

**Programmatic Review**  
**of**  
**National Maritime College of Ireland**  
**(NMCI)**

**22<sup>nd</sup> – 23<sup>rd</sup> May, 2012**

***Phase I: Strategic Review***

***DRAFT***

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## Members of Peer Review Group

**Dr. Joseph Ryan (Chair)**

Registrar,  
Athlone Institute of Technology

**Dr. Barry O'Connor**

Registrar & Vice-President for Academic Affairs,  
Cork Institute of Technology

**Capt. Fred Anstey**

Head of School of Maritime Studies,  
Marine Institute of the Memorial University of Newfoundland

**Mr. Ean Wallace**

Engineer & Ship Surveyor,  
Marine Survey Office, Department of Transport, Tourism & Sport

**Professor Helen Sampson**

Director,  
Seafarers International Research Centre , Cardiff University

**Professor Emer. Paddy Murphy**

Ex Dept of Electrical and Electronic Engineering,  
University College Cork

## Issues Raised at PRG Private Panel Meeting

### Initial impressions on documentation, Main themes emerging, lines of enquiry

The Programmatic Review of NMCI was held May 22<sup>nd</sup>/23<sup>rd</sup>, 2012. At the private panel meeting the contextual background for the Review Panel including the background to NMCI was outlined. Clarification was required on a number of issues including whether the recommendations in previous Programmatic Review had been implemented, what the provisions of NMCI Commercial Services were and if NMCI Short Term Course programme provision had been extended.

NMCI is currently supported in same manner as all CIT Departments/Faculties with the Institute being committed to resourcing NMCI including the appointment of a new Head of College. Many of the teaching staff at NMCI come from a professional background as former ships' officers / captains . A key selling point for NMCI was the prospect of 100% employment for graduates however, the necessity to diversify and to engage in other areas was essential for the future of the College. The Newfoundland Marine Institute has three Schools, a Faculty of 80 staff and approximately 400 full time students. There were some similarities between NMCI and the Marine Fisheries section in Newfoundland which is now part of a University. Their experience was that leadership was taken from a large university and thus enhanced its development and progress.

The Panel noted that after a period of five years in a world class facility student numbers should have increased, however this does not appear to have happened. Student numbers at NMCI when showed that 25% of students at NMCI were non-nationals. Increasing the intake of Irish Cadets should be explored. Issue of progression and in this regard the development of distance education would be a requirement for the future.

Previous Programmatic Review highlighted a number of staffing issues with a number of vacancies existing. From documentation it would appear that these had not been resolved with interim management currently in place in NMCI. As regards the positions of (ISO) Quality Officer and that of Placement Officer The Grade 7 is the (ISO) Quality Officer, a Maritime Industry Liaison (Cadet Placement etc) Officer has recently been appointed and interviews were recently held for the only vacancy at Lecturer level.

There was little evidence in the documentation of strategy and resourcing. The lack of strategy and whether there was a correlation between CIT strategic plan and that of NMCI required discussion. It was noted that no Strategic Plan been included with panel documentation. Had it been provided it may have enabled the Panel to evaluate better the current position of the NMCI and its future prospects.

Interaction with CIT as an Institute appears to be an issue coupled with the area of student identity and the student experience. The dynamics within the NMCI and the relationship with the Irish Naval Service appears excellent.

The operation of NMCI through PPP was not fully clear to the Panel and further information would be welcome in the second stage of this review to ensure that CIT is best protected in this arrangement.

### **Meeting with Senior Institute Staff:**

#### **Present:**

Dr. Brendan J. Murphy, President, Cork Institute of Technology

Mr. Michael Delaney, Vice President for Development, Cork Institute of Technology and (Acting Head of National Maritime College of Ireland)

Cmdr. David Barry, Associate Head, NMCI & Officer Commanding Naval Service College

Dr. Noel Barry, Acting Head of Academic Studies, NMCI

**Dr. Murphy** tabled a presentation on the following –

- Governance
- Strategic vision
- Student Numbers/Staffing/Funding
- Research
- Major Partnerships for CIT
- Advanced levels of Mission Attainment

Establishment and development of MTU will have links with LimerickIT and IT Tralee and NMCI will feature in this arrangement.

Linkages with Department of Transport which meet the needs of the Merchant Navy.

Funding for NMCI not ring-fenced by Institute however, the Institute is fortunate that NMCI is an excellent facility, and that building and equipment maintenance was built into the contract with the private sector partner charged with ensuring that the facility is available and fit for use and purpose along with equipment update.

The Irish Naval Service (INS) has an established presence on site and has a significant student body. Some attend CIT Programmes with others attending bespoke INS training.

#### **Mr Michael Delaney**

The future direction for NMCI needs to encompass and develop Research. Currently NMCI has 2 fulltime postgraduate students, 7/8 registered Research/EU Projects.

Lecturing staff provide 18 hours contact teaching. This is in line with CIT teaching staff workloads.

Strategic Plan for NMCI is currently in draft form and the Panel requested that this would be available to them in advance of Phase II. While this matter was discussed in the session, it is

the Panel's advice that there should be clear linkages between the CIT Strategic Plan and that of the NMCI.

Access / Location issues for students were discussed

### **Cmdr Barry**

Cmdr. David Barry provided the background to the Irish Naval Service and their involvement in NMCI in addition to a breakdown of student numbers and personnel in NMCI.

Challenges exist for Navy personnel attending programmes which are now modularised.

### **Meeting with NMCI Stakeholders:**

**Present:** Cmdr. Brian Fitzgerald, Irish Naval Service, was the only Stakeholder who attended this session.

Cmdr. Fitzgerald outlined the relationship between the Naval Service and NMCI .

Planning of Programmes and policy for services discussed.

Background to Navy involvement.

Course Provision.

The Panel requested a full meeting with Stakeholders as part of Phase II.

### **Members of PRG Private Meeting:**

A number of impressions had emerged from the meetings:

Environment in which the NMCI operates.

Competition from other educational providers

Student experience

Governance

Resourcing

Location

Strategic Plan

The panel also voiced their disappointment at the lack of representation of NMCI external stakeholders.

## **Private Panel Meeting: (Wednesday)**

Discussion around logistics of morning session.

What has happened since last recommendations? Is there a strategic plan.

Themes such as location, research, student experience be looked at during session.

Commitment to work placement.

CIT identity and visibility - logo.

NMCI facilities

Clarification required on role of NMCI Executive Committee.

## **Meeting with NMCI Management & Staff (1)**

### **Present:**

Mr. Michael Delaney, Vice President for Development, Cork Institute of Technology (and Acting Head of National Maritime College of Ireland)

Cmdr. David Barry, Associate Head, NMCI & Officer Commanding Naval Service College

Dr. Noel Barry, Acting Head of Academic Studies, NMCI

Capt. Bill Kavanagh, Lecturer/ Chair of Strategic Planning Group, NMCI

Cormac Gebruers, Head of Research, NMCI

Capt. Roddy Cooke, Acting Chair STCW, NMCI

Mr. Jodie Power, Lecturer (Engineering), NMCI

Mr. Ian Black, Lecturer (Engineering) NMCI

Introduction provided by Mr. Michael Delaney, Vice President for Development, CIT/ Acting Head of National Maritime College of Ireland on academic provision at NMCI. How NMCI Services has been one of the main developments since the previous Programmatic Review. Mr Delaney explained that Mr Conor Mowlds , Head of NMCI Services , was unavoidably away on business. Development of R & D at NMCI has also seen a significant increase with development at Level 8.

Regarding the issue of identity and the lack of any CIT logo at the NMCI, the panel were assured that there was no deliberate intent to exclude the Institute.

The lack of identity with CIT students at Bishopstown Campus, and physical remoteness, resulted in students at NMCI not availing of the full Third Level 'student experience'.

The pathways open to cadets up to and including opportunities to undertake Level 9 qualifications now offers greater educational and training possibilities for students.

The fact that Navy training staff change every five years can be a weakness and strength compared to CIT staff who have permanent appointments.

The Executive Committee of NMCI meets regularly and was more like a joint committee whose aim was to deal with matters of common interest. The NMCI Executive reports directly to Vice-

President for Planning and Development who in turn has a direct reporting line to Governing Body. As the Executive Committee had featured in the previous Review it was recommended that minutes of the Executive Committee would need to be available to the Panel.

A document was tabled which outlined CAO points and enrolment and clarification on CAO applicants was provided. The changing profile of the student cohort was one challenging factor for the future in particular with an increasing level of interest from mature students or students who were already graduates. Increasing intake proved difficult as facilities govern size of classes given that programmes operate in multiples of 12. The main limiting factor for numbers on courses is the mandatory requirement for extended periods of “sea-time” for the professional deck and engineering courses (i.e. cadet placement). Marketing of NMCI currently takes the format of open day, information sessions nationwide, and brochures, including participation in CIT promotional events and initiatives.

#### Placement

The in-course ‘cadet placement’ element of programmes is currently being dealt with by 3 of the lecturers. Placement is proving difficult in the current climate with 11 students on Nautical Studies Programme not yet with placement. There is a proposal to recruit a ‘Placement Officer’ in the future who would manage all placements, putting in place a ‘cadet liaison scheme’ .

Competition with other Colleges in UK was a difficulty as most if not all their students received sponsorship.

The programmes’ contact teaching hours were 30 hours which is quite high.

#### Strategy/Research

The Strategic Plan for NMCI is currently a draft and further discussion would be required to finalise it.

Research was seen as key to staff development and NMCI is currently involved in a number of European projects.

### **Meeting with NMCI Students**

Feedback from students indicated that they were fully informed about the programmes they were undertaking.

The students outlined difficulties with basic supports such as lack of transportation to CIT, lack of an ATM machine in NMCI, no microwave in canteen to facilitate students bringing their own lunch, and pricing in canteen was constantly changing. The lack of access to a Doctor or Counsellor in NMCI was of particular concern. Where a student does seek medical attention they have to book a taxi and travel to Carrigaline and this is at their own expense. The cost of taxis from NMCI to other locations such as Douglas, City Centre or even CIT campus was very expensive.

Students in NMCI do not have access to student supports i.e. Students Union, Student Counselling and other student services which students at CIT campus do. Students indicated that Library access continues to improve. Students stated that Simulator time was excellent. Students felt that the academic quality of the programmes and the support of the staff at NMCI was excellent and they particularly complimented the support provided by all staff at NMCI.

Students highlighted the 'lack of student life' at NMCI and felt that if other courses were offered which would increase student numbers, this would have a very positive effect on student life and thereby create a better environment.

Students indicated that the reason why NMCI was their chosen programme of study was primarily down to the quality of the programmes offered, added to the guarantee of 100% employment for graduates.

Students highlighted lack of support in relation to 'writing skills' and also 'Research Methods'. Students felt that the 'Private partner' – Lendlease were inflexible and this was reflected in the lack of availability onsite of gym and sports hall.

## Meeting with NMCI Management & Staff (2)

### Present:

Mr. Michael Delaney, Vice President for Development, Cork Institute of Technology and (Acting Head of National Maritime College of Ireland)

Cmdr. David Barry, Associate Head, NMCI & Officer Commanding Naval Service College

Dr. Noel Barry, Acting Head of Academic Studies, NMCI

Capt. Bill Kavanagh, Lecturer/ Chair of Strategic Planning Group NMCI

Cormac Gebruers, Head of Research, NMCI

Capt. Roddy Cooke, Acting Chair STCW, NMCI

Mr. Jodie Power, Lecturer (Engineering), NMCI

Mr. Ian Black, Lecturer (Engineering) NMCI

Mr. Dermot O'Reilly, Lecturer

Mr. Michael O'Donovan, Lecturer

Ms. Kim Mulcahy, Lecturer

Numerous Research Projects are ongoing at NMCI with 11 funded with circa euro 1.3 million. The Panel was conscious of the mention of the requirement for clear research thematic areas in a previous report and encouraged the Institute to advance this further.. 2 students registered for PhD. Lack of Applied Psychology expertise currently at NMCI. Staff encouraged and enabled to undertake research work and supported by CIT campus staff where there are significant research activities. **(Appendix i).**

Staff development is currently funded by CIT Staff Development Fund administered by the Registrar's Office.

Marketing of NMCI currently takes the form of an Open Day which also provides tours of the facility. CAO applicants are invited to a workshop. An excellent relationship exists between NMCI and schools/colleges around the country.

E-Learning is currently the delivery method for the Level 9 programme in Cloud Computing. The recent movement of DEIS into the Extended Campus will have significant development in the area of e-learning. There are particular difficulties for e-learning support and provision when students are in different time zones.

Project writing and research workshop available for Level 8 programmes.

Difficulty for e-learning provision at sea is that internet connections are slow or very expensive and in some areas non-existent. For future programmes staff are exploring whether materials can have local content download.

Examination results quite high with pass threshold of 60% for certain modules involving professional practice

Strategy to increase international students is currently only draft, however the ideal scenario would be if international students were responsible to a shipping company or other employer and were sponsored accordingly.

## **Close out Meeting**

Staff providing excellent support and evident that students have high regard for academic staff and recognise the excellent facilities.

CIT as an Institute might do more to strengthen the link with the Institute and to ensure that the student experience is enhanced; the Panel recognises that the distance involved imposes challenges in this

Need to fill top position – permanent head. The Panel noted the strong desire that this be addressed.. No marine leadership.

Lecturer grade free this year... Vacancy arising from retirement, being filled.

Quite a number of programmes running with relatively small number of staff.

Comfort level that college will continue as naval college.

Level of usage of facilities is cause of concern.

Strategy appears unfocused, should consider playing to strengths and not undervalue existing strengths.

Teaching and facilities are excellent.

Perceived want of leadership.

Staff appraisal nonexistent.

The NMCI is ISO approved but this went unmentioned during panel visit.

Cadet placement is concern and responsibility for placement should be a full time role. This plan should be supplied to panel in advance of Phase 2

NMCI Strategy be sent to panel in advance of Phase 2 and needs to show how it integrates with CIT strategic Plan.

NMCI Research strategy should also be forwarded, and again show how it integrates with CIT Research Strategy. NMCI academic staff should be integrated into research plan. Assistance should be provided to NMCI to compile Strategic Plan.

## Draft Conclusions & Feedback

- Very struck by quality of interaction
- Excellent support by academic staff for students. Students unambiguous in praise for staff.
- Excellent facility
- Excellent interaction with Irish Naval Service
- PPP have legitimate stake in NMCI
- Subvention provided by CIT raises issues of sustainability
- Strategic plan does not point in any direction on strategy – no clear strategy
- Invite NMCI to submit clear strategy and that they should seek and be provided with assistance on this.
- Appears from staff that there is a pressure of work
- Student experience : is sufficient being done by CIT for students ?
- Student feedback highlighted sense of isolation for students with lack of any 'student life or experience'
- Sense that PPP inflexible around issues of usage of the building. Some dialogue should be entered into to explore expansion of usage and services.
- Re-development of a research plan and how research will fit with CIT.
- Berth space is key to programme class sizes number.
- Staff morale and staff workload is an issue. Evident that there is a demand for Research; what is unclear is what the resource implications are.
- Development of e-learning was a stated commitment in the previous Programmatic Review. However, to date little development has taken place. No sense of urgency on this – critical to balance resources with ambition.
- In terms of expansion the extension of programmes on offer including short term courses would facilitate growth for the future.
- Build international reputation by increasing numbers of international students.
- Leadership is critical – appointment of Head of College and vacancy of Lecturer should be looked at immediately.
- Lot of programmes being delivered by a small cohort of staff.
- Sustainability if Navy was not in a position to support is an issue
- Usage of facility – has not reached its capacity
- Fine reputation and conscious of ISO Certification
- Stakeholder attendance was disappointing – as part of second phase of Programmatic Review it would be imperative to give stakeholders a voice.
- Cadet placement critical: it needs to be resourced without delay



## Research Projects

### ARCOPOLPLUS

**Atlantic Regions Coastal Pollution Response.** To improve preparedness, response and mitigation capabilities of local and regional responders in the event of oil HNS (Harmful Noxious Substances) and inert spills.

- **Funding:** 2007-2013 Atlantic Area Programme. ERDF, Interreg Atlantic Area.
- **Start:** January 2012
- **Duration:** 2 years
- **Budget:** €168,800
- **Staff:**
  - x1 Irish Naval Service PM (IMERC secondment)
  - x1 NMCI Researcher support
  - x2 Irish Naval Service Masters Students (CIT supervision)

### ATLANTICPOWER

The **Atlantic Power Cluster** project builds on the Marine Energy Working Group set up in the CPMR (Atlantic Arc Commission) and is intended to implement a transnational marine energy strategy so the partner regions can seek complementarities to tackle the crucial challenges for the development of marine energies in the Atlantic Area (AA).

- **Funding:** 2007-2013 Atlantic Area Programme. ERDF, Interreg Atlantic Area.
- **Start:** February 2012
- **Duration:** 22 months
- **Budget:** €200,000
- **Staff:**
  - x1 NMCI Researcher
  - x1 NMCI Project Manager
  - x1 UCC Intern

## DARIUS

*Deployable SAR Integrated Chain with Unmanned Systems.* The use of Unmanned systems in Search and Rescue operations to enhance first responder capabilities and intervene in hazardous areas. DARIUS will leverage previous R&D efforts on technologies and possible added-value of unmanned systems for situation awareness to envisage their adaptation and integration in complex multi-national/agency SAR operations.

- **Funding:** FP7-SEC-2011-1 (SEC-2011.4.2-2: Unmanned search and rescue solutions – Integration Project)
- **Start:** March 2012
- **Duration:** 3 years
- **Budget:** €244,000
- **Staff:**
  - x1 Principle Investigator (Dr Paul Walsh, CIT)
  - x1 PhD student (Supervisor, Dr Paul Walsh, CIT)
  - x1 NMCI Researcher & PM oversight
  - x2 Irish Naval Service end-user support staff

## HARVEST ATLANTIC

**HARVEST Atlantic** intends to identify and exchange good practices and sustainable solutions based on innovation, diversification and marketing for the maritime economy and resources, in order to improve the socioeconomic situation of the Atlantic seaside territories, through transnational cooperation. The partnership is integrated by 6 organisations with the capacity to develop the project activities and planned outputs, from different and complementary knowledge and competences

- **Funding:** Interreg 4B Atlantic Space. (Associate Partner - no funding)
- **Start:** September 2012
- **Duration:** 2 years
- **Budget:** N/A (Associate Partner)
- **Staff:**
  - x1 NMCI Project Manager

## IMPACT

*Integrated Maritime Promotion ACTION.* The project aims to promote the use ICT and e-learning methods for maritime vocational education and training. All of the five successfully completed LLP (Lifelong Learning Programme) projects to be initially promoted fall under this category. In addition to this, the project aims to promote vocationally oriented language learning (VOLL) through the promotion of MARTEL (Maritime Tests of English Language) and MARENGPLUS (a web-based maritime English learning tool).

- **Funding:** Lifelong Learning Programme, Leonardo Da Vinci programme for Vocational Education & Training (C4FF, Coventry).
- **Start:** February 2012
- **Duration:** 1 year
- **Budget:** €43,790
- **Staff:**
  - x1 NMCI research Project Manager
  - x2 NMCI Lecturing Staff

### MARLEANET

**Marine Learning Network.** The implementation of a maritime training network for the benefit of the relevant stakeholders in the Atlantic area. The relevant sectors are fishery, merchant navy, Navy and offshore activities. Also the development of a common training programs and e-learning platform for public and private sectors, maritime companies and institutions which meet s new teaching and seafarers' requirements.

- **Funding:** 2007-2013 Atlantic Area Programme. Transnational Cooperation Programme.
- **Start:** January 2010
- **Duration:** 3 years
- **Budget:** €370,000
- **Staff:**
  - x1 NMCI research project manager
  - x1 NMCI Lecturing Staff (additional assisting)
  - x1 DEIS (CIT) learning development support

### MARTELPLUS

**Maritime English Learning.** Using the standards already created for Officers in the MARTEL project, the MARTEL Plus project will create an additional standard for Maritime English at foundation level for Ratings (Phase R).

- **Funding:** Lifelong Learning Programme, Leonardo Da Vinci programme for Vocational Education & Training (C4FF, Coventry).
- **Start:** October 2010
- **Duration:** 2 years
- **Budget:** €40,000
- **Staff:**
  - x1 NMCI research Project Manager
  - x1 NMCI Lecturing Staff

## NETMAR

Remotely Operated Vehicle research in cooperation with Irish Naval Service and University of Limerick Marine Robotics experts.

- **Funding:** 2007-2013 Atlantic Area Programme. ERDF, Interreg Atlantic Area.
- **Start:** June 2012
- **Duration:** 2 years
- **Budget:** €130,000
- **Staff:**
  - x1 Irish Naval Service Project Manager (IMERC secondment)
  - x1 NMCI Researcher support
  - x1 Irish Naval Service Masters student

## PERSEUS

PERSEUS contributes to Europe's efforts to monitor illegal migration and combat related crime and goods smuggling by proposing a large scale demonstration of a EU Maritime surveillance System of Systems, on the basis of existing national systems and platforms, enhancing them with innovative capabilities and moving beyond EUROSUR's 2013 expectations

- **Funding:** FP7-SEC-2010-1 (SEC 2010.3.1-1: European wide integrated border control system - phase II)
- **Start:** February 2011
- **Duration:** 4 years
- **Budget:** €267,680
- **Staff:**
  - x1 Principle Investigator (Dr Paul Walsh, CIT)
  - x1 PhD student (Supervisor, Dr Paul Walsh, CIT)
  - x1 NMCI Researcher & PM oversight
  - x1 Irish Naval Service end-user support staff

## REMCAP

A Maritime Cluster project (IMERC). This project will add significant value to existing cluster infrastructure, via three main approaches that will support their long-term development and sustainability. Facilitating interaction and knowledge exchange between RRDCs, raising the effectiveness of RRDCs using RRDC activities to stimulate wider involvement of companies and supply chains interested in exploiting the international market for resource efficient products and services.

- **Funding:** FP7 Coordination Action, Capacities.
- **Start:** Contract Negotiation in progress
- **Duration:** Contract Negotiation in progress
- **Budget:** €195,600
- **Staff:**
  - TBC

## SECTILE

This project aims to create an empirically-informed view of the legitimacy and effectiveness of European security legislation, taking into account legal, societal, operational and democratic perspectives. It aims to produce an interdisciplinary and multi-stakeholder understanding of mechanisms for measuring the impact, legitimacy and effectiveness of legal measures, connecting theoretical and practical perspectives with a sound and operationally-informed analysis of these measures in practice. In this way it aims to identify the strengths, weaknesses, assumptions and dissonances across and between existing theoretical, institutional and operational perspectives.

- **Funding:** FP7-Security, Coordination Action.
- **Start:** TBC
- **Duration:** TBC
- **Budget:** €22,166
- **Staff:**
  - x1 Irish Naval Service Masters student
  - TBC

## Proposals Under Review

### A Systems Approach to Ocean Energy – Beaufort Lab (SFI Centres Call)

The Beaufort proposal for a Systems Approach to Ocean Energy is a national scale strategic plan to deliver a viable Irish wave, tidal and offshore wind industry focussed on export. NMCI research is named as a collaborator in the Ocean Information Engineering spoke of the Beaufort Proposal. This opportunity is significant with the chance to secure up to four years of recurrent funding for NMCI research.

**Key Partners:** UCC, CIT & significant industry support (>30 companies)

### I3Wind (FP7)

An Offshore Wind focused project that is novel in part because it has a work package on “simulation in the loop”. This work package will be lead by Kongsberg and will develop new turbine, deployment vessel and crane simulation models that may be tested and deployed in NMCI.

**Key Partners:** HMRC (UCC), Kongsberg

### SMACS (Interreg Northern Periphery Programme)

To develop novel technology aided training programmes for survival and SAR in harsh Arctic conditions, targeted at small/local/isolated communities who rely on small craft for their living/transport/leisure needs.

**Key Partners:** CIT (Nimbus Centre), Chalmers University Sweden, numerous SAR organisations.