

HIGHER EDUCATION AND TRAINING AWARDS COUNCIL, IRELAND

Comhairle na nDámhachtainí Ardoideachais agus Oiliúna, Éire

Institutional Review of Providers of Higher Education and Training

TERMS OF REFERENCE
IBAT College Dublin
SET
www.hetac.ie

Higher Education and Training Awards Council

TERMS OF REFERENCE FOR INSTITUTIONAL REVIEW OF

IBAT College Dublin, April 2012

STATUS: SET

Section 1. Purpose

The purpose of this document is to specify the Terms of Reference for the Institutional Review of IBAT College Dublin in April 2012. The HETAC Institutional Review policy applies to all colleges providing HETAC accredited programmes, or programmes accredited under Delegated Authority. These Terms of Reference are set within the overarching policy for Institutional Review as approved in December 2007 and should be read in conjunction with same. These Terms of Reference do not replace or supersede the agreed policy for Institutional Review. The Terms of Reference once set may not be amended and any significant revision required to the Terms of Reference will result in a new Terms of Reference to be set by HETAC following consultation with the College. These Terms of Reference should be read in conjunction with the supplementary guidelines for Institutional Review.

The objectives of the Institutional Review process are

1. To enhance public confidence in the quality of education and training provided by the College and the standards of the awards made;
2. To contribute to coherent strategic planning and governance in the College;
3. To assess the effectiveness of the Quality Assurance arrangements operated by the College;
4. To confirm the extent that the College has implemented the National Framework of Qualifications and procedures for Access, Transfer and Progression;
5. To evaluate the operation and management of Delegated Authority where it has been granted;
6. To provide recommendations for the enhancement of the education and training provided by the College.

It is possible that, within the objectives outlined above, Colleges may have specific sub-objectives to which they will attach particular importance and wish to emphasise in their TOR. To maximise the benefits of the review process, Colleges may also consider including additional objectives relevant to its context.

The approach taken by HETAC to Institutional Review will:

- Acknowledge that Colleges have ownership of and responsibility for their activity;
- Be conducted in a spirit of partnership with Colleges, with a view to improvement and enhancement, whilst acknowledging statutory requirements for accountability;
- Be conducted in a manner which adds value to the College, minimises overhead and assists in building Institutional capacity;
- Be flexible, adaptable and scalable in order to meet the needs of diverse Colleges;
- Be conducted in an open, consistent and transparent manner;
- Be evidence-based in accordance with established criteria;
- Promote learning and development for all involved;
- Reward innovation and experimentation when it seeks to enhance our understanding of good practice;
- Promote collaboration and sharing of good practice between Colleges;
- Take cognisance of international best practice and contribute to European and international developments in this area.

Section 2. College Profile

IBAT College Dublin (formally known as the Institute of Business and Technology & IBAT College Swords) was established in Swords in May 2004 by Shane Ormsby. The College is a privately funded independent for-profit college, with one major shareholder and a number of smaller Institutional shareholders. The College offers programmes in Business, Information Technology, Accountancy, Management & English Language. IBAT College Dublin has over 1,300 full-time and part-time learners. The College was initially known as the Institute of Business & Technology; it changed its name to IBAT College Swords in July 2009 and updated this to IBAT College Dublin in July 2011 to better reflect the delivery of similar programmes with identical Quality Assurance arrangements across two campuses.

The initial campus continues to be located in the town of Swords, Co Fingal (an administrative county in Ireland, which is one of the three such counties formed from the former County Dublin). Swords is approximately 15 kilometres from Dublin City centre. Fingal had a population of 239,813 at the census in 2006, a 22% increase from the 2002 census; nearly 6% of the country's population now live in Co Fingal. In June 2011, the College acquired a second campus in Dublin city centre investing over €1 million on this new development. The College applied and received dual campus recognition from the relevant Awarding Bodies to run its existing programmes in the new campus commencing September 2011. The building is located in Dublin city centre at 16-19 Wellington Quay, Templebar, Dublin 2 and consists of five floors and basement parking. The Swords campus is located at IBAT House, Forster Way, Swords and consists of three floors with underground car parking.

The Dublin city centre campus has been modified to include accommodation for both learners and staff members including an auditorium, MBA debating chamber, breakout areas for learners, library, classrooms, Information Technology labs, printing room, coffee dock areas, learner meeting rooms, reception area, staff canteen and staff offices. The Swords campus facilities also include classrooms, Information Technology (IT) labs, student hub area, coffee dock area, library, reception area, learner meeting room, staff canteen and staff offices. With the backing and support of its investors the College has more than doubled its facilities and capacity over recent years.

The College says it has invested considerably in the very latest Information Technology (IT) resources to facilitate the flow of information between staff and learners and between both campuses regardless of physical location. There is a 100MB LAN connection between the Swords and Dublin city centre campus allowing full access to all the College's online resources, policies and data. IT facilities for learners in the city centre campus comprise of two teaching laboratories consisting of 50 and 18 workstations within each IT lab. The Swords campus consists of 22 and 17 workstations within each lab and 9 workstations in the student hub area. In both campus locations, the College provides wireless networks to facilitate learners and all lecture rooms are equipped with a projector, personal computer, multimedia and sound facilities. All learners studying in the Dublin city centre campus (400 learners in December 2011) have the same on-line learning support facility as learners in the Swords campus (950 learners in December 2011).

IBAT College made a fifty person job announcement in August 2011 and as of December 2011 practically all of those positions have been filled. The College has been structured to ensure there is a blend of new and existing staff at both locations and an adequate mix of skills and experience in both campuses. Full-time and part time staff have been appointed throughout the organisation. Full-time appointments include an Academic Director, Student Experience Manager, Marketing Manager and Librarian.

According to the College, it strives to create the best learner-centric environment for all its learners, irrespective of location and aims to provide a rounded quality education that maximises learners' career opportunities. Since its establishment the College says it has been keen to differentiate itself as a

provider of high-quality accredited higher education with a strong career orientation, and works with a range of awarding bodies, employers, professional bodies and other higher education providers to achieve this aim.

IBAT College has accreditations from the following Awarding Bodies:

Higher Education and Training Awards Council (HETAC)
Further Education and Training Awards Council (FETAC)
University of Wales (UoW)
Accreditation and Co-Ordination of English Language Schools (ACELS) – Awaiting confirmation of approval by ACELS in 2012
Association of Chartered Certified Accountants (ACCA)
Accounting Technicians Ireland (ATI)
Project Management Institute (PMI)
Institute of Commercial Management (ICM)

IBAT College Dublin agreed Quality Assurance procedures with HETAC in 2006 and subsequently commenced year 1 of the Higher Certificate in Business in September 2006. In January 2008 IBAT received approval to offer the Level 7 Bachelor of Business, 1-year add-on and 3-year *ab initio* programmes. In September 2008 the Bachelor of Business (Honours) Level 8 (with three sets of group electives) was accredited by HETAC. The College is listed as a member of the [Central Applications Office \(CAO\)](#)¹ and since September 2008 the College utilises the CAO system to facilitate learner application and admission to its HETAC-accredited programmes.

In January 2011 IBAT College Dublin formally became an ‘Institution of the University of Wales with Validated Provision’ for its MBA programme. According to the College, it had entered this arrangement with the intention to seek joint validation for the programme with HETAC. In 2010, IBAT College Dublin initiated discussions independently with each awarding body with a view to seeking the joint validation of the MBA programme by the Higher Education and Training Awards Council (HETAC) and the University of Wales (UoW). IBAT engaged in dialogue with HETAC and sought an understanding of quality assurance issues and subsequently presented quality assurance documents for evaluation to HETAC relating to collaborative provision and joint awards. Taking the pending HETAC amalgamation and recent University of Wales developments into account a mutual decision was reached with HETAC that the College should pursue a standalone HETAC validated MBA programme. This was considered to be in the best interest of all parties including learners.

The College sought validation from HETAC in November 2011 for a Level 9 Masters of Business Administration programme. IBAT is in the process (December 2011) of resubmitting the proposed MBA document based on addressing the panel’s recommendations and hopes to secure validation during 2012.

IBAT College Dublin is a [Further Education and Training Awards Council \(FETAC\)](#) accredited College offering FETAC awards at Levels 5 and 6 on the National Framework of Qualifications (NFQ) in Business Studies, Information Technology, English Language and Law. In August 2011, FETAC visited the Swords campus to undertake a scheduled FETAC monitoring exercise and a positive outcome was received by the College.

In 2006 IBAT College was approved to offer [ACCA \(Association of Chartered Certified Accountants\)](#) programmes. In June 2009 the College was awarded the ACCA Gold Status as a provider. In June 2010

¹ The higher education institutions in the Republic of Ireland have delegated to CAO the task of processing centrally applications to their first year undergraduate programmes.

IBAT College met the ACCA's Platinum pass rate targets. IBAT has had a number of prize winners including First in Ireland on paper P1 last year. IBAT College is also an ACCA CBE (Computer Based Exam) centre.

IBAT has been a licensed provider of Accounting Technicians Ireland (ATI) since August 2004. It recently underwent a successful ATI annual review (December 2011) in both campuses. In September 2009, IBAT College Dublin became a [Project Management Institute \(PMI\)](#) Registered Education Provider. In 2010, the College became a member of [HECA \(Higher Education Colleges Association\)](#)².

HETAC Programmes currently offered at IBAT College

Named award and its level on the National Framework of Qualifications:

Higher Certificate in Business (HETAC)	Level 6
Bachelor of Business (HETAC)	Level 7
Bachelor of Business (Honours) (HETAC)	Level 8

Programme Delivery: Provider based, Full-time and Part-time

Location(s) of Delivery: IBAT College IBAT College
IBAT House 16/19 Wellington Quay
Forster Way Temple Bar
Swords Dublin 2

Non-HETAC Programmes currently offered at IBAT College

<u>Programme Titles:</u>	<u>Accreditation</u>	<u>Duration of programme</u>
Graduate Diploma in Management	ICM	1 Year (ft) 2 years (pt)
MBA	UoW ³	1 year (ft)
MBA	UoW	2 years (pt)
ACCA Professional	ACCA	Various
English Language	FETAC*	Various
Supervisory Management	FETAC*	16 weeks (pt)
Project Management	PMI/FETAC*	12 weeks (pt)
Computerised A/Cs & Payroll	FETAC*	8 weeks (pt)
Accounting Technicians Ireland	ATI	2 years (pt)
ECDL ⁴	ICS	10 weeks (pt)
Web Design	FETAC*	9 weeks (pt)
Adv Web Design	FETAC*	12 weeks (pt)
DeskTop Publishing	FETAC*	14 weeks (pt)

**denotes FETAC Component Award*

² The Higher Education Colleges Association (HECA) is a self-regulating association of independent third level colleges formed in 1991 to represent the interests of its member colleges and their students.

³ UoW: University of Wales.

⁴ ECDL: European Computer Driving Licence- international computer skills certification programme.

Overview of Learner Profiles for all Programmes 2011

School	Student Numbers
Business	887
Professional	358
English	130
Total	1375

Category	Full time (#)	Part time (#)	Male (#)	Female (#)
Number of Students	560	815	700	675
Evening Students	-	815	355	460
Day Students	560	-	345	215
Online Delivery	-	-	-	-
Students Aged (17 – 22)	150	40	105	85
Students Aged (23+)	410	775	595	590

Nationality Breakdown

Country	Full time (#)	Part time (#)	Male (#)	Female (#)
Ireland	70	570	290	350
EU	28	57	33	52
UK	3	1	0	4
Europe (Non-EU)	5	17	15	7
China	83	4	48	39
India	37	4	36	5
Other Asian	87	7	80	14
Russia	0	3	1	2
Brazil	96	4	54	46
Other South America	11	1	3	9
North America	2	0	1	1
Other	138	147	139	146

Target Learner Groups

IBAT College says it targets the following categories of learners:

Domestic Applicants

- Learners completing Second Level education and proceeding to higher education. IBAT College Dublin is a registered institution with the Central Applications Office (CAO) of Ireland. This provides IBAT College Dublin access to learners who are completing their second level studies and planning to proceed to higher education.

- Mature Learners/Adult and Continuing Education. Mature applicants who are hoping to return to education and may have completed their second level education but did not progress directly to higher education. These candidates can apply under the direct entry application process to IBAT College.

International Learners Currently Residing in Ireland and who are looking to progress with their studies in higher education.

International Applicants are actively recruited by IBAT College from overseas; those who are interested in coming to Ireland for their studies. International learners are targeted through collaborations and partnerships with overseas educational Institutions, educational agents (where applicable) and direct marketing campaigns to candidates residing overseas.

Staff Breakdown

Directors	2
Operations Manager	1
Student Experience Manager	1
Accountant	1
Marketing and Admissions Department	8
International Office (Including International Learner Support)	4
IT Department (Including IT Learner Support)	3
Academic Administration (Including Exams Office & Learner Support Services)	12
Library	2
Business Faculty	8
Associate Lecturers (Business Faculty)	45
Associate Lecturers (School of English)	7
Associate Lecturers (Professional School)	16

Quality Assurance

IBAT College Dublin agreed an initial set of quality assurance procedures with HETAC in 2006. The College says it has recently (2010) revised and published an updated Quality Assurance Handbook (QAH) to ensure that a coherent approach towards the Colleges' quality assurance is reflected throughout the document. Updates on the QAH include the insertion of University of Wales (UoW) policies, procedures and examination regulations and the inclusion of Further Education and Training Awards Council (FETAC) documentation. A recent review of the academic structures, roles and responsibilities within the academic department including library changes and the pastoral care of learners are also detailed in the revised QAH. The College says it is committed to working continuously on updating and enhancing its QA policies and procedures.

The College has recently undergone several QA assessments:

Process	Date	Monitoring/Inspecting Body	Purpose
Programme validation	January 2011	University of Wales	MBA Programme validation
HETAC Programmatic Review carried out by IBAT College	May 2011	HETAC agreed a panel appointed by IBAT	HETAC Programmatic Review
FETAC Monitoring	July 2011	FETAC	FETAC Monitoring
HETAC Monitoring visit to new campus	September 2011	HETAC	New campus approval
FETAC Inspection	September 2011	FETAC	New campus approval
University of Wales Monitoring visit to new campus	September 2011	University of Wales	New campus approval
Accreditation and Co-ordination of English Language Services (ACELS) School Accreditation Inspection	November 2011	ACELS	ACELS School of English Recognition
Programme Validation by HETAC	November 2011	HETAC Appointed Panel	MBA Programme validation
ATI Inspection	December 2011	ATI	Annual monitoring New campus approval

Mission and Strategy

The mission and strategy of the College is articulated as follows:

“IBAT College Dublin mission is to become a renowned Business Learning Centre. The College’s vision is to fuel the Irish and International economy with world class business graduates. The strategic plan for the college while not published for confidentiality reasons always aligned with the core values of the College which are as follows:

Our Students come first: a deep commitment to our students sits at the heart of everything we do.
Integrity: we hold ourselves to the highest standards of fairness, honesty and transparency in everything we do.
Empowerment: we set challenging goals for our employees so that they can take initiative to decide, act and be accountable for results.
Respect: we treat everyone with dignity and honour the global diversity of our students and employees. We work as a team and encourage an open participative culture.
Win and have fun: we are motivated by a passion to compete and win.

Medium to long-term strategy within the organisation is formulated by the senior management team on a bi-annual basis, typically culminating in a day-long session. Ongoing implementation of this strategy is managed through monthly board meetings and communicated to staff through weekly management meetings and regular staff meetings.”

Section 3. College's Team

- Head of College – Shane Ormsby, Director, sormsby@ibat.ie (01) 2461503
- Executive Assistant – Michelle Cullen, mcullen@ibat.ie 01 2461559
- Academic Director & Project Manager / Liaison for Institutional Review – Linda Moran, lmoran@ibat.ie (01) 2461506
- Registrar – Geraldine Nolan, gnolan@ibat.ie 01 2461511
- Academic Manager – Rosemary Deneher, rdeneher@ibat.ie 01 2461513
- Marketing and Admissions Manager – Fiona Renolds, freynolds@ibat.ie 01 2461526
- Operations Manager - Thomas Russell, trussell@ibat.ie, 01 2461504
- Student Experience Manager – Joan Connolly, jconnolly@ibat.ie 01 2461505

Section 4. HETAC objectives for Institutional Review

There are six prescribed objectives for Institutional Review as outlined below. Five of these objectives apply to IBAT College. Colleges may wish to highlight any areas of specific importance to the Institution within each of the objectives. HETAC may also wish to highlight any areas of specific importance to the Institution within each of the objectives.

Objective 1: To enhance public confidence in the quality of education and training provided by the College and the standards of the awards made

This objective is to enhance public confidence in the quality of education and training provided by the College and the standards of the awards made. This is an overarching objective which covers all areas of the College's activity. The quality of the Institutional Review process itself is a critical part of this as is the internal self study, the publication of the Self Evaluation Report and Panel Report. The information provided by the College to the public falls within this objective.

Special considerations for IBAT College

None

Objective 2: To contribute to coherent strategic planning and governance in the College

This objective is to contribute to coherent strategic planning and governance in the College. The review may address the coherence of institutional mission, vision and values and overall institutional strategic planning. For recognised Institutions with Delegated Authority this objective also includes the Operation and Management criterion of the review of Delegated Authority (governance, management, administration, planning and evaluation) and the Objects of the Qualifications Act criterion relating to national contributions *etc.*

Special consideration for IBAT College

IBAT College is a privately funded independent for-profit college. In August 2011 IBAT College opened an additional campus in Dublin city centre, described by the College as 'State of the Art'. All programmes available in the Swords Campus are also available in the city centre. As a result of this new expansion the College has almost doubled its capacity in the provision of all programmes, many of which are now available to learners in both locations - Swords and the city centre. As part of its expansion plans the College has hired additional staff and changed its name from IBAT College Swords to IBAT College Dublin. The panel is requested to examine the impact on the College of this significant expansion in the context of the strategic planning, governance and management structures.

Objective 3: To assess the effectiveness of the Quality Assurance arrangements operated by the College

This objective is to assess the effectiveness of the Quality Assurance arrangements operated by the College. This will be based on Part One of the European Standards and Guidelines for Quality Assurance. By including this in the Institutional Review process the statutory requirement for review of QA is met. How the College manages its QA for the “seven elements” of Part One of the European Standards and Guidelines should be explicitly addressed by the review process including: Policy and Procedures for Quality Assurance; Approval, Monitoring and Periodic Review of Programmes and Awards; Assessment of Learners; Quality Assurance of Teaching Staff; Learning Resources and Support; Information Systems; Public Information.

Special consideration for IBAT College

The Institutional Review should consider the quality assurance arrangements in place for both centres provided by IBAT College Dublin – the new Dublin city centre location in Wellington Quay and the established Swords campus location.

Objective 4: To confirm the extent that the College has implemented the National Framework of Qualifications and procedures for Access, Transfer and Progression

This objective is to confirm the extent that the College has implemented the National Framework of Qualifications and procedures for Access, Transfer and Progression. The National Qualifications Authority has produced guidelines in relation to this. For example, this includes issues such as credit, transfer and progression routes between levels and award types, entry arrangements and information provision. As part of this objective, HEA-funded institutions should be mindful of the goals of the HEA’s National Plan for Equity of Access to Higher Education (2008-2013) and pay particular attention to the objectives relevant to Higher Education institutions.

Special considerations for IBAT College

None

Objective 5: To evaluate the operation and management of Delegated Authority where it has been granted- [Not Applicable]

Objective 6: To provide recommendations for the enhancement of the education and training provided by the College

This objective is to provide recommendations for the enhancement of the education and training provided by the College. This will include both the recommendations arising from the external peer review process and recommendations arising from the internal self study process.

Special considerations for IBAT College

None

Section 5. College-specific objectives

In addition to the prescribed HETAC objectives and the special considerations noted in relation to them, there is an option to include additional objectives to maximise the benefits of the review process.

Additional Institutional Objective

None

Section 6. Schedule for IBAT College

As outlined in the Institutional Review policy, the process consists of six phases

1. HETAC sets the Terms of Reference following consultation with College;
2. Self-study by the College;
3. Visit by expert panel appointed by HETAC and written panel report;
4. College response including implementation plan;
5. Panel report and response published;
6. Follow-up report submitted by the College.

The major milestones in the timeframe for the Institutional Review of IBAT College are outlined below. This should be read in conjunction with the supplementary guidelines for Institutional Review.

Relative Timeframe	Actual Date	Milestone
At least 6 months before panel visit	May 2011	College indicates timeframe for Institutional Review as per overall HETAC schedule of reviews
Approx. 6 months before panel visit	October 2011	Terms of Reference set following consultation with College and post on HETAC website
3 to 6 months before panel visit	Up to December 2011	College undertakes self study process and produces Self Evaluation Report (SER)
Approx. 12 weeks before site visit	30 January 2012	Submission of SER and other supporting documentation
1 week following receipt of SER	6 February 2012	HETAC Desk based review of SER and feedback to College
Approx. 4 weeks before site visit	To be set	Advance Meeting between Chair, Secretary and College
Panel Visit	23 - 25 April 2012	Site visit by external peer review panel (2-3 days approximately as determined by TOR) Preliminary (oral) feedback on findings
Approx. 12 weeks after site visit	23 July 2012	Draft report on findings of panel sent by HETAC to College for factual accuracy
4 days following this	27 July 2012	Final report on findings of panel sent by HETAC to College
6 weeks following receipt of final report	7 September 2012	Response by College to HETAC including plan with timeframe for implementation of any changes
Next available HETAC Academic Committee meeting	October 2012 (committee dates to be set)	Consideration of report and College response by HETAC Academic Committee Publication of report, response and SER on website once adopted
12 months after adoption	October 2013	Follow up report by College to HETAC on implementation of recommendations