

## Implementation Plan Hibernia College



# HIBERNIA COLLEGE

July 2025

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

	<b>Recommendation<sup>1</sup></b>	<b>Commentary<sup>2</sup></b>	<b>Planned Actions<sup>3</sup></b>	<b>Planned Completion Date<sup>4</sup></b>
1.	Hibernia College strengthens their vision to clearly reflect	In its 25 <sup>th</sup> year the College acknowledges the depth of experience and passion held by alumni. To incorporate this and the views of our alumni into the College future direction a wide-ranging survey of existing	Conduct an in-depth survey of a large cross-section of the College's existing alumni; determining the needs of alumni and	July 2025

<sup>1</sup> A number of recommendations may be combined where they are addressed by a common action.

<sup>2</sup> Provide an overview of the institution's plans to address the recommendation.

<sup>3</sup> Add or remove rows as appropriate.

<sup>4</sup> This should be no later than 12 months following the publication of the review report.

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	their ambition and evident impact on their alumni.	alumni will be undertaken. This will determine the nature of the relationship alumni want with the College; what continuing benefits both parties can offer one another. Importantly the College will seek to make willing alumni accessible to existing students for the benefit of their learning.	whether they wish to remain engaged with the College	
			The development of online CPD offerings tailored to alumni needs incorporating both formal learning and structured mentoring opportunities.	March 2026
			Building on insights obtained from the survey above, the College will incorporate the experiences and individual alumni stories into the refreshed Hibernia Strategy	May 2026
2.	Hibernia College increases student engagement across their governance structures.	Continual evaluation of our student engagement in academic governance structures is essential to ensure that these structures remain relevant to our student body, are fit for purpose and meet their designated functions. The process of student engagement requires a commonly agreed framework to be most effective; this is underpinned by a shared understanding by both staff and students in Hibernia College.	The Student Engagement Committee will reimagine the role descriptor of the student representative with a view to ensuring it is fit for purpose and future-proofed.	December 2025
			The Student Engagement Committee will reactivate a recognition and reward scheme for those involved as a student representative.	September 2025
			The Student Engagement Committee will increase the opportunities for peer-to-peer learning while in role as a student representative;	January 2026

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			through a series of pre-committee briefings held specifically for student representatives.	
3.	Hibernia College develops a policy and associated practices that enables greater delegated autonomy within and across the organisation, built on the trust, collaboration, and openness that they have established.	The College is cognisant of the need to maintain consistency and ensure quality teaching delivery that remains within the scope of approved programmes. Regional centres and delivery apply across a small number of the College programmes and a specific group of lecturers teach in those locations. The College will establish a set of guidelines that enables, not stifles, creativity and original thought in teaching delivery while ensuring that the core programmes are delivered and complied with, and learning objectives are adhered to.	<p>The College will survey a cross-section of adjunct Faculty to determine where bottlenecks occur in the regional delivery of programmes with a view to enhancing autonomy and balancing consistency and quality.</p> <p>The survey results from above will be shared with the Teaching Learning and Assessment Committee who will have responsibility for delivering a set of guidelines for all teaching staff that provides boundaries and scope setting out the degrees of freedom afforded to staff within the wider confines of validated programmes.</p> <p>The College will review the locations used for key events such as orientation,</p>	<p>January 2026</p> <p>March 2026</p>

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			graduation, staff training, research events and workshops to ensure that there is a fair geographic spread of locations available to maximise inclusion from all staff.	
4.	Hibernia College will create a strategic workforce development plan to clarify and define roles and responsibilities in cross-functional processes.	This recommendation aligns closely with HR's strategic goals to enhance organisational clarity and collaboration. Defining roles within cross-functional processes is essential to improving efficiency, accountability, and employee engagement. This initiative will also support smoother interdepartmental coordination and workforce planning.	Conduct a cross-functional role-mapping exercise in collaboration with department heads to identify gaps, overlaps, and role ambiguities in current workflows	December 2025
			Develop and implement a strategic workforce development plan that includes clearly defined responsibilities for key processes	March 2026
			Communicate updated roles and responsibilities through training sessions and updated documentation	March 2026
5.	Hibernia College will establish a structured approach to career progression and performance management,	In response to ongoing discussions amongst the Faculty and across the College, efforts will be made to increase the amount of time dedicated to research and as a consequence enhance the research activity and profile of Faculty and	The Research Committee will revisit and amend the Research Strategy to empower a research orientated culture across the College.	February 2026

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	with more protected time for research.	the College. These activities will dovetail with the ongoing implementation of a new performance management system. The system links college-wide goals to team and individual objectives, creating a clearer pathway for career progression and development.	<p>The Research Committee will undertake a number of practical tasks including developing a repository of research conferences; increase the number of outgoing Erasmus+ mobilities; engage Faculty to increase submissions to the Institutional repository.</p> <p>The Research Committee will establish an annual 'Research Week' which will focus on tailored supports for staff in areas such as publishing an article, funding applications, research tenders, and scholarly collaborations.</p>	March 2026
			HR will oversee the roll out the new performance management framework, aligning goals from institutional to individual level This will encompass the supporting of managers and staff in setting meaningful objectives and development plans. This will	January 2026

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			also allow for exploration of practical options for enabling more protected time for academic staff to focus on research as part of individual goal-setting conversations	
6.	Hibernia College will improve the usability and interoperability of their systems to create a more supportive, streamlined, and efficient learning environment for students.	The College has consistently put user centred design at the heart of its developments and methodology when considering the learning environment. Currently underway is a comprehensive review of the College Virtual Learning Environment this includes a major stakeholder consultation exercise. At present all major systems are interoperable and utilise SSO this is further supported by integration of the technical support functions into all major systems.  Planned Actions: Future Focus is on the 3 <sup>rd</sup> generation VLE.	A core team drawn from the IT and DLD departments will develop a roadmap of stakeholder requirements for our next generation learning environment including the College LMS component.	December 2025
			The College will establish a working group to oversee the audit and implementation of the Altitude Charter	September 2025
7.	Hibernia College will ensure a greater consistency of	The College acknowledges the role and importance of placement and work-integrated learning (WIL) in the experience	The College will undertake a review to examine current policies, processes, and	September 2025

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	placement supervision, balancing student preparation and classroom pedagogy.	of our students. Continuous improvement of these experiences, as well as a newly developed WIL policy, should bring consistency to all learners across programmes.	outcomes relating to student placements and WIL; specifically, to explore consistency of the student experience and learning outcomes, quality of learning experiences, equity of access, and alignment of learning objectives across placement settings.	
			The College will incorporate the above findings and ongoing work from QQI to develop a work-integrated learning policy for approval by the College Academic Board.	September 2025
			The College will keep under review its existing grade descriptors and rubrics for placement and WIL. These reviews will be informed by feedback from faculty, placement supervisors and students.	December 2025
			As part of the systematic professional development programme for placement supervisors, The College will continue to promote	December 2025

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			consistency of placement supervision by ensuring supervisors are trained in the use of grade descriptors, rubrics and College procedures and protocols in this regard.	
8.	<p>Hibernia College deploys a proactive evaluation process which facilitates the formal benchmarking of practice and outcomes <b>AND</b></p> <p>Clearly articulates and consistently applies principles of data analysis to secure a more evidence-informed and sustainable future.</p>	<p>As the College increases its participation across the sector, both public and private, it will seek to set formal benchmarks based upon measurable, transparent, and well-defined data collection. This will involve the development of a consistent internal set of principles related to data analysis, contributing to evidence-informed decision making when considered in the context of peers through the benchmarking process.</p> <p><b>Note:</b> This represents two combined, but linked, recommendations.</p>	A cross-college working group will explore and identify key areas in which benchmarking is possible vis-via availability of external comparator datasets for agreement and adoption by the College EMT and Academic Board.	December 2025
9.			The College will in tandem define the internal principles and standards of data analysis that apply to various areas of the College.	December 2025
			The College will develop a series of internal dashboards to facilitate ease of access to data and analysis for real-time monitoring by end-users.	March 2026



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			The Academic Board in setting its 2026 workplan will prioritise areas in which benchmarking is to be applied.	January 2026