

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.

	Recommendation¹	Commentary²	Planned Actions³	Planned Completion Date⁴ and Status
1.	Hibernia College strengthens their vision to clearly reflect	In its 25 th 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 Completed. A complex survey of graduates of the College was undertaken.

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

² Provide an overview of the institution’s plans to address the recommendation.

³ Add or remove rows as appropriate.

⁴ 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	Key findings have been reported to both Academic Board (AB) and Executive Management Team (EMT).
			The development of online CPD offerings tailored to alumni needs, incorporating both formal learning and structured mentoring opportunities.	March 2026 Completed. Work is ongoing on the launch of an alumni portal currently in development as a landing page for offering CPD. This is based on key trends identified in the survey above and dovetails with the College Programme Development Plans 2026-2030 (previously shared with QQI).
			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 Completed. The College strategic plan was refreshed, and the feedback from alumni survey has been incorporated into this and into work involving new

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				programme developments.
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.	<p>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.</p> <p>The Student Engagement Committee will reactivate a recognition and reward scheme for those involved as a student representative.</p> <p>The Student Engagement Committee will increase opportunities for peer-to-peer learning while in role as a student representative; through a series of pre-committee briefings held</p>	<p>December 2025</p> <p>Completed. The student engagement committee undertook a review of the role descriptor with reference to external comparators; this was discussed at, and approved by, the Student Engagement committee</p> <p>September 2025</p> <p>Completed. This is an ongoing action and will continue beyond the initial pilot phase, ensuring that recognition of student representation is proportionate.</p> <p>January 2026</p> <p>Completed. Pre-committee briefings are ongoing and have thus far improved the engagement of student</p>

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			specifically for student representatives.	representatives in the College governance system.
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</p>	<p>January 2026</p> <p>Ongoing. The Department of the Registrar has held a series of training and information session with programme faculty on the scope of programme boards, and approaches to maintaining programme currency. Through a series of consultations, programme teams are reviewing the bottlenecks in terms of balancing autonomy and consistency.</p> <p>March 2026</p> <p>Ongoing. The College has begun implementing a rotation of locations for key activities such as orientation and staff</p>

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			<p>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, 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.</p>	<p>training to support greater geographic accessibility for staff. This approach is intended to promote broader participation and will be kept under review as part of ongoing efforts to ensure an equitable spread of locations across College events. In addition, the location of graduation is currently under review, led by the Head of Student Affairs, to ensure alignment with the College’s objective of providing a fair and inclusive spread of event locations across key institutional activities while balancing the operational needs of the event.</p>
4.	Hibernia College will create a strategic workforce development plan to clarify and define roles and	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	Conduct a cross-functional role-mapping exercise in collaboration with department heads to identify gaps, overlaps, and role ambiguities in current workflows	December 2025 Completed. As part of the internal document review, this has been completed and workflows will be revised

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	responsibilities in cross-functional processes.	engagement. This initiative will also support smoother interdepartmental coordination and workforce planning.	<p data-bbox="1317 435 1644 643">Develop and implement a strategic workforce development plan that includes clearly defined responsibilities for key processes</p>	<p data-bbox="1711 292 2024 427">as part of the ongoing work related to process mapping undertaken in response to Condition 6.</p> <p data-bbox="1711 435 1868 464">March 2026</p> <p data-bbox="1711 507 2040 1362">Ongoing. The HR team, in collaboration with the College President, have produced a professorship pathway that defines the roles and responsibilities associated with each role from, Teaching Fellow to Professor. This will form a cornerstone of the final workforce development plan. Other elements of this plan include the implementation of a company pension plan provided through Zurich. The HR team has also supported strategic workforce development through the provision of employee support mechanisms and an employee assistance scheme.</p>

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			Communicate updated roles and responsibilities through training sessions and updated documentation	March 2026 Completed. The HR team conducted a review of all internal HR documentation, and this has been updated to reflect new and redefined roles and responsibilities.
5.	Hibernia College will establish a structured approach to career progression and performance management, with more protected time for research.	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 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 revisit and amend the Research Strategy to empower a research oriented culture across the College.</p> <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; and engaging Faculty to increase submissions to the institutional repository.</p> <p>The Research Committee will establish an annual ‘Research Week’ which will</p>	<p>February 2026. Ongoing. The Research Committee has commenced the review of the Research Strategy</p> <p>March 2026 Completed. The College has expanded membership of the Erasmus Committee with a view to increasing uptake among staff. In addition, the College has also been a partner in an additional Erasmus funding call in 2026.</p> <p>As part of the inaugural College “Research Week”</p>

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			focus on tailored supports for staff in areas such as publishing an article, funding applications, research tenders, and scholarly collaborations.	several support workshops were delivered empowering Faculty and staff to engage in scholarly work and publication. These also covered areas such as use of the institutional repository. The shared writing workshop has since developed into an ongoing supportive community of practice for Faculty engaged in scholarly writing and publication.
			HR will oversee the roll out of 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 also allow for exploration of practical options for enabling more protected time for academic staff to	January 2026. Ongoing. High-level KPIs have been defined at institutional level, with operational teams currently developing aligned objectives, metrics, and reporting approaches. This work will underpin the rollout of a new performance management framework that connects

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			focus on research as part of individual goal-setting conversations	institutional priorities to individual goal setting and development planning.
6.	Hibernia College will improve the usability and interoperability of their systems to create a more supportive, streamlined, and efficient learning environment for students.	<p>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.</p> <p>Planned Actions: Future Focus is on the 3rd generation VLE.</p>	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.	<p>December 2025.</p> <p>Ongoing. This work is ongoing, and the College has begun the process of stakeholder consultation to define the requirements for future systems. Following on from this work, the project management team re-sequenced the staging of these projects. There is now a planned implementation date of 2027 for the new College SIS, with the new College LMS following completion of this phase.</p>

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			The College will establish a working group to oversee the audit and implementation of the Altitude Charter	September 2025. Completed. This work has commenced, and a group, which falls under the remit of the EDI working group has been established. A college-wide audit of universal design practices across all areas has commenced and regular update meetings
7.	Hibernia College will ensure a greater consistency of placement supervision, balancing student preparation and classroom pedagogy.	The College acknowledges the role and importance of placement and work-integrated learning (WIL) in the experience of our students. Continuous improvement of these experiences, as well as a newly developed WIL policy, should bring consistency to all learners across programmes.	<p>The College will undertake a review to examine current policies, processes, and 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.</p> <p>The College will incorporate the above findings and ongoing work from QQI to</p>	<p>September 2025. Completed. A wide ranging review of the College WIL practices was undertaken in tandem with a series of semi-structured interviews to determine the effectiveness of practice. This has been presented to the College Academic Board and the actions contained within are subject to further work.</p> <p>September 2025 Completed. The Academic Board have</p>

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			<p>develop a work-integrated learning policy for approval by the College Academic Board.</p>	<p>approved a work-integrated learning policy, and this has been published in the HCQF.</p>
			<p>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.</p>	<p>December 2025 Completed. A review of grading rubrics used in placement or WIL has been undertaken by programme teams. The outcomes of this review and subsequent amendments have been approved through the Programme Board/Academic Board structures.</p>
			<p>As part of the systematic professional development programme for placement supervisors, The College will continue to promote consistency of placement supervision by ensuring supervisors are trained in the use of grade descriptors, rubrics and College procedures and protocols in this regard.</p>	<p>December 2025 Completed. Where appropriate deputy Programme Directors with responsibility for placement roles were created and faculty were appointed to these roles. These roles have been key in leading training for all involved in placement and appropriate use of</p>

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				grade descriptors and rubrics. Training of placement tutors is an ongoing function of programme teams, and this has been refreshed and is run at multiple times per years.
8.	Hibernia College deploys a proactive evaluation process which facilitates the formal benchmarking of practice and outcomes AND	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.	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 Completed. The College Academic Board has approved the formation of a cross-college working group to implement the overarching approach to benchmarking against external datasets and setting internal benchmarking standards.
9.	Clearly articulates and consistently applies principles of data analysis to secure a more evidence-informed and sustainable future.	Note: This represents two combined, but linked, recommendations.	The College will in tandem define the internal principles and standards of data analysis that apply to various areas of the College.	December 2025 Completed. The College Academic Board has established and adopted a set of principles that will govern the approach to data collection, analysis

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				and subsequent action arising from this.
			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 Ongoing. The College has begun to establish dashboards that facilitate real-time monitoring of data trends vis-à-vis benchmarks.
			The Academic Board in setting its 2026 workplan will prioritise areas in which benchmarking is to be applied.	January 2026 Completed. The College Academic Board has established areas for review within the 2026 workplan that must be reviewed in the context of benchmarks.