National College of Art & Design

A Recognised College of
University College Dublin

Strategic Dialogue Cycle 2

HEI Self Evaluation Report

22ND JUNE 2015

1. Regional Clusters

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1. (a) Negotiate a closer relationship with UCD	SLA/NCAD and UCD Business Plan towards merger	Existing Academic Alliance. TTSI2 Status achieved. Collaborations on Academic and Commericalisation Projects.	Full exploration of merger to address foundational issues. (SIDF funded research project 2014/15)	• Whole process towards merger in short term reconsidered – new strategy in UCD and absence of resources available for mergers in sector. • SIDF funded exploration of merger ongoing with emerging emphasis on deepening Alliance under validation model. • TTSI2 contract agreement with Enerprise Ireland and KTI, linked to UCD Nova.	Projects now established under SIDF funded research programme: • Joint Academic Centre • Interaction Design (MA) • Range of collaborations – NCAD and Smurfit Business School.Dept. of Science/ Computer Scence. • Joint International-isation process. • Prototype International Summer School • New Validation Model under negotiation.	• Merger reconsidered • New MOU/MOA supporting new Academic Alliance/new Validation model • Joint Programmes through Academic Centre • Joint International Summer School • Joint MA in Sustainable Urbanism • International student recruitment underway. • Joint Study Abroad programmes promoted.	• Merger not considered an option in short term but other aspects of project-ions achieved and/or recalibra-ted in context of new validation model to be negotiated in 2015. • Funding not available for mergers.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
(b) Alliances with other partners in Dublin (see 3 below) region, including with IADT.	Completion of prototype collaboration.	Collaborative model	Initiation of joint project (SIDF)	• Collaborative project Spatial Art and Visualisation (SAV) • Round of seed funded work packages	Prototype Summer School (at NCAD)	Joint Taught MA Programme IADT/NCAD/UCD	• Work packages all completed – now planning next steps.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
2. Constitute and establish merger with NCAD as a College of UCD	Finalisation process	Current Academic Alliance with UCD, partnership with IADT and other peers in Dublin region (see 3. below).	• Full exploration of merger. • Joint PME (TCD, MIE, UCD, NCAD)	• Merger process reconsidered in funding climate – SIDF funded research project nearing completion – emphasis now on deepened relations under validation model.	• Completion of SIDF funded research project. • Negotiation of validation model • Consolidation of existing relations and joint provision	• Validation model in place. • Joint programmes in place (as in 1. above)	• Merger recon-sidered – funding not available. New Validation Alliance being put in place.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
3. Constitute and establish a new Institute of Education with UCD, TCD and MIE	Professional partnerships across staff members in 4 institutions.	Commitment of 4 institutions in submission to Minister and HEA.	Joint PME and Teaching Council approval.	Collaborative course document agreed. Agreement reached on phased implementation. Management Committee and three working groups (PME, Research and CPD) established. All School of Education staff actively engaged in collaboration with colleagues in partner instittuions. Monthly meetings of working groups have produced one collaborative staff research seminar (Marino, March 2014), a joint position paper on CPD for submission to the Teaching Council (June 2015) and an agreed PME programme for phased implementation with initial phase Sept. 2016.	First intake of students on to joint PME: deferred until 2016. Design of first shared module (research project) completed and implementa-tion plan agreed.	First intake of students on to joint PME.	A collaborative PME with one 20 credit shared module in place; First phase of plan to develop a fully shared, unitary joint PME.

2. Participation, equal access and lifelong Learning

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1. To introduce a part-time degree programme	Provision of part-time route to Degree level	Current routes to Certificate and to full-time Degree programmes.	Structure of part-time Degree established and promoted.	Outline plan developed for progression routes from Cert/Diploma to full-time Degree programmes. Implementation of part-time Degree deferred pending bedding down of new full-time 3+2 programme.	Progression routes post Diploma agreed and mapped.	First part-time Degree students enrolled, post Diploma.	Implementation plans deferred due to pressures relating to new internal undergraduate structures.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
2. To increase number of Access students through the reserved places mechanism.	Number of students registering annually.	16 new Year 1 students in 2013.	Target 17	Achieved: 22. This is a significant advance on original target reflecting two factors: • The growing impact of innovative NCAD Access programme. • The overall growth of student numbers entering first year.	Original target: 18 Revised target: 25	Original target: 20 Revised target: 25	NCAD Access programme continues to be a creative component College courses, as well as a student support system. Number of students registered with the Access office is steadily increasing.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
3. To provide academic accreditation to CPD participants in Education	Number of credit bearing part-time CPD students.	Current post-primary and primary teachers enrolled on CPD courses.	Credit bearing course designed – recognition at Level 9 award (MA – Visual Arts Education)	In academic year 2014/2015 some 550 teachers enrolled in NCAD CPD courses. Within the frame of the UCD/TCD/MIE/NCAD Institute of Teacher Education, a collaborative approach to CPD is currently being developed. NCAD chairs the CPD Working Group within the Institute.	Local accreditation model is postponed pending emergence of collaborative CPD modules through the new Institute.	Implementation within the Institute model of CPD	While the envisaged mechanism for accreditation is within the School of Education's MA in Visual Arts Education programme, it is appropriate to align such development with the new Institute's CPD policy.

3. Excellent teaching and learning and quality of the student experience[1]

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1. To establish NCAD as a College of engaged learning and a national leader in the complementary fields of socially engaged art and of FE in the art and design sector.	Establishment of national and international partnerships in association with a new MA programme in Socially Engaged Art (further, adult and community education)	Launch of new degree courses in Socially Engaged Art (MA) and Visual Culture (BA)	• 15 S.E.A. students • 15 Visual Culture students • MA input to teaching	Targets achieved in terms of programme recruitment and implementation; Target exceeded in terms of international and national partners – collaborative work with Stockyard Institute Chicago, student placements in USA and web-based collaborations with global partners	Completion of S.E.A (MA) Increase in external learning situations/place-ments for students and staff.	• New intake of S.E.A. (MA) • Completion of Visual Culture (BA) cohort • Establish joint Summer School with UCD •	Programme targets are ahead of target as of mid-2015

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
2. To identify and reward Excellence in Teaching	Establishment of Excellence in Teaching Award process and pathways to professional development	Research Institute model applied to dedicated teaching staff	Call for submissions	This objective has been deferred due to internal pressures associated with introduction of new teaching structures	-	Restart the process. Call for submissions.	Deferred due to capacity issues and pressures arising from introduction of new teaching and learning structures under 3+2 (from Sept. 2013)

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
3. For NCAD to be recognised internationally as a centre of excellence of learning and teaching practice and research in teaching.	Uptake of applications from international contexts.	Existing national recognition of NCAD's position.	Increase recognition and student numbers from U.K.	While recognition has increased internationally (QS University Rankings – NCAD in top 100 art and design colleges in the world – Feb. 2015). This objective has been deferred due to internal pressures due to introduction of new teaching structures.	Recognition high (as in QS rankings) but little increase in UK numbers – now working with UCD on recruitment including EU and international students.	Recognition high and working with UCD on recruitment strategy.	Deferred due to capacity issues arising from introduction of new teaching and learning structures under 3+2.

4. High quality, internationally competitive research and innovation

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1. To grow the number of doctoral students in the period 2013-2018 with clear progression from Masters into Doctoral study as envisaged within the 3+2+3 Bologna framework and to develop a structured PhD programme (in association with GradCAM)	Percentage increase in registrations	30	32	21 A number of PhD candidates graduated in 2013-14 and with the decline in PG funding there has been a drop in applications for PhD study. In addition GradCAM has neither attracted funding nor recruited PhD students.	35	40	It seems highly unlikely the target figures will be achieved in the current environment for postgraduate funding.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
2. To scope and develop a Professional Doctorate route.	Validation and introduction of Professional Doctorate.	n/a	Validation	Achieved	First intake 2	Second intake 3, total 5 registered students	In the absence of PhD funding it seems unlikely this scheme will recruit full-time candidates, athough there will be scope for part-time recruitment.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
3. To establish the Research Institute in Art and Design at NCAD as an international centre of research through a visiting fellow programme and other measures concerned with enhancing the international profile of the Institute (lectures and publications) and research productivity for NCAD staff.	Increase in numbers of NCAD Fellows and Visiting Fellows, provision of adequate space for Institute.	27 NCAD Fellows, 2 Visiting Fellows.	30 NCAD Fellow, 3 Visiting Fellows, occupation of suitable space.	Current membership 27 NCAD Fellows, 2 Visiting Fellows. No dedicated space available.	• 34 NCAD Fellows, 4 Visiting Fellows. • Dedicated space occupied.	38 NCAD Fellow, 4 Visiting Fellows.	Resourcing issues led to a withdrawal of funding from the Research Institute which has impacted both on attractiveness of membership and capacity of support for visiting scholars, though College continues to support research active full-time staff through allocation of 'Research Days'.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
4. To implement an agreed support mechanism for individual researchers, administered via the Research Institute, including a research leave scheme and small grant support.	Implementation of small grant and research leave scheme.	Current small grant spend €10,000 per annum, no leave scheme.	€12,000 phased introduction research leave scheme.	Approval of a research leave scheme achieved with approval from NCAD Academic Council, but introduction delayed due to financial situation of College.	€15,000 phased introduction research leave scheme	€20,000 full implementa-tion of research leave scheme.	It seems unlikely this small grant target will be met or the research leave scheme implemented in funding climate.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
5. To grow income from research and innovation activities focussing on larger and strategically significant projects with key partners. To create impact through real world teaching and learning. To generate innovation and engagement research partnerships with industry and the wider community. To commericalise NCAD design research. To create design licensing opportunites by developing an intellectual property portfolio	Quantified growth in research income.	€311,330 Baseline figure correlates to TTSI2 contract agreement with EI/Knowledge Transfer Ireland NCAD set a baseline of 22 external Innovation and Engagement projects per annum.	• EU Pelars Project • €79,000 *EU/CSP Project €40,000 *Contract/ Innovation €224,500 *AHRC/QUB €5,000 (Education) 22 external partners	50 external partner projecs NCAD key performance indicators identified significant progress against TTSI2 targets in 2013-14	*EU Pelars Project €84,700 *Contract/ Innovation €250,000 *EU 'Digital Pathways' €46,000 Education	€400,000 The last 3 years, NCAD averaged over 50 client based innovation and engagement projects. An impediment to further growth is NCAD capacity issues.	Decline in income in 'pure' or academic research has been apparent with closer to market/ engaged research income increasing.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
6. To create an international research project in the area of Design Innovation and the Built Environment in collaboration with the School of Architecture at UCD.	Successful establishment of project	n/a	Completion feasibility study	Not achieved due to departure from post of Head of Design and difficulties in replacing them within constraints of ECF	Securing financing for project	Introduction of project and a base. (Subject to successful securing of funding.)	This project has been postponed pending appointment of new Head of Design in NCAD (now late 2015).

5. Enhanced engagement with enterprise and the community and embedded knowledge exchange (SEE APPENDIX 1)

TTSI2	=	Technology Transfer Strengthening Initiative 2	EI	=	Enterprise Ireland
KTI	=	Knowledge Transfer Ireland	LOA	=	Loan Option Agreement
SO	=	Spin Out	RA	=	Research Agreement
IDF	=	Invention Disclosure Form	Patents	=	Filed or granted
IV	=	Innovation Voucher			

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
					55	60	
	Number of live projects with external partners	40	51				
				NCAD has averaged 50 client based innovation and engagement projects during 2012-2014	55%	60%	
	Number of students engaged in real world learning projects with external partners	50%	50%				
	Number of events held in partnership with other organisations	8	10		15	20	
			Future Creators = €30,000 (see below) Ubuntu (Development) Education = €11,000 (Irish Aid)				

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
	Number of Enterprise Ireland projects (Innovation Vouchers, Comm-ercialisation Fund, Number of Licenses and patents filed)	Type Target IV = 5 CF = 0 LOA = 0 SO = 0 RA>€25k = 12 IDF = 4 Patents = 3	Type Target KPI IV = 5 CF = 2 LOA = 2 SO = 2 RA>€25k = 5 IDF = 4 Patents = 3	NCAD Origin8 was set up in 2013 as a technology transfer office, incubator space, and external client gateway. NCAD Origin8 attracted one 24-month EI Technology Feasibility grant in 2013. NCAD Origin8 attracted two EI Commercialisation Fund Research grants for our first two campus company start-ups in 2013. Both companies successfully spun-out in 2014. NCAD Origin8 attracted 2 EI Commercialisation Fund Feasibility grants in 2013-14	Type Target IV = 5 CF = 1 LOA = 0 SO = 0 RA>€25k = 20 IDF = 5 Patents = 2	Type Target IV = 5 CF = 2 LOA = 1 SO = 1 RA>€25k = 20 IDF = 5 Patents = 4	NCAD had 2 spin-out companies in 2014 which equates to 7% of the total number in the HEI sector. In March 2015 NCAD was given a 100% increase in TTSI2 annual funding to help. NCAD generates manyfunded research projects in the €0-€20k bracket. Until 2015 EI/KTI did not factor <€20k research agreements. An impediment to further growth is NCAD capacity issues.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
To develop a community based model of teaching and learning for young adolescents, incorporating art and design education within a digital learning programme at the interface of formal and non-formal education.	New programme 'Future Creators' designed in partnership between the School of Education, NCAD Access programme, Digital Hub and H2	Pilot programme of 'Future Creators' developed by NCAD and Digital Hub	Dissemination of 'Future Creators' model . Promotion of digital forms of learning within new Junior Cycle curriculum framework. Range of community partners and digital employers to be engaged in collaborative work.	'Future Creators' model has completed its third iteration, with an ongoing evaluation programme. Experience of 'Future Creators' has been presented at major national international conferences hosted by NCCA and others. EU funding has been secured for a development of the model through a new 'Digital Pathways' programme with partners in Poland and Germany.	A fourth cohort of 'Future Creators' in Dublin 8. 'Digital Pathways' project active in new centre in Tallaght, Co Dublin. International partnership programmes completed two mutual exchange visits and work modules.	Short-course for Junior Cycle to be submitted to NCCA based on 'Future Creators' experience. Accredited pathway for 'graduates' of 'Future Creators' to be reconsided in portfolio entrance procedures for NCAD.	'Future Creators' and 'Digital Pathways' will be a model for community based learning that straddles the formal and non-formal education sectors.

6. Enhanced internationalisation

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
NCAD aims to have a world presence in art and design educaion in the university sector through diversification of students, internationally recognised research and knowledge exchange partnerships.	Number of international students. Number of partnerships established to enable student exchange, knowledge and research collaborations.	2013/2014 Total International Full-Time = 110[2] Total Non-EU (International Fee Paying) = 8 Erasmus Placement Outgoing = 23	Design and agree an international-isation strategy in the context of developing relations with UCD and cluster with IADT.	NCAD Internationalisation Strategy approved by An Bord. NCAD is piloting a number of joint initiatives with UCD: • Promoting NCAD programmes through UCD Global Centres. • Attending international events organised by UCD. • Developing joint Study Abroad modules. • Joint International Summer School Programme (credit bearing).	Implement the approved international-isation strategy.	Achieve the following increase in international activity: 15% incoming international students.[3] 5% outgoing students on exchange/placement.[4] Collaborating on 1 international research project. Established 3 knowledge exchange partnerships with international companies.	Interim target achieved. Full implemen-tation of the international-isation strategy in order to meet the 2016 targets is dependent on resources and future relationship with UCD.

[2] This figure should be removed as it is not in line with data definitions
[3] This figure should be reduced to 1% or 15 students to bring target in line with data definition
[4] Reduce from 5% to 2% based on interim review.

7. Institutional consolidation

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1. Deepen relationship with University Education up to merger	Establishment of merger	Academic Alliance and joint activity	Analysis of academic structures and governance arrangements	• Whole merger process now reconsidered under new strategy in UCD and absence of funding for mergers. • New Validation process in new Alliance (MOU and MOA) to emerge from SIDF funded research project to complete Autumn 2015.	Completion of plan, action based research for new Validation Model of Academic Alliance to include: • Joint Academic Centre • Joint/Shared programmes • Prototype Summer School • Initial Joint Internationalisation Strategy • First joint programmes	• New Validation model in place. • Joint programme activity in Academic Centre. • Joint International Summer School. • Joint MA provision. • International Student recruitment • Joint Study Abroad programmes promoted.	Reconsideration of merger process has enabled development of new Alliance and new validation process.

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
2. Tri-Laterial Cluster NCAD/UCD/IADT	Agree Governance Plan	Existing collaborative models	- Operational model agreed - Programme frameworks agreed - Design Challenge - Joint discourse/ - research events.	Established prototype of three-way project Spatial Arts and Visualisation (SAV)	- SAV work packages completed - Input to 2015 Joint Summer School	- Collabora-tive model in operation - Joint projects and research underway	Projected process is incomplete due to reconsider-ation of NCAD/UCD merger process and ongoing capacity issues.

NCAD strategically set-up an innovation and engagement office in 2013. NCAD Origin8 now operates as our industry, client gateway, and business incubator space. Origin8 also functions as the NCAD technology transfer office working with Knowledge Transfer Ireland and Enterprise Ireland through the TTSI2 programme. NCAD and NovaUCD are now TTSI2 consortium partners.

With support from Knowledge Transfer Ireland and NovaUCD, NCAD is now emerging as an internationally recognised Research Performing Organisation (RPO) in the technology transfer and commercialisation sector. In 2014, the first two spin-outs from NCAD Origin8 accounted for an impressive 7% of the national RPO new company output.

However, despite this early success NCAD has a limited innovation and engagement capacity. Origin8 is currently operated by one 0.75 academic staff member. NCAD has a small pool of staff and students delivering all our externally funded research projects. Unusually, to date all commercialisation has been focused on student research outputs not staff as would be the case at most other academies.

Following an international expert panel mid-term review, KTI increased NCAD TTSI2 financial support by 100%. Despite accounted for an impressive 7% of the national RPO new company output, NCAD funding increased from €10,000 to €20,000 per year. This is significantly disproportionate to the budgets afforded to under-performing larger institutions.

NCAD needs significant financial help to more rapidly increase our capacity to meet the growing demand of national and international research partner interest. We also urgently need an increased level of academic and administrative to support the commercial development of our intellectual property portfolio.

Appendix:
Innovation and Engagement Remit

1. To initiate Innovation and Engagement strategic development across NCAD

2. To operate NCAD Origin8 - Technology Transfer Office

3. To project coordinate, manage and report to senior management team and NCAD Board

4. To manage NCAD intellectual property portfolio

5. To manage commercialisation of NCAD research

6. To help develop embedded design innovation, commercialisation & engagement curriculum

7. To communicate all innovation and engagement activity to TTSI2 partners at Nova UCD

8. To organise regular innovation and engagement seminars and workshops

9. To coordinate of NCAD art & design residents

10. To teach enterprise, professional practice, innovation and engagement on B.Des & MFA programmes

Innovation and Engagement Challenges

1. NCAD Origin8 operated by one .75 academic lecturer

2. Limited capacity to cope with client research interest and TTO workload

    a. Currently no administration support

    b. Origin8 experiencing difficulty meeting KTI reporting requests

    c. Very high volume of research projects and client interest over entire year

    d. Very low number of principle investigators to lead funded research projects

3. NCAD currently developing and introducing new NCAD governance codes including:

    a. service operations policy and procedures

        i. Financial management

        ii. Human resources

        iii. Risk management

4. Proactively seeking new research partners to increase research capacity

    a. NCAD, Tyndall Research Institute (UCC), TSSG (WIT)

    b. NCAD, UCD, TCD