The National Strategy for Higher Education was launched in January 2011. In order to ensure effective oversight of implementation of the strategy the Department of Education and Skills has established an **Implementation Oversight Group**. The Oversight Group is co-ordinating, monitoring and reporting on the implementation of recommendations contained in the National Strategy on an ongoing basis in conjunction with other expertise and stakeholders as required.

The Oversight Group has agreed a short to medium term Implementation Progress reporting template that details actions under four broad strategic headings together with a number of supporting objectives. The strategic headings are congruent with the aims of the National Strategy. Each action is the responsibility of a designated organisation. It is the intention of the Department of Education and Skills to report regularly on the implementation of the strategy.

The actions, responsibility, timelines and current status are presented in the following Table.

Strategic		Specific Actions	Timeline	Lead Org.	Input from	Current Status Q1 2012
Objective						
Excellence in Teaching, Learning, Research and Engagement	1.1	National Student Survey	Pilot complete by Q4 2012	HEA	IUA/IOTI /QQAI	Review of survey process has been undertaken and pilot on target for completion
3.0	1.2	National Employer Survey	Pilot complete by Q3 2012	HEA	IUA/IOTI through IBEC	A Steering Group established, work plan developed, and work is ongoing.
	1.3	Implementation of Transition Review	Q1 2012	NCCA/HEA	IUA/IOTI	Implementation Plan submitted to DES end Q1 2012
	1.4	National Platform for the Enhancement of Teaching and Learning	Established by Q4 2012	HEA	IUA/IOTI	Project Plan by end Q2
	1.5	Part-time Higher Education and Training Policy Framework	End Q3 2012	HEA		Paper at advanced stage of development
	1.6	Policy and structures for HEA engagement with QQAI.	Q2 2012	HEA	IUQB, HETAC, QQAI	Memorandum of understanding in development and will be signed following QQAI establishment (Q2 2012)
	1.7	Research and Graduate Education. HEA Status report on Research and Graduate Education in	Q1 2012 Q2 2012	HEA	IRCSET/ IRCHSS	The Irish Research Council has been established through the merger of The Irish Research Council for the Humanities and Social Sciences and the Irish Research Council for Science, Engineering and Technology as a sub-board of HEA with effect from 19 th March 2012. In development

Strategic Objective		Specific Actions	Timeline	Lead Org.	Input from	Current Status Q1 2012
		development				
	1.8	Institutional student feedback system	Ongoing	IOTI/IUA		Within the Institute of Technology sector new arrangements have been agreed and are being implemented. Within the university sector various arrangements are in place that provide for student feedback.
	1.9	Review 1 st year curriculum and supports	Ongoing	IOTI/IUA		Ongoing within academic planning and approval processes at Institutional level.
	1.10	Course accreditation for work placement/service learning	Ongoing	IOTI/IUA		Ongoing within academic planning and approval processes at Institutional level.
	1.11	Research Prioritisation Report Establishment of Prioritisation Action Group	Q1 2012	DJEI		Report launched March 2012
	1.12	Development of National IP Protocol and submission to Govt	Q1 2012	DJEI		External stakeholder consultations completed March 2012
	1.13	Internationalisation - Institutional internationalisation strategies	Ongoing	IUA/IOTI	Int Ed Strategy Imp.Group	Award of new international scholarship allocations by HEA (on foot of a call for proposals) has had regard to institutional strategies.
	1.14	Integration of international students	Ongoing	IUA/IOTI		The "student care" agenda will be to the fore in 2012 with the enactment of the Quals Bill and implementation of the Code of Practice. D/ES providing funding in 2011 & 2012 for international student support mechanisms offered by ICOS (the international students' council); The first annual report on

Strategic		Specific Actions	Timeline	Lead Org.	Input from	Current Status Q1 2012
Objective						
						internationalisation will be published in Q2 2012.
	1.15	Continue to implement and build upon NFQ	Ongoing	QQAI		
	1.16	Co-ordinate development of subject guidelines framework in conjunction with subject experts from institutions	TBC	QQAI	IUA/IOTI	Priority will be assigned based on QQAI establishment in Q2 2012.
	1.17	Initiate full and comprehensive review of external examiner system and grading system	TBC	QQAI		Priority will be assigned based on QQAI establishment in Q2 2012.
	1.18	Put in place review of PhD provision according to new national framework developed with HEA – formal assessment informed by good practice and international metrics	TBC	QQAI	HEA	Priority will be assigned based on QQAI establishment in Q2 2012. Will be informed by Status report on Graduate education being developed by HEA (see 1.7)
	1.19	Ensure alignment and balance between learning outcomes, pedagogy and assessment in course of QA of institutions and Programmes	TBC	QQAI		Priority will be assigned based on QQAI establishment in Q2 2012.
	1.20	Begin development of National framework of RPL based on work already underway by EGFSN/NQAI	TBC	QQAI		Priority will be assigned based on QQAI establishment in Q2 2012.
	1.21	Assist HEI's to develop structures and procedures to involve wider community in programme design and revision.	TBC	QQAI	IUA/IOTI	Priority will be assigned based on QQAI establishment in Q2 2012.
	1.22	Enterprise Engagement Forum	Ongoing	DES		Forum chaired by Secretary General

Strategic Objective		Specific Actions	Timeline	Lead Org.	Input from	Current Status Q1 2012
						established October 2011; Bi-annual meetings are being held
Sustainability and Funding	2.1	2 nd Phase of Sustainability Study	End Q3 2012	HEA		1 st Phase completed and published by HEA in December 2011. Further recommended work being progressed during 2012 to be completed by end Q3
	2.2	Consultation on Review of Funding Models	Q2 2012	HEA	IoTI/IUA	Paper on proposed RGAM changes to be issued by end Q2
	2.3	Strategic Dialogue Process 1 st Phase Implementation in place Development of KPIs and	From Q1 2012	HEA		1 st Phase Implementation in place
		agreement with HEIs	By end Q3 2012	HEA	HEIs	
	2.4	Performance management capacity review	Q2 2012	HEA		Draft structures document tabled to Executive. Final structures to be agreed Q2 and in place by end Q3
	2.5	Organizational Review of HEA	Q4 2012	DES		
	2.6	Centralisation of Student Grant Administration	Q3 2012	DES		Independent Appeals Board established SUSI commence operation for new applicants for 2012/13 academic year.
System Development	3.1	TU Criteria/HEA Landscape Paper/Clustering and Merger Guidelines	Q1 2012	HEA		Completed – Published on HEA website in February 2012 HEIs to submit strategic plans to HEA by end Q2
	3.2	Commission System Level Analysis	Q2 2012	HEA		Meta analysis of demographic and skills forecast data to be complete by end Q2 2012
	3.3	Appoint International review Panel	Q1 2012	HEA	International Panel	Panel to review data and current provision and make recommendations by mid Q3 2012
	3.4	International panel and HEA	End Q3/Q4	HEA	International	To be completed by Mid Q4

Strategic		Specific Actions	Timeline	Lead Org.	Input from	Current Status Q1 2012
Objective						
		Executive to consider HEI submissions and 'blueprint'	2012		Panel	
	3.5	HEA to engage with HEIs on Proposed outline structure	By end Q4 2012	HEA	HEIs	HEA to advise Minister on outline structure for future HE system by end 2012.
	3.6	Establish HE Agency Network	Q1 2012	HEA		1 st meeting held with Research funding agencies. TOR for ongoing engagement to be tabled by end Q2
Governance and HR/IR	4.1	Legislation – Develop Issues and Timeframes Scoping Paper	Q2 2012	DES	HEA/IUA/ IOTI	Currently being developed. RIA working paper on governance models completed. IUA/IOTI input expected during Q2 2012
	4.2	Implement strategy for review and transfer of DES funded institutions to HEA.	Q4 2012	DES/HEA		Submissions requested from all DES directly funded institutions on their future position within the HE system in light of the HEA landscape paper.
	4.3	Subject/Discipline Reviews				
		Carry out Creative Arts Review	Q2 2012	HEA		Terms of reference drafted
		Commence Teacher Ed. Review	Q1 2012	HEA		HEA asked to undertake review by end Q2
	4.4	Develop Policy for Engagement with non-DES funded private providers	Q2 2012	DES/HEA		Tender issued Q1 2012 – Final report by June 2012
	4.5	Public Service Agreement	Ongoing	DES/IUA/ IOTI		IOT Sector: DES circular issued on 8 April 2011 providing for immediate and full implementation of an agreed document. A re-deployment protocol for non-academic staff has been agreed and is underway. University Sector (September 2011), universities are implementing agreed changes to contracts.

Strategic		Specific Actions	Timeline	Lead Org.	Input from	Current Status Q1 2012
Objective						
-	4.6	Long-term HR development	Q2 2012	DES/IUA/IOTI/ HEA		Issues Paper under development
Other						
Supporting Activities						
Consultation Events		Towards a Higher Education System	Q2 2012	HEA		25 th May 2012
		Quality and the Student Experience	Q3 2012	HEA		Date to be confirmed.