

**Dundalk Institute of Technology Institutional review (CINNTE Review) 2018
Action Plan – December 2019**

The recommendations set out within the scope of the Institute Review provide a basis which assists in the implementation of the themes for future focus, underpinned by strategy and policy as described within the main body of the Review Self Study. The implementation report has been developed utilising a 360 degree view of Local and Institutional goals (Key Recommendation arising from the review) and the plan draws on and integrates findings from the Institutional Review Report 2019, the Strategy and Performance Dialogue 2018-2021 (Compact), The Draft DkIT Strategic Plan 2020-2022 and the Academic Quality Manual 2019-2024.

Four key broad based themes emerge as set out within the review objectives which form the basis for the implementation plan. These are:

1. Quality Assurance Procedures and Awards
2. Quality Enhancement
3. Access, Transfer and Progression
4. Provision of Programmes for International Learners

1. Quality Assurance Procedures and Awards

Recommendation	Goals/Functions/Tasks	Responsibility	KPIs	Time Frame and progress as of December 2019
Establish Support Units to enhance the completeness of the quality process in the Institute (Recommendation 2)	<p>Appointment of Head of Academic Planning and Quality Assurance</p> <p>Development of Institute Quality Office</p> <p>Plan and oversee the implementation of the recommendations arising from the Institute Review.</p>	VPAAR	<p>Recruit and Appoint Head of Academic Planning and Quality Assurance</p> <p>Quality Office to be established</p>	<p>Spring 2019</p> <p>Completed and expected to take up position late December 2019</p> <p>December 2019</p>

Establishment of Review implementation group (Recommendation 2, 3 and 20)	Plan and oversee recommendations arising from the Institutional Review	VPAAR and Head of Academic Planning	Structured and logical implementation of recommendations	February 2020-December 2023
Programmatic reviews to provide a 360 degree view of local and Institutional goals in each school (Recommendation 2)	<p>Full programmatic Reviews to be undertaken in each school and ratified by Academic Council</p> <p>Key recommendations arising from the school level programmatic reviews (February – June 2019) will be grouped into common local level institutional clusters of quality assurance goals and a plan and timeframe for implementation will be developed.</p>	<p>VPAAR and Head of Academic Planning and Quality Assurance</p> <p>Schools and Head of Academic Planning and Quality Assurance</p>	<p>Full programmatic reviews to be completed for each school from January -June 2019</p>	<p>Reviews completed June 2019</p> <p>January 2020 onwards</p>
Review the Quality Manual and rationalise policies and procedures (Recommendation 18)	<p>Maintenance, co-ordination, review and further development of the Institute's quality assurance processes and procedures</p> <p>Improve awareness of quality policies across the Institute</p> <p>Review policies from a fitness for purpose perspective and conduct a rationalisation process of policies and procedures that streamlines in a rational manner</p>	<p>VPAAR and Head of Academic Planning and Quality Assurance</p> <p>Head of Academic Planning and Quality Assurance</p> <p>Cross Institute Team to be established led by VPAAR and Head of Academic Planning and Quality Assurance</p>	<p>Quality Manual revised and disseminated (June 2019)</p> <p>Rollout of staff training and awareness of Quality Manual</p> <p>Policy rationalisation to be completed</p>	<p>Quality Manual Ratified at Academic Council June 2019</p> <p>Commencement Autumn 2020</p> <p>Completion by December 2020</p>

Reconsider DkIT framework for Governance of QA in light of supporting Ambition or Strategic Plan (Recommendation 3 and 19, 20)	Consider the role of Academic Council and its sub committees in supporting the implementation of the strategic plan	Cross Institute Team to be established led by VPAAR, VPSPCD and Head of Academic Planning and Quality Assurance	Proposal to Academic Council Autumn 2020	Consultation commencing on role and function of Academic Council in January 2020 Process Completion Autumn 2020
Work in Collaboration with SOLAS to ensure QA procedures are developed and implemented in line with QQI guidelines (Recommendation 4)	Engage at National level in relation to this issue	Relevant heads of school and department in apprenticeship areas THEA	Agreed National approach	Ongoing
Ensure a more evaluative approach to future reviews (Recommendation 1)	Further embed reflective approaches	VPAAR, Head of Academic Planning and Quality Assurance and schools	Embed reflective approaches into annual quality assurance procedures and into review processes	Continuous from 2020

2. Quality Enhancement

Recommendation	Goals/Functions/Tasks	Responsibility	KPIs	Time Frame and progress as of December 2019
Develop a Quality Assurance Framework (Recommendation 3, 19 and 20)	Maintenance, co-ordination, review and further development of the Institute's quality assurance processes in line with the new Strategic Plan 2020-2022 to include: <ul style="list-style-type: none"> Revision of Learning and Teaching Strategy 	VPAAR, VPSPCD and Head of Academic Planning and Quality Assurance	Review and Update Quality manual Approval of Strategic Plan 2020-2022	Quality Manual Ratified at Academic Council June 2019 To be approved January 2020

	<ul style="list-style-type: none"> • Development of Digital Learning Strategy and Policy • Incorporation of Quality Assurance policies for blended learning into Programme Approval process 		Review of quality assurance process benchmarked against new Strategic Plan 2020-2022	Review Quality Manual in context of strategic plan Spring 2020
Review Human Resources procedures and consider mechanisms to enable staff to pursue staff development (Recommendation 5, 6)	Implement National Professional Development Framework for staff who support learning	Heads of School, CELT, Human Resources	Established Professional Development Framework for all staff who support learning	Established in 2019
	Provide professional development opportunities for part time staff	Heads of School, CELT, Human Resources	Established programme of professional development for part time staff	Established in 2019
	Explore opportunities for staff development opportunities through research and project secondments	Head of Research, Leadership Team and Human Resources	Secure additional Landscape Funding to enable increased staff work towards level 10 qualification	Application for Landscape Funding approved in October 2019
	Use HEA Landscape Funding to facilitate staff completion of PhDs	Research Office and Schools		
	Review procedures in the human resource area to enable greater agility and flexibility	Human Resource Team and President	Secure greater agility	Summer 2020
Establish a balance between teaching and research for newly appointed lecturers (Recommendation 13)	Explore opportunities for staff development opportunities through research and project secondments	Heads of School, Head of Research, Head of CELT, HR Manager	Increase the engagement by newly appointed lecturers in	Ongoing

			research opportunities	
Increase awareness among the student body of the Student Charter and Student handbook (Recommendation 9)	Develop a quality campaign to be rolled out through schools targeting staff and students across the Institute.	Head of Quality Assurance, programme conveners and DkITSU	Successful delivery of programme in each school across the Institute	Delivery of Programme in 2020
Provide external examiners with advance and clearer guidance (Recommendation 17)	Update external examiner guidance materials Undertake annual overall review of external examiner reports Undertake early interventions in suboptimal cases as required	VPAAR and Head of Academic Planning and Quality Assurance	Provide annual report extrapolating key findings with a view to annual benchmarking	Review of external examiner reports underway Spring 2020
Development of robust, systematic and student focussed approach to outline programmes which require placement component (Recommendation 10)	Incorporate consideration of issues relating to placement in all programmatic reviews Develop employability statements across all programmes	Heads of School, Programme teams, Careers and Placement office	Completion of programmatic reviews Review of policy relating to placement Development of fitness to practice policy Implement student success strategy	Programmatic reviews completed. Working group established to examine fitness to practice policy November 2019. Policy reviews and implementation ongoing
Continue to Engage with External Stakeholders to achieve better integration between all working Groups (Recommendation 24)	Develop an organisational approach to employer engagement Undertake analysis of industry needs	Programme Convenors, Regional Development Centre, Career and Employability Centre, Lifelong Learning Centre and Regional Skills Forum	Develop integrated approach to employer and external stakeholder engagement	Development of Corporate Employer Partnership Programme (Autumn 2019) Validation of Student Engagement

	<p>Undertake Baseline studies</p> <p>Develop a framework for the management of Academic Collaborative Partnerships</p>		<p>Optimise mutually beneficial areas of activity including research</p> <p>Increase the number of employer related events on campus</p>	<p>module underway in Spring 2020</p> <p>Development of structure for the management and maintenance of academic partnerships (Spring/ Summer 2020)</p>
<p>Prioritise local research and industry needs in line with the strategic plan (Recommendation 14, 23 and 25)</p>	<p>Undertake analysis of industry needs</p> <p>Undertake Baseline studies</p> <p>Ensure research priorities are aligned with the Strategic Plan and with areas articulated in the National Research Prioritisation exercise</p> <p>Prioritise leading research teams for major internal and external investment</p> <p>Identify and support major research areas</p> <p>Recognise and reward research excellence and impact</p> <p>Continue to develop suite of programmes in line with research and industry needs and undertake ongoing consultations on modes of delivery of CPD programmes</p>	<p>Heads of Schools, Research, Lifelong Learning, Regional Skills, Regional Development Centre</p>	<p>Increase the number of research and innovation awards</p> <p>Increase the number of research centres and groups</p> <p>Increase the level of exchequer and non exchequer funding leveraged by researchers</p>	<p>PCMA scenario planning and foresight reports completed autumn 2019</p> <p>Establishment of business led cluster – Institute for Connected Health and Wellbeing in May 2019 supporting and strengthening regional infrastructure and growth.</p>
<p>Leverage the success of research activities to increase engagement with local</p>	<p>Continue to focus and drive research in prioritised areas</p>	<p>Heads of Schools, Research, Regional</p>	<p>Further consolidation</p>	<p>Establishment of business led cluster – Institute for</p>

<p>industry (Recommendation 12)</p>	<p>which have strong local economic impact</p> <p>Support and develop specific industry and community partnerships in research applications that promote transnational research</p>	<p>Skills, Regional Development Centre</p>	<p>of research activity</p> <p>Development of an integrated approach between research centres and research groups across the Institute and the Regional Development Centre.</p>	<p>Connected Health and Wellbeing in May 2019 supporting and strengthening regional infrastructure and growth.</p>
<p>Utilise research to further improve teaching and learning (Recommendation 16)</p>	<p>Continue to support staff development in the area of research so as to inform teaching</p> <p>Review research and teaching duties for all active researchers</p>	<p>Heads of School and Departments, Head of Research</p>	<p>Continuously move towards attaining TU targets in relation to staff qualifications and programme provision at level 8 and 9</p> <p>Recognise and reward research excellence and impact</p> <p>Increase number of peer reviewed publications in journals and citations</p>	<p>Landscape Funding in 2018 and in 2019 helping in the attainment of targets</p> <p>Ongoing in 2020</p>
<p>Continue to support the partnership with DCU (Recommendation 23)</p>	<p>Strengthen the existing MOU with DCU in relation to the joint graduate school</p>	<p>Presidents of DCU/DkIT, University/Institute Registrars, Dean of Research, DCU and</p>	<p>DCU/DkIT graduate school agreement to be enhanced</p>	<p>MOU to be updated and agreed in early Spring 2020</p>

		Head of Research, DkIT	Relationship to be deepened across a range of areas	
Establish a Long Term Solution to tackle the problem of restricted access to academic journals	Work towards the completion of an enhanced MOU with DCU which opens the opportunity for research students and staff to access full online data bases through DCU	Presidents of DCU/DkIT, University/Institute Registrars, Dean of Research, DCU and Head of Research, DkIT	Access to data bases achieved	Complete agreement early 2020

3. Access, Transfer and Progression

Recommendation	Goals/Functions/Tasks	Responsibility	KPIs	Time Frame and progress as of December 2019
Review enhancement Activities in Support of part time students to ensure appropriate supports are put in place to deal with increased intake (Recommendation 31)	<p>Develop proposals around provision of flexible supports for all including part time students.</p> <p>Undertake analysis of student needs and ongoing student support services on offer</p> <p>Develop a strategy for providing a virtual hub/student support</p> <p>Clarify admissions/progression routes for part time learners</p>	<p>CELT</p> <p>Student Services</p> <p>Lifelong Learning</p>	<p>Secure Funding to support initiatives</p> <p>Develop and implement Student Support Portal</p> <p>Conduct interim evaluation and make recommendations</p> <p>Part time admission and progression information publicly available</p>	<p>Funding secured January 2019</p> <p>Ongoing</p> <p>Summer 2020</p> <p>Information for part time learners published on website and prospectus (Spring 2019)</p>
Continue to Engage with external partners to achieve	Appoint a Project Manager to advance the work of the North East Further and	Registrar, Head of Academic Planning,	Development of the evidence base to implement the	Support secured through Landscape

<p>greater integration in a cohesive manner (Recommendation 24)</p>	<p>Higher Education Alliance (NEFHEA) and to develop and implement an operational plan.</p> <p>Increase the options and opportunities for progression between Further Education (FE) and Higher Education (HE) and advance the objectives of a cross-border Region of Learning as part of an overall FE-HE cross-border landscape.</p> <p>Achieve greater levels of progression from Further to Higher Education and greater access from under-represented groups</p> <p>Analyse the critical mass required to ensure greater talent retention within the region</p> <p>Increase the number of undergraduate programmes with advanced entry from Further to Higher Education</p>	<p>Student Services, Access Office, Project Manager</p>	<p>alignment of HE and FE resources within the region in line with the needs of students and industry.</p> <p>Development of region specific data and indicators relating to Access and Progression needs, Industry demand for graduates and detailed analysis on the destination and course of choice of learners</p> <p>Mapped Pathways from Further Education to Higher Education in a single regional hub</p> <p>Development and implementation of a Joint Operational Plan for the collaborative hub</p>	<p>Funding October 2019</p> <p>Commencing January 2020</p> <p>Summer 2020</p> <p>September to December 2020</p>
<p>Implement a coherent strategy to manage, consolidate, communicate and disseminate information to staff and all students (fulltime, part time, international, mature and so forth) (Recommendation 11, 26, 27)</p>	<p>Develop and enhance communications and brand awareness internally, regionally, nationally and internationally</p> <p>Encourage and facilitate staff involvement with cross institute committees to generate new ideas and best practice procedures</p> <p>Develop staff showcase events</p>	<p>Marketing and Communications Office, Leadership Team, Student Services, International Office and Lifelong Learning</p> <p>Marketing and Communications Office, Schools, Student Services, CELT, Research, International Office and Lifelong Learning</p>	<p>Deliver and develop a marketing and brand strategy</p> <p>Develop an internal and external communications strategy.</p> <p>Increased participation of staff in cross-Institute events and fora</p>	<p>Spring 2020</p> <p>Autumn 2020 onwards</p>

4. Provision of Programmes for International Learners

Recommendation	Goals/Functions/Tasks	Responsibility	KPIs	Time Frame and progress as of December 2019
<p>Facilitate collaboration between Irish and International Learners (Recommendation 9, 28 and 29)</p>	<p>Further embed internationalisation in the curriculum</p> <p>Develop learning and teaching strategies in the classroom to ensure Irish and international learners collaborate</p> <p>Introduce projects to facilitate collaboration between Irish and international learners</p> <p>Provide staff training in intercultural studies</p>	<p>Programme Teams, CELT, International Office</p>	<p>Produce graduates who are work ready and internationally engaged</p> <p>Enhance intercultural competencies</p> <p>Increase in the number of collaborative projects between Irish and international learners</p> <p>Increase the number of staff/students engaging in inbound/outbound Erasmus opportunities</p>	<p>January 2020 and ongoing</p>

An overarching institutional review implementation group (Recommendation under Quality Assurance) will be established to plan and oversee the implementation of the above recommendations arising from the Review.