

CARLOW COLLEGE

Institutional Review 2012

Implementation Plan: One-Year Progress Report November 2013 (*updated August 2014*)

Summary of progress to date
on implementing 14 Recommendations:

Completed:	6
Substantial progress made:	6
Progress made:	2

IMPLEMENTATION PLANS FOR RECOMMENDATIONS Nos 1-14

IMPLEMENTATION PLAN FOR RECOMMENDATION No. 1:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring Progress /	Success Criteria	Progress to Date
<i>The date the improvement was first included in the Quality Improvement Plan</i>	<i>Description of Improvement</i>	<i>High, Medium or Low</i>	<i>Brief outline of actions needed to implement this improvement, including a link to a more detailed plan (if necessary)</i>	<i>Person responsible for implementing this improvement</i>	<i>When and how will progress on this action be monitored?</i>	<i>How will we know when we have achieved this?</i>	
Memoranda of Understanding signed with TCD (2007); with US Universities: Carlow University, (2000); St Ambrose University (2005); Illinois Consortium (2007) and with IT Carlow (1994).	To review its current and future partnerships within a strategic context in order to clarify the purpose of the partnerships and ensure that they add value to the College	High	In the light of the HEA Landscape Document talks with partners assume new urgency. 1. Review the present status of our partnerships at home and overseas. 2. Expand the scope of our partnership with TCD. 3. Explore our relationship with Carlow IT (and Waterford IT) 4. Consolidate our US partnerships and develop new ones.	President and Management Board	Through regular meetings with partner colleges. Through reciprocal visits with the US colleges	When through the quality and variety of courses at graduate and postgraduate level we have achieved our mission goals.	1. Substantial progress has been made in formalising our relations with our current partner colleges in the US. Staff exchanges and mutual visits have taken place. 2. Steady progress is being made in our partnership discussions with TCD. 3. As a college of the humanities teaching arts and social sciences we have not had occasion to work closely with either IT Carlow or WIT. 4. Substantial progress

							has been made in developing new partnerships in the US. Carlow College is customising courses to facilitate its US students.
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August 2014 update

We would like to add the following re the Implementation Plan for Recommendation No 1:

We have instituted a series of qualitative surveys with formal and written feedback from Colleges in the USA. A member of staff has accepted a Fellowship from one of our partner Colleges, St Ambrose University, where he will work to consolidate and strengthen our relationship and use that location as a basis for making further partnerships in the USA. We have instituted new contacts with Villanova University.

Two staff members of Trinity College Dublin will work in Carlow College from the beginning of the new academic year, 2014-2015, with a view to exploring how our programmes can be configured to those of TCD. We are currently exploring a joint strategy for the induction of overseas students.

We have friendly and informal relationships with IT Carlow and IT Waterford and we continue to participate in staff development programmes run by IT Carlow.

IMPLEMENTATION PLAN FOR RECOMMENDATION No. 2:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring Progress /	Success Criteria	Progress to Date
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June 2012	To promote the strengths of the College more widely with a view to raising awareness nationally of the distinctive character of Carlow College in the twenty-first century.	High	<ol style="list-style-type: none"> 1. To publicise strengths and successes of the College. 2. Strengthen relationships with relevant education and cultural correspondents in national print media, TV and radio. 3. Develop a media forum on website to publish press releases. 	Marketing Officer	<ol style="list-style-type: none"> 1. Monitoring of progress to be included as a standing agenda item at fortnightly Management meetings. 2. Monitoring of Admissions Office inquiries and the numbers attending College open days. 3. Set targets for marketing of schools 	Success will be measured through review and analysis of an annual feedback questionnaire to the relevant stakeholders. Success will also be measured by increased student awareness of the College evident in the number of inquiries and school visits to the College.	<ol style="list-style-type: none"> 1. Substantial progress. The College has invested in a vigorous marketing strategy which emphasizes the value of having third level courses available on their doorsteps for students of all ages in the South Leinster area. 2. Articles have appeared in regional media, newspapers and radio, promoting the degree programmes and promoting/publicising events (lectures, public seminars, Open Days, graduations) in the College to create public awareness. An example is the Carlow 800 History Conference held in the College in 2013 which attracted national coverage. The proceedings

							<p>are to be published in the journal <i>Carloviana</i> in 2014. Advertisements and radio interviews with lecturers and students have been conducted utilizing various radio stations across the southeast aimed at a range of age profiles to raise awareness of the College for school leavers and mature students.</p> <p>3. Completed. Press releases posted to the College website. Alumni page created for website and feedback questionnaire in progress.</p>
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IMPLEMENTATION PLAN FOR RECOMMENDATION No. 3:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring Progress /	Success Criteria	Progress to Date
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June 2012	To develop the College website and monitor the impact and effectiveness of public information provided by the College.	High	<ol style="list-style-type: none"> 1. Update our information on detail of programmes offered by making profiles of programmes available on the website for access by prospective students, parents and guidance counsellors. 2. Create a media platform to publish press releases about College activities and major or significant developments. 3. Profile our staff members and publicise their academic articles, papers and books. 4. Profile the career paths of our graduates and publish testimonials from them. 	Marketing Officer	<ol style="list-style-type: none"> 1. Progress will be monitored by the Marketing Strategy group. 2. By analysis of statistics from the Website. 	<p>Increased levels of enquiry via the website.</p> <p>Feedback from visitors to the website will be monitored and analysed to respond to needs identified and to aid and direct decisions for future initiatives.</p>	<p>Substantial progress.</p> <p>New College website fully operational since September 2013.</p> <ol style="list-style-type: none"> 1. Updated information on our programmes is available on the website. 2. Press releases are published on the website. 3. Profiles of staff members are being updated. 4. Testimonials from graduates are published on the website. This is work in progress.

IMPLEMENTATION PLAN FOR RECOMMENDATION No. 4:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring Progress /	Success Criteria	Progress to Date
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Sept. 2011	To involve external stakeholders formally in developing the College's future strategic direction and in its governance arrangements.	High	<p>(a) The College Management Board will monitor regular meetings with key external stakeholders such as the 20 schools and the 150 Social Care agencies where it places its students. It will survey local authorities, community leaders, employment and adult education agencies, and postgraduate institutes which take our students at Level 10.</p> <p>(b) The establishment of a Board of Governors which will include representatives of the external stakeholder constituency.</p>	President	A progress report will be presented at the end of each academic year, on or before 31 st August. Formal meetings have already taken place in relation to action (a). Work is in progress with the College Legal Representatives in relation to action (b).	Formal, documented evidence of the recommended actions have been completed. Strategic action/plans put in place to respond to needs highlighted by consultation with external stakeholders or opportunities arising from the insights of stakeholders.	<p>(a) Substantial progress has been made.</p> <p>1. The college is engaged in a structured process of consultation with stakeholders.</p> <p>2. Feedback from schools, placement agencies, employers and alumni is being systematically processed and monitored.</p> <p>3. Local authorities and public representatives have responded very positively to our invitation to become directly involved in the life of the college and its strategic development.</p> <p>(b) Progress made</p>

							<p>The appointment of a new chairperson to the Board of Trustees has paved the way for the establishment of a Board of Governors.</p> <p>There are still legal matters to be worked out before the new board can be formally constituted.</p>
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IMPLEMENTATION PLAN FOR RECOMMENDATION No. 5:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring / Progress	Success Criteria	Progress to Date
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September 2011	To ensure that the Board of Governors, once established, focuses on the medium and long-term organisation and development of the College, rather than on day-to-day management issues. This should include, as immediate priorities, the development of a Strategic Plan, succession planning and high-level risk management.	High	<p>To incorporate the Board of Governors into the Strategic Planning process which is in place since September 2011.</p> <p>To ensure that there is a shared understanding by the Board of Governors and the College Management Board of succession planning and high-risk management.</p>	President.	<p>An annual report will be filed at the end of each academic year outlining the work and progress of the Board of Governors.</p> <p>The Terms of Reference for membership of the Board of Governors will be published on the College website.</p>	At least twice a year the President of the College and the Chair of the Board of Governors will benchmark Carlow College against other third-level colleges.	<p>Progress made.</p> <p>The legal preparation for the establishment of a board of governors is underway. Terms of reference are being drawn up. However until the board is functioning matters of succession planning and high-risk management are being dealt with by the management board and its external consultants.</p> <p>The college is in regular contact with other colleges in its sector, benchmarking its policies and procedures against theirs.</p>

IMPLEMENTATION PLAN FOR RECOMMENDATION No. 6:

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September 2011	Following the establishment of the Board of Governors, to review the College's current deliberative committee structure to ensure its continued relevance and appropriateness in the light of the College's size and the role of the new Governing Body.	High	Once the Board of Governors is established the College will review and ensure the continued relevance of its deliberative structures.	President	For the first three years the Chair of the Governing Body together with the President and Registrar of Carlow College will meet with officers of at least two other Colleges to reflect on comparative aspects of College governance and to achieve a measure of benchmarking in this area.	When our benchmarking targets have been achieved.	In progress. The legal preparation together with ongoing discussions with prospective partners, have delayed the appointment of a Board of Governors. By Spring 2014 the new board will be in place and in a position to review the deliberative structures of the college on a regular basis. Moreover it will establish a forum for discussion with the officers of other colleges to ensure best practice in the governance of the college.

IMPLEMENTATION PLAN FOR RECOMMENDATION No. 7:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring Progress /	Success Criteria	Progress to Date
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September 2011	To implement an effective annual monitoring system, including following up the recommendations of the Programmatic Review.	High	<p>Programme Board Chairs to take responsibility for operational, planning and development functions as follows:</p> <p>(a) Programme Board operational issues: Provision of appropriate academic information to learners and academic staff; monitoring student progress; learner feedback distribution and analysis; examination result analysis; response to External Examiner reports; resource identification; documentation of all actions and decisions taken during the academic year.</p> <p>(b) Programme Planning and Development. Undertake programme monitoring, review, updates and changes. Oversee the introduction of new modules; the development of new programmes; the monitoring of staff feedback; evaluation of learner feedback via questionnaires and student representatives; convene a minimum of four annual Programme Board meetings; documentation of all actions</p>	Registrar in consultation with Assistant Registrar and Programme Board Chairs.	A Programme Monitoring report will be prepared at the end of each academic year for each programme and submitted to the Registrar's Office on, or before, 31st October. The report will include information, monitoring and analysis of learner feedback; pass rates, attrition/retention initiatives, external examiner reports together with relevant recommendations for action. An implementation plan in response to the recommendations of the Programmatic Review Panel was submitted as Appendix 2 of the Institutional Review Self-	(a) When all recommendations contained in the Programmatic Review Implementation Plan have been implemented. (b) When a consistent action-reflection-action cycle is evident across all degree programmes in the annual monitoring system.	Completed. An annual monitoring system of programmes has been implemented with the submission of Programme Board Monitoring Reports by all Programme Board Chairs in October 2012 and again in October 2013. A cross Programme Monitoring Report by the Assistant Registrar addresses all relevant PR recommendations and is submitted by end November of

			and decisions relevant to programme planning and development.		Evaluation Report Appendices 2011. This will be reviewed annually as part of the Programme Monitoring report.		each year.
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IMPLEMENTATION PLAN FOR RECOMMENDATION No. 8:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring / Progress	Success Criteria	Progress to Date
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September 2011	To monitor, on an annual basis, the respective roles and responsibilities of the College and its external examiners with a view to ensuring that the College's arrangements reflect HETAC guidance on external examiners as appropriate.	High	(a) The remit of Programme Board Chairs to include the monitoring and evaluation of programme content, undertaking examination result analysis, responding to external examiner reports and ensuring compliance with HETAC guidance on external examiners. (b) Policies and procedures for the appointment of external examiners, and a protocol for academic staff contact with external examiners, to be introduced and circulated to all staff.	Registrar in consultation with Assistant Registrar and Programme Board Chairs	(a) A Programme Monitoring report will be prepared at the end of each academic year for each programme on, or before, 31 st October. The report will include analysis of results, external examiner reports and appropriate recommendations for action. The report will also confirm that the roles and responsibilities of the College and its external examiners are in line with current HETAC guidelines. (b) Policies and Procedures for the appointment of external examiners are now included in the Carlow College Quality Assurance Handbook 2011 available on the College website. Physical copies have been made available to all staff and students. A protocol for contact with external examiners was drafted and circulated to all staff. Following discussion at programme board level the protocol was ratified by the College Academic Council on 21 st February 2012.	(a) Programme Board Chairs' end of year report directly addresses external examiner feedback and recommendations and offers a clear time-limited implementation plan for changes to programme delivery. (b) Policies and procedures for the appointment of external examiners, and the protocol for staff contact with external examiners, are part of Carlow College Quality Assurance procedures and meet HETAC compliance guidelines.	Completed. (a) Programme Board Monitoring Reports show that external examiner reports are received, shared with staff and that feedback is analysed. They are discussed with individual staff, at PB level and at Academic Council to ensure that recommendations are noted and acted upon. A central template with the names of external examiners and dates of service ensure that new appointments are

							<p>dealt with in a timely and consistent fashion across all programmes.</p> <p>(b)The 2011 College Policy and Procedure for the appointment of external examiners and the protocol for contact with external examiners were adhered to in the 2011-2012, 2012-2013 academic years.</p>
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IMPLEMENTATION PLAN FOR RECOMMENDATION No. 9:

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September 2011	To further develop and support staff to enhance their pedagogic skills and practice through ongoing CPD.	High	<p>(a) An annual budget for CPD initiatives to be set aside.</p> <p>(b) Ongoing CPD opportunities to be offered to staff as a means of supporting staff to develop and enhance their pedagogic skills and practice.</p> <p>(c) Consultation with academic staff to be undertaken via liaison with Programme Board Chairs and discussion at Programme Board Meetings to ensure provision is in line with staff requirements.</p> <p>(d) Appraisal of learner feedback and awareness of</p>	Registrar in consultation with Assistant Registrar	(a) The Assistant Registrar will provide a cross programme monitoring report at the end of each academic year to be submitted on, or before, 30 th November. This report will supplement the individual programme reports, submitted by 31 st October each year, and highlight trends, issues and recommendations based on cross-programme monitoring, analysis and evaluation. Staff development and provision of support to enable staff to enhance their pedagogic skills and practice through ongoing CPD, is specifically addressed and recommendations made for the following year.	<p>(a) An annual budget has been set aside for CPD initiatives.</p> <p>(b) The annual report from the Assistant Registrar documents the provision of ongoing and relevant CPD opportunities being made available to all academic staff at Carlow College.</p> <p>(c) Staff feedback indicates that the CPD provided is of high quality, relevant to their work and reflects broader evidence-based trends in third-level education both nationally and</p>	<p>Completed.</p> <p>(a) A budget has been set aside.</p> <p>(b) Ongoing CPD opportunities are offered through staff seminars. In accord with international trends and national best practice recommendations, academic staff have been encouraged to undertake a Postgraduate Diploma/M.Ed in Higher Education – from Trinity College Dublin. This course commenced in Carlow College in September 2012 and the</p>

			national third-level educational trends to inform decision making in the area of CPD.		<p>(b) Workshops on Effective Practice-Standards and Setting of Exam Papers were provided to all academic staff in 2011-2012. This was to ensure staff were aware and compliant with new HETAC guidelines on assessment of learners and, in particular, the emphasis on formative and summative assessment and achievable learning outcomes.</p> <p>(c) In line with international trends and national best practice recommendations, academic staff have been encouraged to undertake a Postgraduate Diploma/M.Ed in Higher Education – from Trinity College Dublin. This course will commence in Carlow College in September 2012 and the College has offered to meet half of the annual fee for its academic staff.</p>	internationally.	<p>College has met half of the annual fee for its academic staff who are taking the course.</p> <p>(c) The Programme Board Chairs utilize their Programme Board meetings to consider CPD needs with Programme Board staff.</p> <p>(d) Programme Board Chairs consider national trends at third-level and learner feedback in forming their assessment of staff CPD needs.</p>
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IMPLEMENTATION PLAN FOR RECOMMENDATION No.10:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring Progress /	Success Criteria	Progress to Date
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February 2012	To implement the planned staff performance review and appraisal system with effect from the next academic year.	High	The operation of the appraisal scheme is set out in detail in the Carlow College Quality Assurance Handbook. 1 Appraisal Meetings. Completion of form and identification of action points. 2. Meeting of appraisers to identify common training and development needs and discuss how they might best be delivered	Registrar in consultation with Assistant Registrar and Programme Board Chairs	1. Progress on short-term objectives to be agreed at appraisal meetings measured at mid-term review. 2. Longer-term objectives reviewed at next appraisal meeting. 3.Appraisers' plan to address CPD needs will be drawn up in October and reviewed in January and September of the following year 4. Lecturing staff to be asked for feedback relating to their experience of the appraisal system at the	The success criteria will be measured: 1. When the first round of appraisal meetings have been undertaken in the 2012-2013 academic year. 2. When appraisers draw up monitoring report in September 2013	Completed. Appraisal of academic staff for the year 2012-2013 has been completed and a monitoring report has been drawn up.

				end of the first year.		
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IMPLEMENTATION PLAN FOR RECOMMENDATION No. 11:

Date started	Improvement	Priority	Description of Actions to be taken	Responsible	Monitoring / Progress	Success Criteria	Progress to Date
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September 2011	To evaluate the impact of various support initiatives with a view to targeting such support in the future.	High	<ol style="list-style-type: none"> 1. Identification of evaluation measures and procedures at initial Student Affairs Team (SAT) meeting at beginning of academic year. 2. Establishment of a working group to implement agreed monitoring and evaluation criteria. 	Chairperson of Student Affairs Team (SAT)	<ol style="list-style-type: none"> 1. On-going as per monthly scheduled SAT meetings. 2. Monitoring of progress to be included as a standing agenda item. 3. Progress reports to Academic Council 	<ol style="list-style-type: none"> 1. Evaluation measures and procedures agreed. 2. Data available for learning resources and support initiatives to facilitate the targeting of supports. 3. Evaluation of the impact of support initiatives integrated into general College reporting and monitoring structure. 	<p>Completed.</p> <ol style="list-style-type: none"> 1. A methodology for a centralised evaluation of all services is now in place. 2. A Working Group chaired by the Chair of SAT has been established to devise and progress the Implementation Plan. 3. The Implementation Plan is an agenda item at SAT meetings. 4. There are Regular Reports to the Academic Council.

IMPLEMENTATION PLAN FOR RECOMMENDATION No.12:

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June 2012	To develop a project plan for the roll-out of Moodle	High	1. User accounts and passwords have been created. 2. Course codes to be generated on the system.	House Management	On-going with daily/weekly checks to ensure completion on deadline	When Moodle is up and running smoothly.	Completed. Moodle has been successfully rolled-out and is operational across the College

IMPLEMENTATION PLAN FOR RECOMMENDATION No.13:

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January 2012	To develop systems for evaluating the impact of provision and initiatives across the College, benchmarking them against relevant external reference points.	High	<ol style="list-style-type: none"> 1. Implementation of new data management functionality to existing information system. 2. Phasing-in of identified academic IT reporting software. 3. Establishment of formal benchmarking criteria for institutional performance. 	House Management in consultation with IT Office and relevant others.	Progress monitored periodically through reports to Management.	<ol style="list-style-type: none"> 1. When we have fully developed college-wide comprehensive data collection systems operational and reviewed. 2. When there is routine generation of evidence-based reports embedded into overall College reporting and monitoring structure. 3. When Benchmarking data is available and reviewed. 	<p>Substantial progress.</p> <ol style="list-style-type: none"> 1. August 2012 Academy database implemented, database gathers student details from online registration process. 2. Microsoft Exchange implemented in Nov. 2012 to provide a footprint for all network users, students and staff. 3. Currently researching projects to improve IT services for students in order to provide similar IT services in line with other colleges.

IMPLEMENTATION PLAN FOR RECOMMENDATION No.14:

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September 2011	To monitor the retention and achievement of different groups of learners to inform future practice.	High	<p>1. Audit of existing data collection systems for the monitoring of retention, attrition and achievement of learner cohorts</p> <p>2. Phasing-in of identified academic IT reporting software and increased functionality of existing system</p> <p>3. Establishment of an enhanced alumni database and on-going systematic analysis of graduate data</p>	<p>Admissions</p> <p>IT Officer</p> <p>Marketing Officer</p>	<p>Progress monitored annually</p> <p>Progress monitored biannually in reports to Management Board</p> <p>Annual monitoring and review</p>	<p>1. When identified Improvements to current systems have been recorded as standard procedure</p> <p>2. Fully developed college-wide comprehensive data collection systems operational and reviewed</p> <p>3. Routine generation of reports relating to the retention, achievements and progression of different learner cohorts available to Management and Programme Boards and Academic Council</p> <p>4. Annual graduate survey completed, data analysed and reviewed</p> <p>5. Information relating to graduate career paths and postgraduate study routinely available for academic, administrative and marketing purposes</p>	<p>Substantial progress.</p> <p>1. Updating and gathering student information at Registration commenced in August 2012. Statistical reports on student intake, student achievement by grade, attrition, retention, and progression are made annually to the Academic Council and Management . These statistical reports on students are an essential element of the monitoring reports of the Programme Board Chairs in their annual reports submitted at the end of October.</p>

