13. Exclusivity

During the term of this Agreement NCAD shall not seek similar services or facilities from any other university without the prior written consent of the University which consent UCD may withhold at its discretion. The University shall not without the written consent of NCAD provide or accredit programmes in art and design substantially similar in title or content to programmes for which NCAD is responsible and which have been accredited by the University.

14. Branding

The parties shall agree the use of the UCD brand and logo in the promotional and explanatory materials of NCAD arising out of this Agreement.

15. Dispute Resolution

- 15.1 If any dispute arises out of this Agreement, and if the dispute cannot be settled through negotiation within 30 days of the dispute arising, either party may require by notice in writing (“**Mediation Notice**”) that the matter in dispute be the subject of a mediation.
- 15.2 The mediation shall be held in Dublin, shall be facilitated by a mediator agreed by the parties and instructed within 21 days of receipt of the Mediation Notice and shall start no later than 42 days after the Mediation Notice.
- 15.3 Save where a party’s vital interests are at stake, necessitating emergency relief and accordingly application to court for interim or interlocutory measures, neither party may commence any court proceedings in relation to any dispute arising out of or relating to this Agreement until they have engaged in a reasonable mediation process, or in the event that the other party will not so engage or has delayed the mediation without proper justification beyond the time limits set out above.
- 15.4 The parties may agree to extensions of the time limits set out in this Clause 15.
- 15.5 If after two months either party is not satisfied with the progress of the mediation, then either may request that the dispute be submitted to arbitration in accordance with the Arbitration Act, 2010, by an arbitrator to be selected jointly by the President of the University and the Director of NCAD or (if they fail to agree) selected by the President or acting President of the Incorporated Law Society of Ireland and the decision of such arbitrator shall be binding upon the parties

16. Law and Jurisdiction

The parties hereby agree that this Agreement and the provisions hereof shall be governed by Irish Law.

17. Termination

- 17.1 Either party shall be entitled forthwith to terminate this Agreement by notice in writing to the other if either of the following events occurs:
- (a) If the other becomes insolvent, has any receivers or administrators appointed, enters into a composition with its creditors or is unable to pay debts as they fall due;
 - (b) If the other commits a material breach of any of the provisions of this Agreement and, in the case of such breach (where a remedy is possible), fails to remedy the same within thirty (30) days after receipt of a written notice giving full particulars of the breach and requiring it to be remedied.
- 17.2 If either party (either by resolution of the Governing Authority having consulted as appropriate with the Academic Council or by An Bord) express a view that the activities of the other party or the operation of the joint activities of the parties under this Agreement are substantially below the quality to be reasonably expected, then the President of the University and the Director of NCAD shall refer such matter to a review group to investigate such concerns (and the composition of the Review Group shall be at the discretion of the President and Director and may include members external to both parties). The said Review Group shall furnish its recommendation to the President and Director aforesaid and only in the event of proving impossible to implement such

recommendations, then either party may upon giving the other a minimum of six months' written notice to expire at the end of the academic year in which the written notice is served terminate this Agreement.

- 17.3 In the event of the termination of this Agreement other than by expiration of the Term, the University and NCAD shall implement on commercially reasonable terms such arrangements as are necessary to enable students that are enrolled on programmes that are accredited by the University and which are the responsibility of NCAD, to complete their programmes.

18. Liability

The total aggregate liability of either party to the other in respect of any and all claims made by the other, whether in contract, tort (including negligence) or otherwise, arising out of or in connection with this Agreement, or the activities conducted under this Agreement or the relationship arising out of this Agreement, shall not exceed the amount paid by NCAD in fees under this Agreement in the year in which the cause of action leading to the claim arose, or where the claiming party is relying on more than one cause of action, in the year in which the cause of action arising first in time arose.

19. Force Majeure

- 19.1. If and to the extent that either party (the "**Affected Party**") is hindered or prevented by circumstances not within its reasonable ability to control, including, but not limited to, acts of God, inclement weather, flood, lightning, fire, trade disputes, strikes, lock-outs, acts or omissions of Governments or other competent authorities, acts of terrorism, war, military operations and so on (hereinafter referred to as ("**Force Majeure**") from performing any of its obligations under this Agreement, the affected party shall be relieved of liability for failure to perform such obligations.
- 19.2 The affected party shall promptly notify the other party of the estimated extent and duration of such inability to perform its obligations.
- 19.3 If the Force Majeure lasts for more than sixty (60) days the parties shall meet to review their mutual obligations under this Agreement.

20. Data Protection

- 20.1. If and to the extent that either party (the "Processor") processes any personal data (as defined under the Data Protection Acts 1988 and 2003 (the "DPA")) on behalf of the other party ("the Controller") pursuant to this Agreement, the Processor shall:
- (a) the parties agree that they will comply with requirements of the DPA;
 - (b) process such personal data only in accordance with the instructions of the Controller and as strictly necessary for the performance of its obligations under this Agreement;
 - (c) implement and maintain appropriate technical and organisational measures against unauthorised or unlawful processing of such personal data or its accidental loss, destruction or damage as may be necessary for the Controller to comply with the data security obligations in the DPA;

- (d) provide access to the Controller (or its authorised representative(s)) at reasonable times and on reasonable notice, to audit the steps taken by the Processor under paragraphs (a) and (b) above to the extent necessary for the Controller to comply with its obligations under the DPA.

21. Notices

Any notice required or permitted under the terms of this Agreement or required by statute law or regulation shall (unless otherwise provided) be in writing and, if it is delivered in person or sent by registered mail as appropriate, properly posted and fully prepaid in an envelope properly addressed or sent by email (postal service to follow immediately thereafter) to the respective parties as follows: -

The University: University Solicitor and Manager of Legal Affairs

Address: Roebuck Castle, UCD, Belfield, Dublin 4

NCAD: College Secretary and Registrar

Address: 100 Thomas Street, Dublin 8

Fax Number: +353 1 636 4207

or to such other persons, postal or email addresses as may from time to time be designated by notice hereunder and it shall be considered to have been given at the time when actually delivered, if delivered by hand, on the date of delivery, if delivered by email, or in any other event within (2) days after it was mailed in the manner provided.

22. Entire agreement

The terms and conditions of this Agreement shall supersede any arrangements for matters falling within the remit of this Agreement made or existing between the parties to this Agreement prior to, simultaneously with, or subsequent to, execution of this Agreement and shall constitute the entire understanding between the parties in respect thereof. Except as otherwise provided herein, no addition, amendment or modification of the terms and conditions of this Agreement shall be effective unless it is in writing and signed as accepted by a duly authorised representative of each party.

23. Severability

In the event that any or part of the terms and conditions or provisions contained in this Agreement shall be determined by any court or regulator of competent jurisdiction and authority to be invalid or unlawful or unenforceable to any extent, such term condition or provision shall to that extent be severed from the remaining terms, conditions and provisions which shall continue to be valid and enforceable to the fullest extent permitted by law.

24. Assignment

Neither party may charge, subcontract, or assign its rights and obligations under this Agreement.

25. Waiver

No relaxation, forbearance, delay or indulgence by either party in enforcing any of the terms and conditions of this Agreement or the granting of time by either party to the other shall prejudice, affect, or restrict, the rights and powers of that party under this Agreement nor shall any waiver by either party of any breach of this Agreement operate as a waiver of or in relation to any subsequent or any continuing breach of this Agreement.

26. Representations

Each party acknowledges and agrees that in entering into this Agreement it does not rely on, and shall have no remedy in respect of, any statement or representation of any person other than as expressly set out in this Agreement. Nothing in this Clause shall, however, operate to limit or exclude any liability for fraud.

27. No Partnership etc.

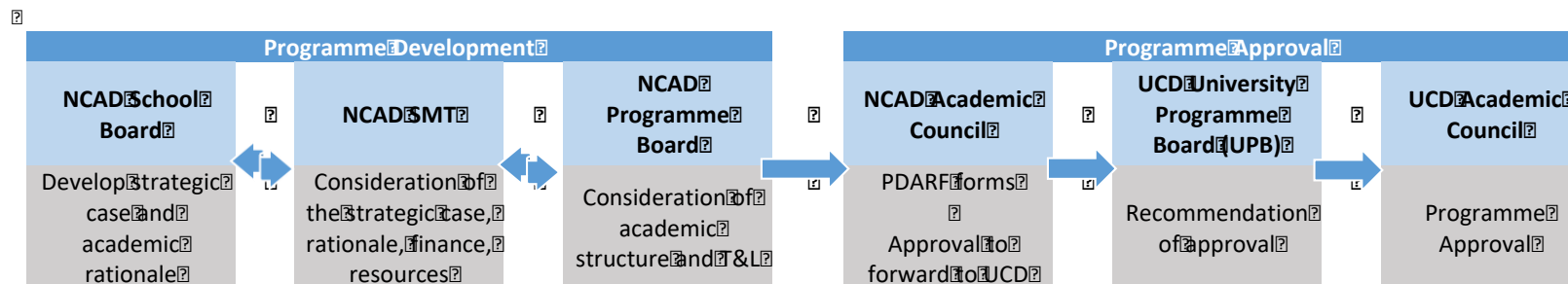
Nothing in this Agreement shall be deemed to constitute a partnership between the parties nor shall either party be taken to have any authority to bind or commit the other to be taken to have the authority to act as the agent of the other or in any other capacity other than as expressly authorised in this Agreement, and for the avoidance of doubt the parties acknowledge that NCAD is not an internal school or college of the University and accordingly NCAD does not benefit from and is not subject to, provisions of the Statutes or constituting documents of the University as regards the internal governance of the University, except as expressly set out in this Agreement.

28. Variation

No variation of this Agreement shall be effective unless it is in writing signed by a duly authorised officer of each party.

Appendix 5: Revised Programme Approvals Structure

NCAD Programme Development and Approval Process



Submission/Approval Timeline				
NCAD School Boards	NCAD Programme Board	NCAD Academic Council	UPB Submission Deadlines	UPB Meetings
			18 Sept 2017	5 Oct 2017
	20 Sept 2017	27 Sept 2017	6 Nov 2017	23 Nov 2017
11-19 Oct 2017	8 Nov 2017	22 Nov 2017	29 Jan 2018	15 Feb 2018
6-14 Dec 2017	7 Feb 2018	21 Feb 2018	12 Mar 2018	29 Mar 2018
25-31 Jan 2018	21 March 2017	9 May 2018		
10-19 Apr 2018	16 May 2018	20 June 2018		

Three opportunities for UCD approval

Programme Approval Lead Time 18 months

- NCAD Programme Board February 2018
- UCD approval March 2018
- CAO listing May 2018
- NCAD prospectus & website etc Summer 2018
- NCAD promotion & recruitment Autumn 2018
- Application & portfolio submission February 2019
- Entry September 2019