

Quality Assurance / Quality Improvement
Programme for
Schools/Faculties/Units/Themes
2007-2008



Quality Improvement Plan

First Year and Beginner Student Thematic Review

October 2008

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Glossary

ADTL	Associate Deans for Teaching and Learning
HR	Human Resources
OVPLI	Office of the Vice President for Learning Innovation/Registrar
AFI	Academic Framework for Innovation
SIF	Strategic Innovation Fund
LIU	Learning Innovation Unit
IAO	International Admissions Office
CSD	Computer Services Department
EC	Education Committee
NLP	???????

1. INTRODUCTION

1. Following receipt of the draft PRG report, the Co-Chairs of the 1st Year and Beginner Student Thematic Review met with the Director of the QPU to discuss the content and deadlines for the QuIP. Also discussed was the necessity to take into account the university wide remit of the recommendations, and how this could be addressed in the Quality Improvement Plan.
2. The final PRG report was received by the QPU and distributed to Senior Management and Co-Chairs, who forwarded it on to the SAR Review Committee.
3. The Co-Chairs met to consider the final PRG Report and draft an initial response to each recommendation.
4. The Co-Chairs met with the Deputy President to discuss the development of the QuIP with particular regard to integrating responses from Senior Management as well as Offices, Units and Faculties throughout DCU.
5. The Co-Chairs developed an initial draft of the QuIP which was sent to the Deputy President and the Vice President for Learning Innovation / Registrar for review, comment, and insertion of a University response to recommendations where appropriate. This draft separated the implementation of the PRG recommendations into co-ordination by 'Academic Offices/Units' and 'Support Offices/Units' to reflect how the SAR was developed and presented. Recommendations were listed in order of PRG numbering and priority ranking.
6. The Co-Chairs met with the Vice President for Learning Innovation/Registrar to discuss the proposed responses to the academic recommendations in the draft QuIP.

The Quality Improvement Plan presented here was finalised in a meeting held on 8 October 2008 attended by:

Prof. Ferdinand von Prondzynski, President
Prof. Anne Scott, Deputy President
Prof. Maria Slowey, Vice-President for Learning Innovation/Registrar
Prof. Eugene Kennedy, Vice-President for Research

Dr Claire Bohan, Director of Student Support and Development (Co-Chair of Thematic Review, and QuIP Co-Ordinator - Administration and Support)
Dr Sarah Ingle, Lecturer, Business School (Co-Chair of Thematic Review and QuIP C-Ordinator - Academic)

Mr Michael Dwyer, external reviewer, chair of PRG
Ms Pauline Mooney, internal reviewer, rapporteur of PRG

Dr Heinz Lechleiter, Director of Quality Promotion (chairing)

It should be noted, when reading this QuIP, that *Student Affairs* was reshaped and renamed, partly as a result of the quality review, and is now termed *Student Support and Development*. For this reason, the unit is referred to as Student Affairs in the recommendations, but as Student Support and Development (SS&D) in the responses. It should also be noted that the terms of reference for the *Academic Strategy Committee* have undergone a review and that the committee has been renamed. It is now termed the *Education Committee*.

2. RESPONSE TO RECOMMENDATIONS IN THE PEER REVIEW GROUP REPORT

Recommendations for Improvement for First Year and Beginner Student Thematic Review

The following notation is used in the recommendations for improvement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important, but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Unit.

Additionally, the PRG indicates the level(s) of the University where action is required:

Adm: Administrative Unit (specified where appropriate)

Sup: Support units (specified where appropriate)

Aca: Academic units (Faculties or school, specified where appropriate)

U: University Executive/Senior Management

Or other units, for example OVPLI, OVPR as applicable.

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
Academic Offices/Units						
2	U, Aca, Sup	1	Develop the role of “first year leader” the duties and responsibilities attaching to which are universally defined and recognised within workload distribution and promotions criteria, and which is not school dependant.	The intention underlying this proposal is welcome and is very much in line with the current developments of the student support strategy. Detailed implications will be considered by the Committee established under Recommendation 3.	OVPLI / Registrar (SS&D / ADTL / HR)	B
3	U	1	Establish a Committee comprising first year leaders and the Director of Student Affairs under the direct leadership of the VPLI. The main activities of this Committee should be twofold, firstly to develop a stimulating, welcoming atmosphere, encouraging and helping students to integrate and make the transition from school to university study and secondly to provide a predictive safety net, identifying students at risk.	Arising from the work of the retention task group established by Executive, a Student Experience Committee has been established and is chaired by the VPLI/Registrar or his/her nominee. This committee will focus on the Student Experience at both under- and postgraduate level but keep a particular focus on the first year student group. It will examine the role of the First Year Leader as a matter of priority. Meetings have already been held by the Director of Student Support & Development with all Schools / Units across DCU with a view to information collation on First Year support. Terms of Reference and Membership of this committee to be presented to Executive once completed. First meeting was held on 9 Oct 2008.	OVPLI / Registrar (SS&D / ADTL / AFI)	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
6	Aca	1	Identify and implement, across all schools, appropriate mechanisms in the academic environment (small group delivery, mid-term exams and attendance tracking, for example) that will identify first year students experiencing difficulties so that appropriate support can be provided to such students.	Various Schools have excellent mechanisms in place to identify students experiencing difficulties. Good practice will be shared and discussed by the above-mentioned Committee and other initiatives identified to further develop these practices. A suitable CRM (Customer Relationship Mgmt) system may need to be sourced to effectively track these students and collaborate with colleagues across a range of Units / Schools.	OVPLI / Registrar (SS&D / ADTL / SIF Programme Team)	B
27	U	1	Clarify the role of the personal tutor or academic advisor, adopting a universal definition of the role, applying a selection process to identify suitable staff for this purpose, providing appropriate training to those staff and providing recognition for the role within workload distribution and promotions criteria, and appoint a university officer to oversee the operation of the personal tutor/academic advisor system when revised.	The Personal Tutor System is currently under review in the context of the implementation of the Academic Framework for Innovation (AFI) along with this Quality Review. The relationship between the role of the Personal Tutor and the Academic Adviser will be further explored and clarified.	OVPLI / Registrar (SS&D / ADTL / AFI)	B
30	Aca, U	1	Make the Student Survey of Teaching (SSOT) compulsory and consequential for all first year modules.	This item is being considered by the Education Committee. Recommendations will be proposed .	OVPLI / Registrar (EC)	B
16	Adm, LIU	2	Examine how other universities have used tools such as Moodle to communicate with and prepare applicants for entry into higher education.	In the Student Survey conducted as part of the SAR, Moodle was identified as a favourable tool for learning & support of existing students. Extending this to potential students will be discussed with the International Office, Recruitment Office & Access. Moodle will also be used by SS&D as a forum to support the workshops being offered as part of the new year-long orientation period for 1 st Yrs.	OVPLI / Registrar (International Office / Access & Student Recruitment Office / LIU)	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
18	Aca, Sup	2	Develop a university wide, curriculum based strategy to improve student skills in order to assist them in making the transition to self directed learning at third level. Consideration might be given to the development of a "college and life skills" module delivered to first year students during their first four to six weeks on campus, such a module to assist students in their transition to third level.	<p>The Year-Long Orientation schedule mentioned in response to Recommendation 13 focuses on facilitating a seamless 'transition' from 2nd to 3rd level, and addresses many of the areas in this recommendation. Student Support & Development have initiated a number of support mechanisms which are now in place including:</p> <ul style="list-style-type: none"> - Year-long online orientation programme, aimed at 1st Years: http://www.dcu.ie/students/orientation/index.shtml - A new Academic Support site, which incorporates all current academic support available to students generally at DCU (outside of the Schools). This now includes a series of academic workshops aimed at 1st Years. http://www.dcu.ie/students/academicsupport.shtml - A new A-Z Guide to Life at DCU (presented in hard copy during Orientation). http://www.dcu.ie/students/az_guide.pdf - First Year Students were also given a Student Diary & Planner which incorporates all important dates and deadlines for the academic year at the University. 	OVPLI / Registrar (SS&D)	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
				<p>The Chairperson of the MINT programme has also been in discussion with the Director of SS&D regarding a new module called 'Creativity and Discovery for 1st Years in this programme'. Both Careers and other elements of SS&D will feed into this module directly. It will cover among other things computer skills, academic skills and professional development.</p> <p>Some programmes (including Accounting & Finance in DCUBS / BA in Applied Languages & Intercultural Studies in SALIS) already have similar modules incorporated into their programmes. Resources will need to be sourced for the successful implementation of this programme.</p>		
28	Aca, Sup, LIU	2	Develop a practicable "2 Way Code of Conduct" between students and the university (lecturers and university responsibilities) building on the findings of the Student Learning Agreement Pilot of 2006.	This recommendation is welcomed and will be referred to the cross-university Student Experience Committee.	OVPLI / Registrar (SS&D ADTL, LIU)	B
29	Aca, Sup	2	Match lecturers to the challenge of large group teaching, in particular, and provide appropriate training in this regard.	This will be considered in conjunction with the response to Recommendation 6.	OVPLI / Registrar (ADTL / AFI, LIU)	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
31	Aca, Sup, LIU	2	Moodle should be used to at least a minimum defined level by all lecturers, and relevant guidelines and supports should be provided for lecturers.	Students have reported very favourably on their experience with Moodle. An extensive programme of training is available to staff to further their skills with this learning tool. Training shall continue to be provided.	OVPLI / Registrar (LIU).	B
22	Adm, Sup, CSD, Students' Union	3	Investigate the establishment of a DCU web-based, student-led support forum addressing student concerns and issues, but linked to all DCU Web resources.	DCU is now part of the national 'Please Talk' initiative which provides web-based support for students in participating universities. The Students' Union also provides substantial support via e-mail, which is student-led.	No further action required.	A
			Support Offices/Units			
1	U, Sup	1	Develop a student retention strategy which addresses both student retention and development.	Student Support & Development is developing a Student Retention and Development Strategy – elements of which have already been mentioned above (Recommendation 18).. This will be discussed and developed by means of the cross-university Student Experience Committee.	OVPLI / Registrar (SS&D)	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
4	Sup	1	Articulate a clear ladder of referral to ensure that students can access relevant support services (academic and non-academic) and/or can be appropriately referred by members of staff whom they approach for assistance.	A new and improved <i>Guide for Staff</i> was issued in 2008/2009 which clearly articulates the various roles of all student support Units at DCU. This was distributed by Student Support & Development to all School Offices in hard copy in September 2008. It is also available on-line. All DCU Staff Members were informed about this publication via e-mail and it is distributed by the SS&D representative at the DCU Staff Induction workshops, which are organised by HR on a regular basis. We acknowledge, however, the recommendation regarding the necessity for clear ladders of referral, and these will be created without delay via the Student Experience Committee.	OVPLI / Registrar (SS&D / ADTL)	B
19	Sup, Student Affairs	1	Explore the reasons for long waiting lists for the Counselling Service and take action, accordingly, to reduce waiting times.	This was explored as part of the end of year review of the Counselling Service and the situation clarified regarding the actual problem periods. It has been established that the situation is under control, that 'at risk' students are seen without delay and that the actual waiting lists are very reasonable. Sessional Counsellors were employed last year to ensure that DCU remains in a very favourable position when compared to other University waiting lists nationally.	OVPLI / Registrar (SS&D)	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
7	U, Sup	1	Invest in additional support staff, particularly in the student affairs section, to provide specific skills and continuity in survey deployment, to enhance data retrieval and analysis, to track transition, student progress and attendance and to routinely assist the Committee referred to in 3 above.	<p>-This recommendation comprises three items:</p> <p>1) Data Retrieval & Analysis: The Institutional Analysis Officer, located in the President's office has recently begun the provision of statistical information on student progression from 1st to 4th year. This work will be furthered from Autumn 2008.</p> <p>2) Tracking: Student Support & Development and the Registry are discussing ways of more effective collaboration – e.g. with regard to student progression and withdrawal. Some procedures have already been put in place in this regard and are working well. Furthermore, the introduction of a suitable tracking system, such as a CRM system is under investigation.</p> <p>3) Due to budgetary constraints, it is currently not possible to invest in additional support staff. A proposal was submitted by Student Support & Development but, due to prevailing budgetary constraints, Budget Committee were unable to meet this request at this time.</p>	OVPLI (SS&D / Registry / IAO)	B
10	Adm, Estates	1	Provide clearer external signage across campus and revise the campus map with a view to making it more readily comprehensible to new students.	All of the functions of a systems manager, including responsibility for signage are under review. At the moment a case-by-case approach to signage is taken. The campus map issue will be dealt with as soon as possible.	Estates	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
13	Sup	1	Co-ordinate existing and/or new orientation activities to provide a sustained schedule of orientation events, potentially including a "reorientation" programme at the beginning of second semester.	Orientation was revised for September 2008 and initial signals indicate that the changes were well received. An extended period of Orientation, including on-line orientation and academic skills workshops have been introduced for this academic year. This will be further developed over the coming year. Ref Recommendation 18	OVPLI (SS&D)	B
15	Adm	1	Implement technological and student support improvements to the on-line registration process, aimed particularly at those students who are registering for the first time.	As far as was possible within budgetary constraints, improvements were made to the online registration system this year – these included automating and removing some of the steps from the process in order to make it more user-friendly. A call centre also operated during the month of September which dealt directly with queries from students. Online registration is being constantly monitored and improvements will be implemented where possible.	OVPLI / Registrar (Registry / CSD)	A
21	Sup, U	1	Ensure any decision in respect of the post of Student Activities Officer does not adversely affect engagement with Clubs and Societies.	The OVPLI and Registrar through Student Support & Development will work with the Office of Student Life and Senior Management to obtain a satisfactory outcome to this issue. The administration and coordination of the Uaneen Module, which was formerly within this role, has now moved to the Office of Student Life, The OVPLIU has organised a Fellowship scheme, using SIF funding, for the 'developmental' and advisory aspects of the Module.	OVPLI Registrar (SS&D / Office of Student Life)	B

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24	Adm, Accom Office	1	Prioritise the allocation of on-campus accommodation on the basis of distance from the university in the first instance – international students and students coming from farthest outside Dublin and first year students.	The situation will be re-examined with regard to prioritising accommodation to certain categories of students. International students are already prioritised, as are 1 st Year students in general. Further investigations will take place regarding any other appropriate measures which can be taken.	Secretary's Office, (Accommodation, SS&D)	B
5	Sup, Adm	2	Develop a Postmaster system (mirroring the advice and support services) and FAQ system dealing with student concerns, linked to all DCU web resources, directed and managed by Student Affairs.	A new online information provider has just been launched linked to DCU web resources. This will be monitored to ensure on-going relevance and accessibility. Link: http://www.dcu.ie/students/advice/university_life.php3	No further action required.	A
8	U, Adm, Estates	2	Make provision for the refurbishment of classrooms in the Henry Grattan building including provision to bring technology within the building up to a level comparable with other teaching buildings across campus.	The current financial situation in the University makes it very difficult to address this recommendation. However this proposal will be considered by the new Space Planning and Management Group established by Executive and will form the basis of a submission to the HEA under the NDP. Many attempts have been made to obtain funding to move this project forward. For example the Grattan Building was turned down for funding when the refurbishment of it was submitted as a priority to the Kelly Review.	Secretary's Office (Estates)	C

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
9	U, Adm, Estates	2	Make provision for the refurbishment of the Street and consider the provision of other social spaces (indoor and outdoor) for students.	The Hub Management Committee is currently examining space in the Hub, to create more useful use of social space for students. This proposal will also be considered by the new Space Management Group established by Executive. The furniture in the Street has been upgraded and casual ad hoc spaces provided.	Secretary's Office (Estates / Hub Management Committee)	B
11	Adm, Estates	2	Consider the relocation of the Disabilities Office in any future redistribution of space.	This will be considered by the Space Planning and Management Group.	Secretary's Office	B
12	U, Adm, Estates	2	Review the layout of the fees office with a view to enhancing student service provision.	The layout of this office will be kept under review.	Finance	A
14	Sup, Adm	2	Ensure that members of staff who provide first point of contact functions – whether in central or school/faculty offices - are appropriately briefed and trained in the provision of student focused service, including the appropriate referral of students to other units.	This recommendation will be addressed by the cross-university Student Experience Committee. 27 members of student support staff across the University have recently completed a training programme to become NLP Practitioners, which will greatly enhance student support in the University. The Director of Registry will ensure that all front line staff complete the customer services training provided by HR. The importance of School Office staff as an initial point of contact for students is also noted, and these staff will be included in future training plans of this nature.	OVPLI / Registrar (SS&D) Director of Registry/HR	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
17	Aca, Adm, Sup	2	Examine the extension of the BEST Orientation Programme on a university wide basis.	BEST 'thought leader' has already pledged support for this and discussions with DCUBS will be taking place soon. This recommendation will also be addressed by the cross-university Student Experience Committee.	OVPLI / Registrar (ADTL / DCUBS / SS&D)	B
20	U	2	Review the continued location of Disability and Access Offices outside Student Affairs.	This organisational location has been reviewed in the past and found to be satisfactory. The Disability Office is required to consider staff disability issues as well as those of students, and hence is part of a cluster within the University (the Eolas Group) that offers support in relation to regulatory and advisory issues.	President's Office	A
23	Adm, Estates Trispace	2	Identify additional area(s) where students can consume their own food and drink and consider provision of access (supervised, if required) to microwave facilities and hot water	This will be taken into consideration by the Hub Mgmt Committee when examining the use of space in The Hub Student Centre.	SS&D	B
25	Accom Office, SU	2	Explore the establishment of a system of university approved, off-campus accommodation provision and assign a staff member at the start of the year to help students, particularly first year and international students, to find accommodation.	The SU organised a 'drop-in' accommodation point to assist students with their annual accommodation search in September 2008. This included assistance and advice on geographical location / rents, and provide computer / telephone access.	OVPLI / Registrar (SU)	B
26	U, Crèche	2	Review the limited number of places available to students and consider university subvention of costs associated with those student places and/or the provision of a specific child care fund to which students may make application to assist with costs.	The current situation with regard to provision of places will be re-examined. It should be noted that the Financial Assistance Fund provides assistance to students in need of childcare subsidies.	OVPLI / Registrar (SS&D)	B

Recommendation		Priority	PRG Recommendation	Draft Response	Co-ordinator of implementation. (Suggested support/input)	Timeline to implement A = Completed By end July 2008 B = Completed in 1 year C = Completed in 3 years
33	U	2	Appoint a Mature Students' Officer and support the mature students in establishing a Mature Students' Association.	<p>This matter will be considered as part of the next DCU Strategic Planning process, which is imminent.</p> <p>In June the University Executive approved the appointment of a post in the Recruitment and Access Office , which includes advising and recruiting mature students (pre-entry).</p> <p>The Mature Student Society (MATSOC) has been inaugurated. This is being supported by the Director of Student Support & Development, as Chairperson, and staff in the Inter Faith Centre, who are assisting in the coordination of a series of workshops / support sessions for this group of students and also host coffee mornings on a weekly basis.</p> <p>A Mature Students' Day, initiated by the Mature Students' Society and supported by SS&D was held on October 15th whereby a Focus Group, facilitated by ,the Office of Strategic Planning, investigated the needs of this student group. Various meetings have already taken place between staff of the Inter Faith Centre and the Mature Student Committee since September 2008 and plans are progressing very well.</p>	OVPLI / Head of Access / Director of SS&D/Interfaith Centre	B/C

3. SUMMARY OF THE ONE-YEAR PLAN

Action	Responsibility	Timeline
Establish a cross-university Student Experience Committee	VPLI and Registrar	October 2008
Identify a clear network of support across academic, administrative and student support services (to include examination of the roles of Year Heads / Personal Tutors etc.)	Student Experience Committee (VPLI / Registrar)	January 2009
Introduce a student tracking system, which enhances university-wide student support	Student Support & Development	January 2009
Provide a more personalised Orientation period and monitor student satisfaction	Student Support & Development	October 2008
Finalise the First Year Student Transition and Retention Strategy	Student Support & Development	December 2008
Develop a year-long orientation programme which incorporates academic and professional skills	Student Support & Development	December 2008
Establish clear Guidelines for Staff and a clear ladder of referral on student support	Student Support & Development	December 2008
Investigate different methods of re-engaging the student in campus activities	Student Support & Development	July 2009
Consideration of refurbishment of the Henry Grattan Building and The Street	Space Management Group	May 2009
Introduce improvements to the on-line registration process where financially viable	Registry	September 2008
Introduce a systematic student feedback mechanism for support services	Student Support & Development	June 2009
Carry out a university-wide audit of external signage and identify problematic areas	Estates	June 2009

4. SUMMARY OF THE THREE-YEAR PLAN

Action	Responsibility	Timeline
Develop a four-year personal and professional development programme into which the First Year year-long Orientation feeds	Student Experience Committee	July 2010
Develop an Orientation period which includes a seamless integration of academic, social and personal elements	Student Experience Committee	July 2010
Review student support for non-traditional students (including mature / international) and put mechanisms in place to further support specific requirements of these student groups	Student Support & Development	July 2010

5. APPENDICES

1. Thematic Quality Review Committee for the Self-Assessment Report
2. Peer Review Group
3. Thematic Quality Review Co-Ordinators for the Quality Improvement Plan
4. Prioritised Resource Requirements

(All presented on the following pages)

APPENDIX 1**Thematic Quality Review Committee for the Self-Assessment Report**

Committee Member	Role in DCU	Area
Dr Claire Bohan Thematic Review Co-Chair	Director of Student Affairs	Student Affairs
Dr Sarah Ingle Thematic Review Co-Chair	Lecturer in Entrepreneurship	Faculty of Business
Ms Phylomena McMorrough	Director of Registry	Registry
Mr Brendan Gillen	Financial Operations Accountant	Finance Office
Ms Deirdre Moloney	Head of Student Advice Centre	Student Affairs
Ms Marie Heraughty Ms Angela Mitchell	Head of International Affairs Assistant International Officer	International Office
Ms Siobhan Murphy	Business Manager	Trispace (Catering)
Ms Niamh Connolly	Accommodation Coordinator	Accommodation
Mr Alan Flanagan Ms Hazel Hayes	President Deputy President, Education and Welfare Officer Vice President, Campaigns & Information Officer	Students' Union
Mr Gary Boylan		
Ms Una Redmond	Manager	Office of Student Life
Mr Breffni Lynch	Helpdesk Manager	Computer Services Department/ <i>Moodle</i>
Ms Anne O'Connor	Disability Officer	Disability Office
Mr Paul Smith	Director of Equality Office	Equality Office
Ms Ita Tobin Ms Colette O'Beirne	Head of Access & Recruitment	Access/Recruitment Office
Ms Ellen Breen	Sub-Librarian, Head of Information & Public Services	Library
Mr Mike Kelly	Director of Estates	Buildings / Estates
Ms Aisling McKenna	Research and Analysis Officer	Institutional Analysis Office
Ms Deirdre Wynter Ms Eileen Colgan	Marketing Manager Senior Public Relations Officer	Public Affairs & Media Relations Office
Ms Hannah Dyas	Senior Faculty Administrator	Faculty Administrators' Peer Group
Dr Charlotte Holland Ms Monserrat Alvarez Pino Dr Jacinta Wright	Chair of Undergraduate Studies, School of Education Studies School of Education Studies Lecturer in French Literature, School of Applied Languages and Intercultural Studies	Faculty of Humanities & Social Sciences
Dr Monica Ward Dr Gabriel Miro Muntean	Lecturer and First Year Head, School of Computing Lecturer and First Year Head, School of Electronic Engineering	Faculty of Engineering & Computing
Dr Ruth Mattimoe Ms Claire Kearney	Lecturer in Management Accounting and Financial Statement Analysis, DCU Business School Lecturer in Economics, DCU Business School	Faculty of Business
Ms Rufina Morgan Prof. Colette McDonagh	Lecturer in Nursing, School of Nursing Teaching Convenor, School of Physical Sciences	Faculty of Science & Health

APPENDIX 2

Peer Review Group

Mr Michael Dwyer, Chief Executive Officer, Empathy Marketing Limited (Chair)

Mr Hamidreza Khodabakhshi, President, Union of Students in Ireland

Ms Helen McNeely, Assistant Director, Services for Students, Kings College, London

Ms Pauline Mooney, Senior Faculty Administrator, Faculty of Science & Health, DCU (Rapporteur)

Professor Helena Sheehan, School of Communications, DCU

Mr Adrian Thomas, Director of Quality, University of Limerick

Professor Gerard F. Whyte, Associate Professor of Law, Trinity College Dublin

APPENDIX 3

Thematic Quality Review Co-ordinators for the Quality Improvement Plan

1. Co-ordinators for responses to PRG recommendations and development of QulP document:

Dr Claire Bohan and **Dr Sarah Ingle**

2. Co-ordinators for implementation of QulP action items and one and three year plans:

Prof Maria Slowey - All University level recommendations that fall under the remit of OVPLI/Registrar except Student Affairs

Prof Anne Scott - All other University level recommendations

Dr Claire Bohan - All recommendations related to Student Affairs