

Institutional Review Implementation Plan

Institute of Technology Carlow

September 2020

One month after the publication of the **Institutional Review Report**, the institution is required to submit to QQI its **Implementation Plan**, outlining how it plans to address the recommendations of the **Institutional Review Report** and identifying any specific actions to be undertaken. This template has been developed to assist institutions in meeting this reporting requirement.

	Recommendation^{1 2}	Commentary³	Planned Actions⁴	Planned Completion Date⁵
1	1. (1/5) The review team recommends that IT Carlow strengthen the Strategic Plan 2019-2023 to better describe a set of measurable institutional key performance indicators that will drive the defined strategic intent of becoming a leading European technological university.	<p>Three of the Review Panel recommendations are associated with this first recommendation and these are combined here as a single item. The Strategic Plan 2019-2023 sets out the high level goals with actionable items devolved from these. Over the course of the coming months, a mid-term review of the institutional key performance indicators (KPIs) will be undertaken.</p> <p>Projections continuously inform measurable key performance indicators set out by the Institute as part of our Strategic Planning.</p>	<p>As part of the Mid-term Review of the Strategic Plan 2019-2023, the key data sets will be collated to further enable projections and associated measurable KPIs. This will be supported by the backfilling of the Director of the Office for Institutional Planning and Research</p> <p>Associated Lead: Director of the Office for Institutional Planning and Research</p>	December 2021

¹ The top 5 recommendations should be addressed first; the full text of the recommendation from the review report should be included. Top 5 recommendations are indicated in brackets (1/5, 2/5 etc)

² A number of recommendations may be combined where they are addressed by a common action.

³ Provide an overview of the institution's plans to address the recommendation.

⁴ Add or remove rows as appropriate.

⁵ This should be no later than 5 years following the publication of the review report.

	Recommendation^{1 2}	Commentary³	Planned Actions⁴	Planned Completion Date⁵
1	2. (2/5) The review team recommends that IT Carlow develop an institutional data set that is fully understood and consistently used throughout the organisation to support evidence-based management decision-making that consistently measures progress against KPIs.	The institutional data set will be further enhanced to support evidence-based management decision-making that consistently measures progress against KPIs. The institutional data set will be communicated, consistently updated and managed as part of this process.	The institutional data set with key indices covering each of the Strategic Plan 2019-2023 Priority areas will be enhanced and communicated. Associated Lead: Director of the Office for Institutional Research and Planning	September 2021
1	4. The review team recommends that IT Carlow develop 10-year projections for student numbers and portfolio mix to assist with clarifying optimal shape, size and student mix of the institute.	The enhancement of the institutional data set will further enable the refinement of the 10- year projections for student numbers and portfolio mix. This will build on detailed projections regarding the requirements of the development of the Institute over the next decade in relation to spatial planning and capital development already approved by state funding bodies.	Current and historic data, integrating the Census details, population projections, future skills and other data sources will be used to project the student numbers and mix for the Technological University in the year 2030 as part of the Technological University application. Associated Lead: Vice-President for Academic Affairs and Registrar	June 2021

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2	5. (3/5). The new Research and Innovation Impact Strategy sets out a comprehensive vision for research with measurable targets for the next 5 years; however, the review team recommends that these performance indicators be distributed and owned across the institute, with progress monitored and reported annually to promote the emergence of a research culture across the institute.	<p>The Research and Innovation Impact Strategy 2020-2025 was developed by an Institute-wide Steering Committee and published in March 2020. A series of consultations with all stakeholders was central to its development.</p> <p>Within this strategy, there are three recommendations associated with the further enhancement of the research culture and direction. These are grouped here and addressed through the achievement of the KPIs.</p>	<p>Planned rollout of the Research and Innovation Impact Strategy 2020-2025.</p> <p>This will include a detailed Action Plan with associated annual KPIs. Details on the Actions can be found in the Research and Innovation Impact Strategy 2020-2025.</p> <p>Associated Lead: Vice-President for Development and Research</p>	December 2021
2	10. (5/5) The review team recommends that IT Carlow explore opportunities for developing a systematic approach to workload management and staff development to facilitate the nurturing of a research culture across the institute.6. As resources will always be limited the review team recommends that the institute should, over time, further refine priority research areas to achieve critical mass and recognition, prioritising these in terms of investment.	<p>The Institute reviews annually and refines priority research areas to further develop critical mass and recognition, prioritising these in terms of investment.</p> <p>Workload management regarding research continues to be addressed within the context of nationally agreed contracts. This is expected to evolve with TU designation. All available supports will be communicated to staff to ensure awareness.</p>	<p>Communication of available supports for staff engaging in research will be communicated to staff.</p> <p>These details are set out in the Research and Innovation Impact Strategy 2020-2025.</p> <p>Associated Lead: Vice-President for Development and Research</p>	June 2021



<p>2</p>	<p>6. As resources will always be limited the review team recommends that the institute should, over time, further refine priority research areas to achieve critical mass and recognition, prioritising these in terms of investment.</p>	<p>Supports to encourage staff to engage in research have been put in place and the uptake and effectiveness of these are reviewed annually to prioritise research areas for investment.</p>	<p>Institute of Technology Carlow continues to develop critical mass as evidenced by growth in key research and innovation metrics.</p> <p>Associated Lead: Vice-President for Development and Research</p>	<p>June 2021</p>
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3	7. (4/5) The review team recommends that an anonymous systematic collection of student feedback be implemented to collect information on course content, delivery, and assessment as part of the annual programme review cycle.	<p>Learner feedback is currently captured in a number of ways. This includes formal routes through Programme Boards where feedback course content, delivery, and assessment is captured and reviewed. The Programme Boards meet three times a year allowing for changes to individual modules to be captured. Where there is a requirement for a significant change to the course content, delivery, or assessment methodology, this is currently captured in the annual programme review.</p> <p>Our commitment to our learners is clear and captured as part of the Learner Engagement, Retention and Progression (LEAP) Framework. The LEAP framework details the feedback options available. Module and programme-level feedback will be more fully implemented and integrated into the annual programme monitoring and review process.</p>	<p>Articulate clearly the feedback mechanisms and how they inform the annual programme review.</p> <p>Associated Lead: Vice-President for Academic Affairs and Registrar, Heads of Faculty/Campus</p>	October 2021
			<p>As part of the Quality Workplan, we will continue to update Policies and Procedures to ensure that the Programme Boards capture learner feedback in a systematic way and demonstrate how this is incorporated into the annual programme review process.</p> <p>Associated Lead: Vice-President for Academic Affairs and Registrar, Heads of Faculty/Campus</p>	October 2021



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			<p>Update the Learner Engagement and Progression Framework to capture feedback mechanisms.</p> <p>Associated Lead: Vice-President for Academic Affairs and Registrar, Heads of Faculty/Campus</p>	June 2021
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4	3. The review team recommends that IT Carlow establish formal benchmark national and international partners, for research and teaching purposes, and leverage their support to elevate institutional reputation.	<p>Through the Strategic Plan 2019-2023, Strategic Priority 4: Our Campus Community <i>“We continuously demonstrate quality through a strong and benchmarked focus on quality and academic excellence...”</i></p> <p>This is further evidenced by the KPI as part of the Key Action <i>“Participate annually in U-Multirank to assess and benchmark our performance in teaching and learning, research, knowledge transfer, international orientation and regional engagement.”</i></p>	<p>Process developed and planned timeframe with appropriate benchmarking mechanisms identified.</p> <p>Associated with this, we will continue to build our links to international partners.</p> <p>Associated Lead: Vice-President for Academic Affairs and Registrar, Vice President for Development and Research, Director of the Office of Institutional Planning and Research</p>	December 2021
5	8. The review team recommends that IT Carlow fully implement its plan to have a full-time Students’ Union representative at the Wexford campus.	We welcome this recommendation given that engaging learners is core to our values.	<p>This recommendations will be addressed in consultation with ITCSU and the Wexford campus.</p> <p>Associated Lead: Vice-President for Academic Affairs and Registrar, Head of Wexford Campus</p>	September 2022

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6	9. The review team recommends the development of assessment strategies to address the new semesterisation model, including a focus on students with disabilities.	<p>Our learners are at the centre of all activities and as part of the Academic Delivery Framework project, work is ongoing to ensure that all assessment methodologies are fair and equitable.</p> <p>All staff are provided with CPD opportunities to upskill in the area of assessment and these include courses which focus on learners with disabilities supported by organisations including AHEAD.</p> <p>Through Learner Support and Student Services and the Access Office, all students who identify with disabilities, undergo a needs assessment upon registration. This needs assessment addresses both learning and examination needs and is reviewed on an ongoing basis throughout the year.</p>	<p>As part of the upcoming programmatic review of all programmes, specific attention will be paid to the development of equitable assessment strategies.</p> <p>Associated Lead: Vice-President for Academic Affairs and Registrar</p>	Sept 2022

	Recommendation	Commentary	Planned Actions	Planned Completion Date
7	11. The review team recommends that IT Carlow develop a more holistic approach to internationalisation, incorporating and enhancing the internationalisation of the curriculum and increasing outbound mobility of students, in order to realise its ambition of becoming a globally connected institute.	<p>One of the key goals of our Strategic Plan (Strategic Priority 3: Our Engagement, Goal 4: Global Connections) is to “<i>develop and implement the Institute of Technology Carlow Internationalisation Strategy ensuring that all of our programmes embed an international dimension, approach and perspective</i>”. This recommendation will be addressed in this context.</p> <p>Internationalisation of curricula will be addressed as part of the upcoming faculty programmatic reviews.</p>	<p>Develop and implement the <i>Institute of Technology Carlow Internationalisation Strategy</i>.</p> <p>Internationalisation of curricula will be further addressed as part of the upcoming faculty programmatic reviews.</p> <p>Associated Lead: Vice-President for Development and Research, Heads of Faculty/ Campus</p>	June 2022

	Recommendation	Commentary	Planned Actions	Planned Completion Date
8	12. The review team recommends that, to ensure sufficient risk management and portfolio oversight, the institute should introduce an annual strategic overview and assessment of collaborative partnerships as part of an annual review presented through Academic Council and the Governing Board	<p>Our partnerships are reviewed in line with our Linked Provision Policies and procedures.</p> <p>These policies and procedures will be reviewed and an annual report containing a Strategic Overview and assessment of Linked Provision will be presented to Academic Council and Governing Body.</p>	<p>Update policies and procedures to ensure that the Annual Linked Provider Review includes a Strategic Review and Assessment of the partnership.</p> <p>Annual report on Linked Providers will be produced and presented to Academic Council and Governing Body. This will incorporate annual updates on:</p> <ul style="list-style-type: none"> • Joint Quality Activities (including recommendations/ feedback) • Programmatic Reviews • Programmatic Boards Meetings • Collaborative Reviews • Programme Validations. <p>Associated Lead: Vice-President for Academic Affairs and Registrar, Heads of Faculty/ Campus</p>	December 2020