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 Quality and Qualifications Ireland  
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## Report of the Programme Evaluation Panel

<b>Provider's Name:</b>	National College of Ireland
<b>Address:</b>	Mayor Square
	IFSC
	Dublin 1
<b>QA procedures agreed on:</b>	2006
<b>QA procedures reviewed on:</b>	2010
<b>Programme(s) submitted for approval:</b>	<b>Leading to the award of:</b>
1. <b>MSc in Non Profit Management</b>	Master of Science
2. <b>Postgraduate Diploma in Business in Non Profit Management</b>	Postgraduate Diploma in Business
3.	
4.	
5.	
<b>Date submitted to QQI:</b>	
<b>Date of Evaluation:</b>	16 June 2016
<b>Date of Report:</b>	17 June 2016

### Membership of the Programme Evaluation Panel:

Role	Name	Area of Expertise	QQI Peer Review Reference Listing
<b>Chairperson</b>	Mr Gerard O'Donovan	Chair, Head of Faculty of Business & Humanities, Cork IT	
<b>External Specialist</b>	Ms Donna Day Lafferty	Third Sector, Fundraising	
<b>External Specialist</b>	Ms Aine McManus	Management, Information Technologies	
<b>External Specialist</b>	Ms Carmel Brennan	Marketing	
<b>Industry/Employer Perspective</b>	Ms Ruth Guy	Marketing, Non Profit Sector management, fundraising	
<b>Rapporteur</b>	Ms Sinéad O'Sullivan		

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## 1. Profile of provider:

NCI, through its two schools, the School of Business, School of Computing, offers over 80 full-time and part-time programmes at levels 6-10 of the National Framework of Qualifications.

NCI's programmes are accredited by the QQI, the Chartered Institute of Personal Development (CIPD) and the Institute of Commercial Management (ICM).

Programmes in Accounting and Finance enjoy recognition by such professional bodies as the Chartered Accountants Ireland (ACA), the Association of Chartered Certified Accountants (ACCA), and the Chartered Institute of Management Accountants (CIMA). National College of Ireland is the largest provider of Chartered Institute of Professional Development (CIPD) accredited programmes in the Human Resource Management area.

Although a company limited by guarantee, the College is partially funded through the Department of Education and Skills for 925 undergraduate full-time students. All other funding comes from student fees and commercial income. As part of its internationalisation strategy, the College is active in India, Malaysia, China and more recently Brazil and Africa. Over 50 nationalities are represented within the study body, mainly from communities in the Greater Dublin area.

Enrolment in May 2016 stands at 4600 (3700 fte) of which 43% are part-time. 70% of learners are enrolled on undergraduate programmes which range from major awards to professionally focussed special purpose awards. The College is currently one of the largest providers of Springboard/ICT programmes in the country rising to over 800 places in 2015/16.

The Higher Education Authority (HEA) provides additional funding under initiatives such as Funds for Students with Disability and the Student Assistance Funds.

In line with its mission of widening access to education, the College places a strong emphasis on the needs of the learner and provides a range of learning options that extend beyond traditional classroom dynamics, including distance learning and internet-based learning programmes.

Programmes are delivered by a combination of full-time and part-time (associate faculty) which bring current experiences and issues from the workplace into the classroom. The College currently has a policy of normally only appointing holders of PhD to full-time faculty and supports any member of staff who is undertaking PhD study both financially and via workload rebalancing. The College currently has 52 full-time academic staff, of which 60% are holders of a PhD.


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## 2. Planning:

*Programme development since agreement of QA procedures / the last review*

The College has developed a significant number of programmes since its last institutional review in 2010 culminating in 2015 with a complete programmatic review of its portfolio across the Business, Computing and Education subject areas. During the period 2014-2016, 31 programmes have been revalidated and a further 35 programmes (15 in 2015) have been validated or are in the process of being validated.

### 2.1. Purpose of the award

*Does the proposed programme address a clear market demand?* Yes✓ No

This proposed MSc in Non Profit Management is aimed at improving managerial competencies at an emerging management senior level in non-profit organisations while combining academic evidence-based practices with practitioner led knowledge and skills.

### 2.2. Avoidance of duplication

*Has the Programme Development Team identified the availability of similar programmes locally, regionally, nationally?* Yes✓ No

The programme development arose from the cessation of a similar programme at All Hallows College which has closed. The programme has been significantly reviewed and informed by consultations with the Wheel, the sectoral representative body and other sectoral influencers. The programme team is aware of a recently validated programme at ITB which is due to commence in September 2016 and is of the view that this programme is more focused on the needs to the sector.

### 2.3. Stakeholder consultation

*Was the level of stakeholder engagement satisfactory?* Yes✓ No

Comment: None

*Support for the programme (industry/business/community)* Yes✓ No

It is recommended that, in terms of ongoing and future development of the programme, a Stakeholder Advisory Board should be established to meet annually with the programme team in order to review industry requirements and expectations.

### 2.4. Efficient and effective use of resources

*Does the proposed programme represent both efficient and effective use of the provider's resources?*

Yes✓ No

Comment: The programme makes logical use of relevant existing modules within the School of Business, which is good for sustainability.



**2.5. Resource development over last 5 years (or in direct support of this programme)**

*Specific Comments:*

*Staff:* The panel is of the view that the programme can be resourced from the College's current staff and third sector specialists recruited to the College's panel of associate faculty.

*Accommodation:* The programme will be provided at the NCI campus in Dublin and there are adequate facilities in place.

*Information technology:* The evaluation panels is of the view that very effort should continue to be made to use up-to-date technologies in support of student learning both inside and outside of the classroom.

*Partnerships:* Consider creating partnerships with relevant private sector providers to the charitable sector to access donated software for training, e.g. Blackbaud

*Library: Administration:*

Comment: none

*Publicity/public information:*

Comment: none

**2.6. Planned development over the coming 5 years?**

*Have the QQI award standards been explicitly referred to in the programme and does the programme meet those standards at the specified level?*

Comment: None

Yes✓ No

*Has the Provider complied with Protection for Enrolled Learner requirements?*

Protection for Enrolled Learners has been arranged with Griffith College and the Irish College of Humanities and Science.

Yes✓ No

**2.7. Access**

*Is the expected minimum and maximum number of all learners entering the programme explicitly stated?*

Comment: None

Yes✓ No

*Have any/all prerequisite knowledge, skills or competence or any other specific entry requirement been articulated?*

Yes✓ No

The panel notes the use of Recognition of Prior Learning at NCI and recommends that Section 5 clarifies that RPL takes place using interview and assessment.



### 3. Quality Assurance

#### 3.1. Application of agreed quality assurance procedures for development of programmes

*Were the agreed quality assurance procedures for programme development followed?*

Comment: None Yes✓ No

*Has the programme team demonstrated how programme delivery will be monitored in accordance with agreed QA procedures?*

Comment: None Yes✓ No

*Are programme management arrangements adequate and coherent?*

Comment: None Yes✓ No

DRAFT



## 4. Programme structure and content

*Is the programme structure well designed, coherent and fit for its stated purpose?*

Yes✓ No

The panel discussed the programme structure and sequencing with the programme team and is satisfied that it is fit for purpose.

### 4.1. Programme learning outcomes

*Do the programme learning outcomes comply with national standards for the level of award proposed?*

Yes✓ No

Comment: None

*Are module descriptions adequate and relevant?*

Yes✓ No

The programme team should consider review of some modules to ensure that their curriculum is sufficiently expanded and that consistency of presentation of the reading lists is achieved. Learning outcome for the Finance module should include communications, which is inherent in the module delivery and might be more explicitly acknowledged in the module descriptor.

*Are modules relevant and current?*

Yes✓ No

Comment: None

*Does the combination of modules chosen have the coherence to support the proposed award?*

Yes✓ No

The panel did discuss the size and sequencing of some of the modules and have made recommendations in that regard. In particular the panel is of the view that the Fundraising & Communications module should be reviewed with a view to splitting the content into 2 distinct 5 credit modules. To facilitate that, the programme team could consider removing Economics in the World as a module, but integrate its essential aspects into other mandatory modules.

### 4.2. Learning Modes

*Can the teaching and learning strategies proposed support achievement of the required learning outcomes?*

Yes✓ No

Comment: None

*Are the delivery mechanisms proposed adequate to the needs of the programme and the proposed learner cohorts?*

Yes✓ No

The panel notes that blended learning in the form of the virtual classroom may be used. A general observation is to ensure that where modules are shared with other programmes, there is sufficient use of third sector relevant case studies and a few examples of relevant third-sector readings should be included in the reading lists of shared modules if possible.

### 4.3. Assessment strategies


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Are assessment processes and methods adequately described? Yes✓ No

Comment: None

Are these strategies appropriate to this type of award, in terms of type, frequency and volume?

Yes✓ No

Comment: None

Is assessment explicitly linked with intended learning outcomes? Yes✓ No

Comment: None

Does the assessment strategy underpin the achievement of the relevant standard of knowledge, skill and competence?

Yes✓ No

Comment: None

#### 4.4. Duration

What is the intended duration of the Programme?

12 months full-time, 24 months part-time

What is the lifespan of the programme (e.g. single cohort intake to satisfy limited local demand; multiple intakes over the following 5 years etc.?)

Typically, from September 2016 onwards, a single cohort at a time on an annual basis.

Does the Panel believe this to be realistic? Yes✓ No

Comment: None

Are there flexible modes of participation? Yes✓ No

The programme will be offered primarily on a part-time basis. As above, the virtual classroom may be used to support learners.

#### 4.5. Credits

Is credit allocation in accordance with national and international guidelines?

Yes✓ No

Comment: None

Considering the level, outcomes and volume of each module, is the number of credits attached to each appropriate?

Yes✓ No

Comment: None

Considering the stated objective of the programme is the number of credits attached to the award appropriate?

Yes✓ No

Comment: None


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#### 4.6. NFQ Level

*Is the proposed level of the programme in accordance with institutional policy/national norms?*

Comment: None

Yes ✓

No

#### 4.7. Programme titles and award

*Is the title consistent with national policy, is it informative and is it fit for purpose?*

Yes ✓

No

#### 4.8. Transfer and Progression

*Has the Programme Development Team identified realistic transfer and progression opportunities/possibilities that learners may avail of following achievement of this award?*

Yes ✓

No

The panel notes that the College has developed a number of Special Purpose Awards in the non-profit sector and that these programmes may be used, subject to the sectoral conventions on assessment, as access or transfer options should the learner wish to do so. The 10 credits from the Management of Non Profit Organisations, from the Certificate should be sufficient, and that the full 15 credits from the Certificate might not be needed, as this appears to penalise those students who have already demonstrated commitment to the third-sector.

The panel notes the development of the Postgraduate Diploma in Business in Non Profit Management. On reviewing the Programme Learning Outcomes, the panel would like to see a clearer definition of the additional learning that the Masters degree will provide.





## 5. Module Titles, Content and Assessment Strategy

### Module Title: Third Sector Studies

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?*

Yes✓ No

Learning outcomes should be reviewed to ensure that they are consistently measurable

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Comment: None

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?*

Yes✓ No

The panel recommends condensing the coursework into 1 group assessment.

*Is the required reading and supplementary reading appropriate, current and realistic?*

Yes✓ No

Comment: None

### Module Title: Managing the Organisation

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?*

Yes✓ No

Learning outcomes should be reviewed to ensure that they are consistently measurable

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Comment: None

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?*

Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?*

Yes✓ No

Comment: The panel recommends to add third sector specific reading. ACEVO may offer relevant material.



**Module Title: Managing Financial Resources**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Learning outcomes should be reviewed to ensure that they are consistently measurable

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

The management of gift-in-kind and volunteer value should be included.

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Case material for the third sector should be sourced.

**Module Title: Research Methods**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Learning outcomes should be reviewed to ensure that they are consistently measurable

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Sourcing of grey literature should be explicitly included in the curriculum

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None



**Module Title: Economics for Management**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

The panel is of the view that this module should be removed but that core areas should be incorporated into other modules.

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None

**Module Title: Regulation in the Third Sector**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Self regulation should be included in the curriculum.

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

The panel recommends inclusion of coursework in this module. Consideration should be given to the creation of a strategy for governance and the legal requirements of same.

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None



**Module Title: Information Systems and Outcomes Measurement**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

The tactical as well as the strategic use of technology should be highlighted in the module and in the programme as a whole. The sequencing of this module should be considered so that the mis requirements for finance, fundraising and communication are understood.

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None

**Module Title: Leadership and Ethical Leadership in Non Profit Organisations**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Comment: None

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Texts and readings particular to the third sector should be included in this module.


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**Module Title: Fundraising and Communications**

*Is the title informative and is it fit for purpose?* Yes✓ No

The panel

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?*

Yes No✓

The panel would like to see this module split into 2 distinct and mandatory modules and due to the size of the curriculum presented

*Is the content sufficiently informative and is it fit for purpose?* Yes No✓

The panel would like to see this module split into 2 distinct modules due to the size of the curriculum presented.  
 Risk should be included in the learning outcomes.

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?*

Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?*

Yes✓ No

Comment: None

**Module Title: Strategic Management and the Global Environment**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?*

Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

The panel recommends the merger of this module and Strategic Management of INGOs

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?*

Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?*

Yes✓ No

Comment: None



**Module Title: Strategic Management of INGOs**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

The panel recommends the merger of this module and Strategic Management and the Global Environment

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Comment: None

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None

**Module Title: Strategic Management of Human Capital**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

The management of volunteers should be included in the module

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None



**Module Title: Corporate Social Responsibility and Business Ethics**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Comment: None

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None

**Module Title: Contemporary Issues in Organisational Leadership**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

The use of guest lecturers should be highlighted/emphasised more.

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None



**Module Title: Project Management and Implementation Science**

*Is the title informative and is it fit for purpose?* Yes✓ No

Consideration could be given to reversing the title to Implementation Science and Project Management

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Comment: None

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

Comment: None

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None

**Module Title: Social Enterprise and Entrepreneurship**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Comment: None

*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

The programme team should consider increasing the weighting of the idea creation assessment.

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None





**Module Title: Dissertation**

*Is the title informative and is it fit for purpose?* Yes✓ No

Comment: None

*Are the specific learning outcomes a) properly stated, b) sufficient and c) achievable?* Yes✓ No

Comment: None

*Is the content sufficiently informative and is it fit for purpose?* Yes✓ No

Comment: None

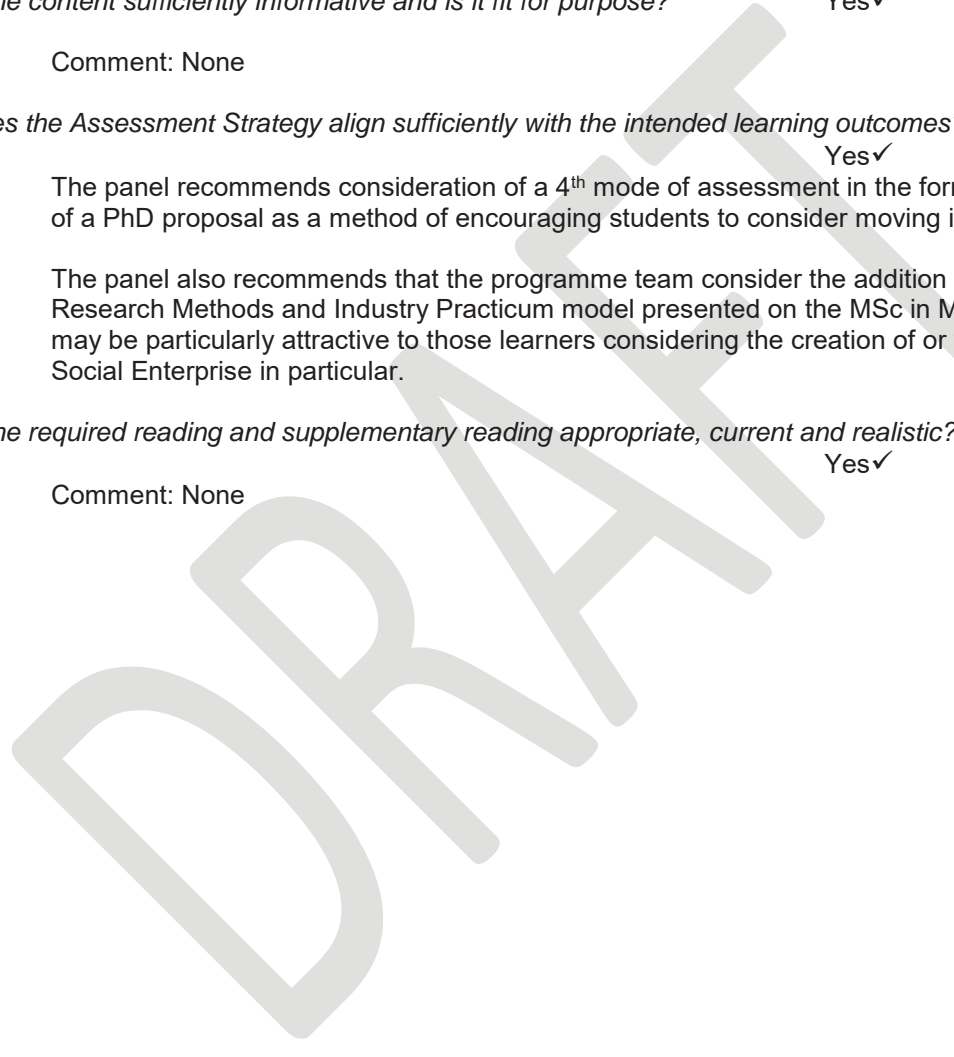
*Does the Assessment Strategy align sufficiently with the intended learning outcomes?* Yes✓ No

The panel recommends consideration of a 4<sup>th</sup> mode of assessment in the form of the creation of a PhD proposal as a method of encouraging students to consider moving into further study.

The panel also recommends that the programme team consider the addition of the Business Research Methods and Industry Practicum model presented on the MSc in Marketing which may be particularly attractive to those learners considering the creation of or working in a Social Enterprise in particular.

*Is the required reading and supplementary reading appropriate, current and realistic?* Yes✓ No

Comment: None





## 6. Specific Issues to be addressed by the provider

### 6.1. Conditions of Approval:

- C1. The Fundraising and Communications module should be split into two 5 credit modules. To facilitate this, the Economics for Management module should be removed, with any essential elements of this module incorporated into other modules.
- C2. Review the Programme Learning Outcomes for the Postgraduate Diploma in Business in Non Profit Management and the MSc in Non Profit Management to ensure that the difference in learning is clear.

### 6.2. Recommendations:

- R1. Risk should be included into the Fundraising module.
- R2. Consider combining both strategy modules.
- R3. Include a fourth model for the dissertation, i.e. the dissertation as the basis for a PhD proposal.
- R4. Include the Business Research Methods and Industry Practicum modules as an alternative to the Dissertation and Research Methods.
- R5. Third-Sector governance and legal responsibility of boards needs to be strengthened.
- R6. Remove the failed element component where unintended, i.e. p. 80.
- R7. Review the assessment strategy for the Regulation in the Third Sector to include an element of continuous assessment.
- R8. A general observation is to ensure that where modules are shared with other programmes, there is sufficient use of third sector relevant case studies and readings in the delivery of the module and outlined in the module descriptors.  
In addition to the College's own case studies, developing a clear guide to the contents of case studies for each module where they are used is recommended so that students can evaluate whether the organisation they have a relationship with is suitable.
- R9. Review the programme to ensure volunteer management is strengthened specifically focusing on working with volunteer boards, volunteers in delivery roles and staff who are not motivated by remuneration.

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## 7. Overall Result of Evaluation Panel Review:

The Programme is recommended to the Programmes and Awards Executive Committee for approval subject to the provision to QQI of a revised submission document including programme schedule(s), which addresses the conditions and recommendations required in the report and which has been signed off by the Panel Chair if necessary.

This report has been agreed by the Evaluation Panel and is signed on their behalf by the Chair.

Panel Chairperson: Gerard O'Donovan

Date: 22/06/16

Signed:

Date: 22/06/16

*The Report of the External Review Panel contains no assurances, warranties or representations express or implied, regarding the aforesaid issues, or any other issues outside the Terms of Reference.*

*While QQI has endeavoured to ensure that the information contained in the Report is correct, complete and up-to-date, any reliance placed on such information is strictly at the reader's own risk, and in no event will QQI be liable for any loss or damage (including without limitation, indirect or consequential loss or damage) arising from, or in connection with, the use of the information contained in the Report of the External Evaluation Panel.*


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## Appendix 1: Staff

<b>Staff Name</b>	<b>Role</b>
Dr Andrew O'Regan	Programme Director
Mr Brian Carroll	Associate Lecturer
Dr Deirdre Bane	Lecturer in Finance
Prof Jimmy Hill	Vice-President Academic Affairs & Research
Dr Philip McGovern	Lecturer, Management
Dr Corina Sheerin	Vice Dean Postgraduate, School of Business, Lecturer in Finance
Mr Eamonn Stack	Associate Lecturer
Ms Caroline Gardner	Associate Lecturer
Dr TJ McCabe	Lecturer, HRM
Dr Paul Hanly	Lecturer, Economics
Ms Siobhan McGee	Associate Lecturer
Mr Cormac O Ceallaigh	Associate Lecturer
Ms Deirdre Fitzgerald	Associate Lecturer

## MSc in Non Profit Management

### Postgraduate Diploma in Business in Non Profit Management

#### Programme Team Response to External Panel Report

The Programme Team thanks the panel members for their constructive input. The table below outlines each of the conditions and recommendations made and the team's response to that item outlining how each has been met. These are referenced to the accompanying submission documents

#### Conditions

Conditions of Approval	Action
<p>The Fundraising and Communications module should be split into two 5 credit modules.</p> <p>To facilitate this, the Economics for Management module should be removed, with any essential elements of this module incorporated into other modules</p>	<p>This condition has been met. The new modules are (i) Fundraising for Non-Profits, and (ii) Communications and Marketing for Non-Profits. The Economics for Management module has been removed with relevant elements incorporated within the Third Sector Studies module.</p> <p>The following sections have been revised and updated to reflect this change. This includes: Section 1 (Programme Schedule), Section 2 (Figure 2) Programme Structure Core modules), Section 6.11 (Educational Objectives and their Assessment), Section 6.1.2 (Transferrable Skills matrix), Section 6.8 (Programme Organisation), Section 6.8.12 (Assessment Schedule) and Appendix 3 (Programme Delivery Arrangements)</p>
<p>Review the Programme Learning Outcomes for the Postgraduate Diploma in Business in Non Profit Management and the MSc in Non Profit Management to ensure that the difference in learning is clear.</p>	<p>The programme level learning outcomes have been reviewed and revised for the Postgraduate Diploma in Business in Non Profit Management.</p> <p>PG Dip Document- Section 6.1</p>

## Recommendations

Recommendations of the QQI Review Panel	Action
Risk should be included into the Fundraising module.	Risk is now included under topic 9 on the module content in the Fundraising for NonProfits module (Section 7.4).
Consider combining both strategy modules.	Strategic Management in the Global Environment and the Strategic Management of INGO's have both been reviewed and a single mandatory module developed-entitled Strategic Management of Nonprofits and International NGOs (Section 7.9).
Include a fourth model for the dissertation, i.e. the dissertation as the basis for a PhD proposal.	This option has now been explicitly set out in the Dissertation module within the Teaching and Learning Strategy (Section 7.17)
Include the Business Research Methods and Industry Practicum modules as an alternative to the Dissertation and Research Methods.	<p>The Business Research Methods and Industry Practicum modules have been amended to ensure fit for both the MSc in Marketing and Non Profit programmes (as opposed to being marketing specific). The modules are included in the programme document at location 7.17 (Business Research Methods) and 7.18(Industry Practicum).</p> <p>The following sections have been revised and updated to reflect this change. This includes: Section 1 (Programme Schedule), Section 2 (Figure 2) Programme Structure Core modules), Section 6.11 (Educational Objectives and their Assessment), Section 6.1.2 (Transferrable Skills matrix) and Section 6.8 (Programme Organisation).</p>
Corporate governance and legal responsibility of boards needs to be strengthened.	This is now further developed within the Regulation in the Third Sector module (Section 7.5)
Review the programme to ensure volunteer management is strengthened specifically focusing on working with volunteer boards, volunteers in delivery roles and staff who are not motivated by remuneration.	This has been undertaken and volunteering management has been strengthened in the following modules: (i) Third Sector Studies, (ii) The Strategic Management of Human Resources, and (iii) The Strategic Management of Nonprofits and International NGOs.

Recommendations of the QQI Review Panel	Action
Remove the failed element component where unintended, i.e. p. 80.	This has been completed
Review the assessment strategy for the Regulation in the Third Sector to include an element of continuous assessment.	A continuous assessment element now accounts for 30% of the module. This is reflected within the module descriptor (Section 7.5). Section 1, (Programme Schedule) and Section 6.8.12 (Indicative Part Time Assessment schedule have also been amended to reflect the change.
<p>A general observation is to ensure that where modules are shared with other programmes, there is sufficient use of Third Sector relevant case studies and readings in the delivery of the module and outlined in the module descriptors.</p> <p>In addition to the College's own case studies, developing a clear guide to the contents of case studies for each module where they are used is recommended so that students can evaluate whether the organisation they have a relationship with is suitable.</p>	<p>The Programme Teaching, Learning and Assessment strategy (Section 6.8.1) has been amended to reflect this recommendation.</p> <p>The reading lists for Managing the Organisation (Section 7.27), Managing Financial Resources (7.37) as well as Strategic Management of Human Capital (Section 7.11.7) and Corporate Social Responsibility and Ethics (Section 7.12.7) have been amended to explicitly state the requirement for third sector specific materials to be utilised in conjunction with the standard reading list. A supplementary reading list will be provided to students on the Non-Profit programmes taking modules shared with other programmes.</p>

Module Level Recommendations of the QQI Review Panel	Action
<p><b>All Modules</b></p> <p>Learning outcomes should be reviewed to ensure that they are consistently measurable</p>	All modules have been reviewed and amended accordingly.
<p><b>Third Sector Studies</b></p> <p>Learning outcomes should be reviewed to ensure that they are consistently measurable</p> <p>The panel recommends condensing the coursework into 1 group assessment</p>	<p>The learning outcomes have been reviewed and amended.</p> <p>The coursework has been condensed into 1 group assessment</p>
<p><b>Managing the Organisation</b></p>	

<b>Module Level Recommendations of the QQI Review Panel</b>	<b>Action</b>
The panel recommends to add third sector specific reading. ACEVO may offer relevant material.	Section 7.27 has been amended to reflect this
<b>Managing Financial Resources</b> The management of gift-in-kind and volunteer value should be included Case material for the third sector should be sourced	This content has now been included in the module content(Section 7.3.3)
<b>Research Methods</b>  Sourcing of grey literature should be explicitly included in the curriculum	This has been included in the module content (Section 7.4.3)
<b>Regulation in the Third Sector</b>  Self-regulation should be included in the curriculum.  The panel recommends inclusion of coursework in this module.  Consideration should be given to the creation of a strategy for governance and the legal requirements of same.	Self-regulation is now contained explicitly in the course content  Coursework now accounts for 30% of the module assessment  This is now specified and assessed in the coursework.
<b>Information Systems and Outcomes Measurement</b>  The tactical as well as the strategic use of technology should be highlighted in the module and in the programme as a whole. The sequencing of this module should be considered so that the MIS requirements for finance, fundraising and communication are understood.	These recommendations have been considered and addressed within the module.
<b>Leadership and Ethical Leadership in Non Profit Organisations</b>  Texts and readings particular to the third sector should be included in this module.	The reading list has been enhanced to include readings particular to the third sector.
<b>Strategic Management and the Global Environment</b>  The panel recommends the merger of this	



<b>Module Level Recommendations of the QQI Review Panel</b>	<b>Action</b>
module and Strategic Management of INGOs	This is now complete with the new combined module titled Strategic Management of Non Profits and International NGOs (Section 7.9)
<p><b>Strategic Management of INGOs</b></p> <p>The panel recommends the merger of this module and Strategic Management and the Global Environment</p>	
<p><b>Strategic Management of Human Capital</b></p> <p>The management of volunteers should be included in the module</p>	This content has been included in Section 7.11.3
<p><b>Contemporary Issues in Organisational Leadership</b></p> <p>The use of guest lecturers should be highlighted/emphasised more.</p>	This has been specified under the Teaching and Learning Strategy section of the module outline (Section 7.13).
<p><b>Project Management and Implementation Science</b></p> <p>Consideration could be given to reversing the title to Implementation Science and Project Management</p>	This module title has been reversed to read Implementation Science and Project Management as recommended (Section 7.14).
<p><b>Social Enterprise and Entrepreneurship</b></p> <p>The programme team should consider increasing the weighting of the idea creation assessment.</p>	<p>Idea creation is an integral part of the module curriculum.</p> <p>Idea creation is now addressed specifically in assessments 2 and 3. (Section 7.15)</p>
<p><b>Dissertation</b></p> <p>The panel recommends consideration of a 4<sup>th</sup> mode of assessment in the form of the creation of a PhD proposal as a method of encouraging students to consider moving into further study.</p> <p>The panel also recommends that the programme team consider the addition of the Business Research Methods and Industry Practicum model presented on the MSc in Marketing which may be particularly</p>	<p>This option has now been include in the Dissertation module (Section 7.16).</p> <p>Both modules are now included in the programme. The relevant module descriptors are located at 7.17 (Business Research Methods) and 7.18(Industry Practicum).</p>

Module Level Recommendations of the QQI Review Panel	Action
attractive to those learners considering the creation of or working in a Social Enterprise in particular.	

## Panel Chair Confirmation

To QQI Validation Unit

This is to confirm that I have reviewed the amended documentation from **National College of Ireland** for the programme(s) titled **NCI Programme: MSc / PG Diploma in Non Profit Management** submitted in response to a recent panel report chaired by me.

I can confirm that the amendments made address all the conditions set by the panel. Therefore, on behalf of the panel, I recommend this programme to QQI for validation.

Signed:



Date: 06/07/16



# CERTIFICATE OF VALIDATION

<b>Provider name</b>	National College of Ireland
<b>Date of validation</b>	20 July 2016

	<b>First Intake</b>	<b>Last Intake</b>
<b>Enrolment interval</b>	September 2016	September 2020

	<b>Code</b>	<b>Title</b>	<b>Award</b>
<b>Principal programme</b>		MSc in Non Profit Management	Master of Science
<b>Embedded programme</b>		Postgraduate Diploma in Business in Non Profit Management	Postgraduate Diploma in Business
<b>Embedded programme</b>			

	<b>Name</b>	<b>Maximum number of learners</b>	<b>Minimum number of learners</b>
<b>Approved centre</b>	National College of Ireland	As per the validated programmes	As per the validated programmes

<b>Target learner groups</b>	As per the validated programmes
<b>Approved countries for provision</b>	Ireland
<b>The teaching and learning modalities</b>	As per the validated programmes
<b>Brief synopsis of the programme (e.g. who it is for, what is it for, what is involved for learners, what it leads to.)</b>	As per the validated programmes
<b>Specifications for teaching staff</b>	As per the validated programmes
<b>Specifications for the ratio of learners to teaching-staff</b>	As per the validated programmes

<b>Programmes being replaced</b>		
<b>Code</b>	<b>Title</b>	<b>Comment</b>
		N/A



### Conditions of validation

The statutory ([section 45\(3\) of the 2012 Act](#)) conditions of validation are that the provider of the programme shall:

- a) co-operate with and assist QQI in the performance of QQI's functions in so far as those functions relate to the functions of the provider,
- b) establish procedures which are fair and consistent for the assessment of enrolled learners to ensure the standards of knowledge, skill or competence determined by QQI under section 49 (1) are acquired, and where appropriate, demonstrated, by enrolled learners,
- c) continue to comply with [section 65 of the 2012 Act](#) in respect of arrangements for the protection of enrolled learners, if applicable, and
- d) provide to QQI such information as QQI may from time to time require for the purposes of the performance of its functions, including information in respect of completion rates.

### Conditions from HET Core Validation Policy and Criteria 2010, Revised 2013

The provider of the programme shall (for each programme):

1. Maintain the status of the programme(s) recognition;
2. Establish, having regard to existing quality assurance procedures, procedures for quality assurance for the purpose of further improving and maintaining the quality of education and training which is provided, organised or procured by that provider as part of the programme(s) concerned, and agree those procedures with QQI;
3. Operate quality assurance procedures agreed with QQI;
4. Implement procedures for the assessment of learners which are consistent with Assessment and Standards, Revised 2013;
5. Implement the procedures described in the document Policies, Actions and Procedures for Access, Transfer and Progression for Learners;
6. Implement any special conditions of validation attached to the relevant awards standards.

### Other conditions from HET Core Validation Policy and Criteria 2010, Revised 2013

7. Notify QQI of any change in circumstances affecting the provider which could affect or be perceived to affect the provision of the programme(s). This includes significant changes in corporate or academic governance, ownership, legal status, profile of teaching staff, profile of learners, numbers enrolled, facilities, or resources;
8. Maintain learner data records (personal identification, progression, module marks, stage classification etc.) in order to assist QQI in the performance of its functions;
9. Provide the information required by QQI's award making and monitoring functions, including information in respect of completion rates;
10. Implement the programme in accordance with the **approved programme schedule(s)** (appended) and current assessment strategies;
11. Subject to Section 4.6.1 of *HET Core Validation Policy and Criteria 2010, Revised 2013*, obtain QQI's approval prior to substantially amending the programme's minimum intended learning outcomes, save in the case of incremental enhancements arising from the implementation of findings of the provider's agreed quality assurance procedures;
12. Notify QQI of any information concerning the programme(s), or circumstances that may reasonably be expected to give QQI cause to consider reviewing the programme. Explicitly this includes where another awarding body withdraws or seeks to withdraw validation from the programme(s) and /or any alterations to accreditations (additions or withdrawals) by a professional or regulatory body;
13. Implement the programme(s) as agreed with the resources indicated;
14. Adhere to, and implement the Provider Lifecycle of Engagements.



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PAEC/A19/4.3.1.4

**Approved Programme Schedule(s)**

Name of Provider		National College of Ireland		Programme Codes		MSCNPM					
Programme Title (i.e. named award)		MSc in Non Profit Management									
Award Title (HETAC named award)		Master of Science									
Stage Exit Award Title		Postgraduate Diploma in Science in Non Profit Management									
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc.)		FULL TIME,PART TIME,BLENDED									
Stage		Award		Number of Stages		1					
Award Class		Major		Award NQF Level		9					
Award EQF Level		7		Stage Credits (ECTS)		90					
Stage NQF Level		9		Stage EQF Level		7					
Date Effective		01/02/16		ISCED Subject Code							
Ref	Module Title	Semester	Module		ECTS Credit Number	Total Student Effort		Independent Learning	Allocation of Marks		Total %
			Status (M/E)	NQF Level		Total Hours	Contact Hours		Coursework %	End of Module Assessment %	
1.1	Third Sector Studies	1	M	9	5	125	30	95	100	0	100.00
1.2	Managing The Organisation	1	M	9	10	250	30	220	50	50	100.00
1.3	Managing Financial Resources	1	M	9	5	125	30	95	50	50	100.00
1.4	Fundraising for NonProfits	1	M	9	5	125	30	95	100	0	100.00
1.5	Regulation in the Third Sector	2	M	9	5	125	30	95	30	70	100.00
1.6	Information Systems and Outcomes Measurement	2	M	9	5	125	30	95	100	0	100.00
1.7	Leadership and Ethical Leadership in NPOs	2	M	9	5	125	30	95	100	0	100.00
1.8	Communications and Marketing for NonProfits	2	M	9	5	125	30	95	100	0	100.00
1.9	Strategic Management of Nonprofits and International NGOs	2	M	9	5	125	30	95	100	0	100.00
1.10	Research Methods	1/2	GE1	9	10	250	30	220	100	0	100.00
1.11	Strategic Management of Human Capital	3	E	9	5	125	30	95	100	0	100.00



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Name of Provider		National College of Ireland			Programme Codes		MSCNPM				
Programme Title (i.e. named award)		MSc in Non Profit Management									
Award Title (HETAC named award)		Master of Science									
Stage Exit Award Title		Postgraduate Diploma in Science in Non Profit Management									
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc.)		FULL TIME,PART TIME,BLENDED									
Stage		Award		Number of Stages		1					
Award Class		Major		Award NQF Level		9					
Award EQF Level		7		Stage Credits (ECTS)		90					
Stage NQF Level		9		Stage EQF Level		7					
Date Effective		01/02/16									
Ref	Module Title	Semester	Module		ECTS Credit Number	Total Student Effort		Allocation of Marks		Total %	
			Status (M/E)	NQF Level		Total Hours	Contact Hours	Independent Learning	Coursework %		End of Module Assessment %
1.12	Corporate Social Responsibility and Business Ethics	3	E	9	5	125	30	95	50	50	100.00
1.13	Contemporary Issues in Organisational Leadership	3	E	9	5	125	30	95	100	0	100.00
1.14	Implementation Science and Project Management	3	E	9	10	250	40	210	100		100.00
1.15	Social Enterprise and Entrepreneurship	3	E	9	5	125	30	95	100	0	100.00
1.16	Dissertation	3	GE1	9	20	500	4	496	100	0	100.00
1.17	Business Research Methods	1/2	GE2	9	10	250	30	220	100	0	100
1.18	Industry Practicum Project	3	GE2	9	20	250	24	476	100	0	100

**Special Regulations:**  
Select 10 credits of electives from list

Students who take the Dissertation must take Research Methods (GE1) Students who take the Industry Practicum must take Business Research Methods (GE2)

The Industry Practicum Project or Dissertation may not be used for compensation.



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Name of Provider		National College of Ireland		Programme Codes		MSCNPM					
Programme Title (i.e. named award)		Postgraduate Diploma in Business in Non Profit Management									
Award Title (HETAC named award)		Postgraduate Diploma in Business									
Stage Exit Award Title		Postgraduate Diploma in Science in Non Profit Management									
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc.)		FULL TIME,PART TIME,BLENDED									
Stage		Award		Number of Stages		1					
Award Class		Major		Award NQF Level		9					
Award EQF Level		7		Stage Credits (ECTS)		60					
Stage NQF Level		9		Stage EQF Level		7					
Date Effective		01/02/16									
Ref	Module Title	Semester	Module		ECTS Credit Number	Total Student Effort		Allocation of Marks		Total %	
			Status (M/E)	NQF Level		Total Hours	Contact Hours	Independent Learning	Coursework %		End of Module Assessment %
1.1	Third Sector Studies	1	M	9	5	125	30	95	100	0	100.00
1.2	Managing The Organisation	1	M	9	10	250	30	220	50	50	100.00
1.3	Managing Financial Resources	1	M	9	5	125	30	95	50	50	100.00
1.4	Fundraising for NonProfits	1	M	9	5	125	30	95	100	0	100.00
1.5	Regulation in the Third Sector	2	M	9	5	125	30	95	30	70	100.00
1.6	Information Systems and Outcomes Measurement	2	M	9	5	125	30	95	100	0	100.00
1.7	Leadership and Ethical Leadership in NPOs	2	M	9	5	125	30	95	100	0	100.00
1.8	Communications and Marketing for NonProfits	2	M	9	5	125	30	95	100	0	100.00
1.9	Strategic Management of Nonprofits and International NGOs	2	M	9	5	125	30	95	100	0	100.00
1.10	Strategic Management of Human Capital	3	E	9	5	125	30	95	100	0	100.00
1.11	Corporate Social Responsibility and Business Ethics	3	E	9	5	125	30	95	50	50	100.00





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PAEC/A19/4.3.1.4

Name of Provider		National College of Ireland		Programme Codes		MSCNPM					
Programme Title (i.e. named award)		Postgraduate Diploma in Business in Non Profit Management									
Award Title (HETAC named award)		Postgraduate Diploma in Business									
Stage Exit Award Title		Postgraduate Diploma in Science in Non Profit Management									
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc.)		FULL TIME,PART TIME,BLENDED									
Stage		Award		Number of Stages		1					
Award Class		Major		Award NQF Level		9					
Award EQF Level		7		Stage Credits (ECTS)		60					
Stage NQF Level		9		Stage EQF Level		7					
Date Effective		01/02/16									
Ref	Module Title	Semester	Module Status (M/E)	NQF Level	ECTS Credit Number	Total Student Effort		Allocation of Marks		Total %	
						Total Hours	Contact Hours	Independent Learning	Coursework %		End of Module Assessment %
1.12	Contemporary Issues in Organisational Leadership	3	E	9	5	125	30	95	100	0	100.00
1.13	Implementation Science and Project Management	3	E	9	10	250	40	210	100		100.00
1.14	Social Enterprise and Entrepreneurship	3	E	9	5	125	40	85	100	0	100.00

**Special Regulations:**

Select 10 credits of electives from list