



NUI MAYNOOTH

Ollscoil na hÉireann M^á Nuad

**Quality Review
of
Student Services
19 – 21 October 2010**

Peer Review Report

Peer Review Group:

External Reviewers:

**Dr Bernadette Walsh,
Director of Student Affairs,
University of Limerick;
Mr Vincent Lennon,
Academic Administration and Student
Affairs Manager, Institute of
Technology Tallaght**

Internal Reviewers:

**Professor Jim Walsh,
Deputy President & Vice President for
Innovation, NUI Maynooth;
Mr Cathal McCauley,
Librarian, NUI Maynooth.**

Introduction

Student Services currently consists of the Student Services Office and nine Departments. They provide a wide range of services and functions which support student welfare in the areas listed;

- Educational
- Cultural
- Recreational
- Social
- Spiritual

The nine departments in Student Services are clustered as follows:

<u>Student Life</u>	Sports and Physical Recreation Office; Student Activities Office
<u>Academic Journey</u>	Academic Advisory Office; Career Development Centre
<u>Campus Living</u>	Crèche, Residence Office
<u>Student Wellbeing</u>	Chaplaincy, Counselling, Medical Centre

See [Appendix 1](#) for the composition of Student Services

See

<http://studentservices.nuim.ie/sites/studentservices.nuim.ie/files/documents/Student%20Directory%20Final%202.pdf>

for the Student Services Directory. The extremely helpful Student Services Directory also refers to other offices that serve students such as the Admissions, Access, Security and Health and Safety Offices but which were not included in this review.

The siting of many of the Student Services offices in a prominent location on the North Campus is ideal for easy access by students. It might be thought that some Student Services' Offices are not as accessible as others e.g. the Academic Advisory Office and the Career Development Centre are both located in the Arts Building; but this building is centrally located in the North Campus and has a massive daily footfall. The excellent Crèche facilities are close by the main Student Services location in Rye Hall. The Student Activities Office is located in the Student Centre which is somewhat remote from the main Student Services office. The Sports Complex and River Apartments, though not unexpectedly, are some distance from the main Student Services Office.

Student Services NUIM – Mission Statement

Student Services is an integral part of the University community, enabling the promotion and development of its educational mission. Using a holistic approach, Student Services offer a range of clearly defined services to support and empower students to achieve their personal and academic potentials and so enhance their life's journey. Student Services strive to create a community which is open and caring and where diversity is expected and respected.

NUIM – Strategic Plan (2006-2011) & Strategic Plan Addendum (2009-2014)

The first goal of NUIM's Strategic Plan (2006-2011) states that the University will 'maintain a quality undergraduate population by becoming a University of choice for increasing numbers of students'. The focus for 2009-2014 is to provide a teaching environment and a learning experience that will continue to attract high calibre undergraduates and support modest growth. Furthermore, one of the guiding principles for the development of NUIM's Strategic Plan is that for those students who have chosen NUIM "that their choice will be validated by the quality of experience and standard of education they receive at NUIM".

Student Services promotes this strategic goal by supporting the living experience of all students on campus and enhancing the academic and career development of students.

Review Process

The external reviewers reviewed the Student Services' Self-Assessment Report, the University's Strategic Plan and a whole range of other documents made available on Moodle for their inspection prior to the Review. A further folder of handbooks, policy and procedures documents, protocols and guidelines' documentation etc. etc. was also provided during the review process.

During the on-site visit from 19th to 21st October 2010 the external reviewers had a number of meetings with the internal reviewers, Professor Jim Walsh and Mr Cathal McCauley, meetings with staff of the Quality Promotions Office and a detailed schedule of meetings with stakeholders (undergraduate and postgraduate students, Student Services staff, other office staff) according to the schedule outline in Appendix 2 – Student Services Quality Review (Oct. 19th-21st, 2010). Not all those listed in the schedule were able to attend on the day, and in some cases replacements were found.

The external reviewers also visited a number of the relevant facilities.

The review process ended with a presentation by the external reviewers covering initial findings, to give reassurance and encouragement to those spoken to that they had been listened to and to thank all the Student Services' staff, other NUIM staff (including the internal reviewers, the Director of Student Services and the Quality Promotion Office's staff) and all those met during the review for all of their efforts in the Quality Review process.

Response to Self-Assessment Report

This report clearly outlined who Student Services are, where they are located, what they do, how they do it, how they know they do it well, areas for improvement, lessons learned from recommendations made from previous review process (October 2006), the future and the strengths of Student Services facing this future.

This very comprehensive and easy-to-navigate document provided a standard template for each of the 9 departments in Student Services plus the Student Services main office to report on the areas outlined above.

The Student Services Student Survey (March 2010) referred to and quoted in the Self-Assessment Report was a valuable exercise carried out by Student Services identifying overall satisfaction among students (and staff) with the services provided, particularly by those who have actively engaged with Student Services. The Survey identifies that some services are not widely used by students e.g. Chaplaincy (c. 16% use), Counselling (c. 16% use), Student Activities Office (c. 23% use) and Career Development Centre (c. 28% use).

The Self-Assessment Report identified a number of areas for Student Services to focus on as a common project in order to engage all Student Services staff and included suggestions for a Student Services Plan (with mission statement and operational plan), a new approach to alcohol usage among students (and alcohol awareness), and a longer Orientation Programme for new entrants.

Some services identified a range of Key Performance Indicators [KPIs] that they use or hope to use to assist them in tracking how effective their service and their various activities are towards enhancing the student experience.

The location of Student Services in a central, easily accessible location with an "Information Point" provides an excellent 'one-stop-shop' for all students seeking information on any matter.

Staff of Student Services declared that remarks and comments (free text in comment box) on the Student Services' Student Questionnaire gave them valuable insights on easily achievable improvements in their service and have already begun to introduce these and hope to continue to do this over the next 1-2 years.

The external reviewers noted that a number of the recommendations made from the Quality Review Report (October 2006) were not implemented or not seen to be implemented particularly those recommending the championing for Student Services at senior management level; the consolidation of university departments that are clearly providing student supports into a single Student Services entity; the advantage to Student Services for an explicit university goal relating to the provision of student supports and services; future facility planning to include input from relevant Head and staff of service.

Conclusions

1. The reviewers were very impressed by the participative and constructive approach adopted by all staff under the leadership of the Director to this review. It is clear to the reviewers that the staff members of Student Services are committed professionals; their enthusiasm and energy is obvious and there is a distinct student-centred focus about what they do. As practitioners they treated the quality review process seriously and put huge efforts into the process.
2. All students spoken to during the review process were high in their praise for staff, the wide range of services provided and the efforts individual members of staff make to ensure the visibility of the university ethos that student living is as important as student learning. It was clear from speaking to both undergraduate and post graduate students that they felt there is " a Maynooth experience ". This was particularly evident within undergraduate students.
3. In general senior university management staff are very appreciative of the importance of Student Services in serving the student community and in enabling the strategic goal of the university towards an excellent student experience. There is a realisation that the ethos underpinning the Maynooth experience needs to be given a greater prominence.

4. The growth in student numbers at a time when the staff resources are being depleted as a result of the Employment Control Framework has impacted significantly on the university. It is clear that some services in Student Services are under-staffed. Staff have responded excellently but there is a real danger that in trying to do more with less that staff may put themselves under pressure by not taking annual leave due or by working very long hours.
5. In addition the increasing diversity and composition of the student population is also placing new and changing demands on Student Services' activities. Against this background it will be a major challenge to maintain existing services let alone develop them further. This will necessitate a well led Student Services 'division' with an agreed focus on essential services to be provided for students. Staff will have to pull together and co-operate even more to ensure that the distinctive Maynooth experience continues. It is critically important that each service continues and improves the opportunities for students to have a voice and that any change in services for students is explained and placed in the proper context.
6. The reviewers share the genuine concerns expressed by university staff regarding the need to have a strong business focus in some areas within Student Services, particularly those with significant revenue generation activities.

Recommendations Relating to the Wider University

1. The development of the university's Strategic Plan into the future should identify an explicit goal relating to 'Student Services' and underpinning the university ethos of the student centredness where student living is as important as student learning.
2. The role of the Director of Student Services needs to be enhanced further with specific responsibility for the financial budgets and all support services for students. It is difficult to see how the Director's role can be carried out without budgetary and overall responsibility for the individual services. It is recommended that the university address this issue at the earliest possible date.
3. Senior management should put processes and procedures in place to ensure that the Director of Student Services is seen by both the senior management and all university staff as the leader of student services in

the university. This may involve reviewing various decision-making committee compositions and processes.

4. It is recommended that the university investigates the closer alignment of other offices/services within student services – e.g. Offices for Under-represented Students. It is difficult to see how financial supports for students can be best administered without an overview encompassing all the financial elements including creche and residences. Closer alignment will also ensure improved synergies and reduce duplication in efforts being made towards the integration of all students.
5. It is recommended that a review be conducted of all committees involving student services. Terms of reference and composition should also be included in this review. As far as is practical the inclusion of student representatives is recommended.
6. The role, composition and terms of reference of the Student Affairs & Equality Subcommittee should be examined as a matter of urgency. Its remit appears to be too broad and unfocussed.
7. The reviewers recommend that the current name of the Academic Support Services Committee be changed to reflect the supports Student Services provide e.g. to be changed to Academic and Student Support Services Committee so as to highlight the importance of all student supports and the role of the Director of Student Services as a member of that Committee and champion for student supports.
8. Given the rapid growth in student numbers and the expected continued growth and related activities, the university has significant revenue generation operations. Public expectations, increasing demands for efficiency, accountability and transparency together with exacting accounting and quality standards suggest that the university should conduct an early review of revenue generating activities within Student Services. The development of fit-for-purpose business plans for such activities should be a priority. Best practice around the management of the financial and commercial operations should be a key goal.
9. The reviewers recommend improved communication and information sharing to Student Services of the university's campus development plan and the rationale behind this plan and how Student Services can play its role in achieving university objectives.

Recommendations Relating to Student Services (Entire)

10. There is a need for the Student Services family to come together, with input from Heads of Services' staff, to prepare a detailed plan with goals and objectives that integrate with the university's strategic plan and to ensure coherence between the different Student Services' areas. The plan should be realistic and should identify key practical, measurable outcomes (KPIs) and timelines for each of the services to achieve during the lifetime of the plan. This plan should be reviewed regularly at each meeting of Student Services (quarterly meeting) and adjusted as required in the light of developments. Implementation should be by way of cross-functional teams, to best ensure shared goals and improved collegiality.
11. The issue of accurate data collection and sharing is seen as a critical tool in the provision of integrated student services for the university both in monitoring and evaluating current services, financial supports, service levels and activities within the strategic plan and in developing these services into the future. It is recommended that Student Services would prioritise this.
12. The Student Assistance Fund [SAF] provides financial assistance for full time undergraduate higher education students who are experiencing financial difficulties while attending college. Students can apply for student assistance to assist them with either temporary or ongoing financial difficulties. It appears that in Maynooth that the majority of this fund is targeted at supporting students who have entered NUIM through the Higher Education Access Route [HEAR] and less of the fund is directed at the increasing number of other students experiencing financial difficulties. The Director of Student Services has no visibility or responsibility for expenditure on HEAR students. For many students the SAF is an essential financial support service. It is the reviewers' opinion that all financial support services for students, including both the Student Assistance Fund and the Disability Fund should be situated within the Student Services family. To this end we recommend that the Director of Student Services have responsibility for the administration of all such financial aid supports. We further recommend that all committees involved in the assessment of applications for support should include a student representative on the committee and that policies and decisions should be recorded in minutes.
13. Improving communications and sharing of information, particularly financial information, between the Bursar's Office and the Director of

Student Services is a critical tool for the university in the current restrictive economic climate. The reviewers recommend that existing processes be improved and if necessary, new processes be put in place to share such information. It is also recommended that when financial information is shared with other interested parties in the university that it is presented in both the overall university and Student Services' context.

14. The reviewers recommend that Student Services review its identity and the location of its many services with a view towards possible (re)branding, clear definition of all its services and the marketing and promotion of the entire 'division' and its wide area of service provision to both students and academic staff.
15. There is clear evidence that the first weeks of university life are critically important to enable students to settle in and to progress satisfactorily on their academic journey. The reviewers recommend that Student Services look to having an intensive induction period for new students with an increased emphasis on supporting a positive experience in the student's first year. This will assist the university in ensuring that student engagement in university life and study and student retention are optimised. [Examples: a longer period of Induction (during the first seven weeks, or more focussed periods of Induction, even ongoing or throughout the first year, in particular.)]
16. During the course of the self assessment study many of the Student Services' departments identified the issue of developing a joint project around the subject of alcohol awareness/abuse/healthy lifestyle/behaviour/etc. as a way to unify all services. In the reviewer's opinion this could act as a unifying activity for the entire team in student services. It would assist students and also help promote student services within the wider academic community and beyond. It is recommended that this issue be addressed at an early date given the seriousness of alcohol-related problems amongst students and their consequent negative effects.
17. Student Services needs to examine where collaborations and partnerships (external) can be developed with the view to 'shared services' as a way of progressing their goals (once defined), possible commercialisation of some services and the strengthening of its resources, e.g. medical services (screening for cervical cancer on behalf of HSE).

Recommendations Relating to Services (Individual)

18. In relation to the Academic Advisory Office - it is obvious that there is a clear need for academic advisory services for students. Whether this is done by the Academic Advisory Office in its current context or indeed under the umbrella of the Registrar's Office or the Faculty's Offices is a matter for the university to consider. The current situation urgently needs to be reviewed due to the departure and non-replacement of the previous experienced academic staff member of standing, there is evidence that the office is overworked and under resourced. Accordingly it is recommended that the university address this issue as a matter of urgency and put in place a more appropriately resourced office or alternative structure. Many Higher Education Institutions see this service being provided by a combination of Schools/Faculties and the Registrar's Office. It is the reviewers' observation that there is a clear need for stronger engagement from Faculty/Departmental staff with students seeking programme-specific, academic information.
19. The reviewers recommend that the Career Development Centre embark on a promotion campaign with Deans of Faculty, Academic Departments, Undergraduate and Postgraduate Admissions, Commercialisation, Research Institutes and Director of Enterprise Liaison and to discuss with these areas how best the Career Development Centre could support and complement their work. The reviewers recommend that the Career Development Centre develop a module or workshop for delivery to defined groups of students. This will assist in reducing some requirement for one-to-one meetings with 'early year' students.
20. In relation to Chaplaincy the reviewers were surprised to find two separate reports from Chaplaincy in the Student Services' Self-Assessment Report. However, the situation is that the two chaplains operate independently but in as complementary a fashion as possible, with the agreement of the university. They do this through detailed Working Arrangements that are updated annually, aimed at sharing the work load equally and delivering a quality service to students and staff. Given that increasing student diversity calls for increasingly diverse services it is the view of the reviewers that Chaplaincy needs to reflect the changing role of the chaplain in a third level environment. The reviewers recommend that Chaplaincy staff work together collaboratively into the future to support and embrace all students equally, whatever their religious beliefs and those with none. It is recommended that the service should be more proactive in reaching out to students of different faiths and none. Possible

initiatives that could be considered include public dialog on matters such as 'Mercy and Compassion etc.' which could provide opportunities for exchange of views between students of different faiths and none.

21. The University needs to draft a Mental Health Policy with input from several university offices including Access, Academic Departments, Student Counselling, Students' Union and external agencies (for guidance) such as the Irish Association of University College Counsellors (IUACC), The National Counselling and Psychotherapy Society of Ireland, the Health Services Executive etc.. The Counselling Service could augment its counselling resources by linking into the soon-to-be-rolled-out Mental Health Portal (NUIG-led) or examining currently available on-line counselling support packages (e.g. 'Beat the Blues') with a view to enhancing its services.
22. In relation to the Medical Centre the reviewers recommend that the university should explore revenue generation opportunities with the view to ring-fencing earned income to expand the provision of medical services. A policy and procedures protocol on the secure maintenance and retention of medical records should be developed and supported by the university's Computer Centre.
23. There is an urgent need for the Sports Officer to work with the other Officers in the Sports and Physical Recreation Office to develop their own strategic plan aligned with the university's Strategic Plan, the university Development Plan and the Student Services' Strategic Plan. A business plan should inform this strategic plan. Goals specific to individual sports should be clearly defined within the plan and implemented via close alignment with particular offices within Student Services e.g. Career Development Centre re career opportunities in sporting areas. Existing sports facilities should be maintained during existing developments and priority should be given to enhancing facilities as resources allow.
24. In NUI Maynooth, as in other higher education institutions, there can be potential for some tension between the roles of the university funded Student Activities Office (SAO) and the autonomous Students Union. In the interests of ensuring effective working relationships between the SAO staff and the SU officers we recommend regular monitoring and periodic reviews. A review could include areas such as the university-SU relationship, SU independence, SU representation and input on services funded by student capitation/registration monies, SU governance, budget management within the role of the SAO, representation of the SAO on

university committees, and management of the commercial activities currently within the remit of the SAO. The review should also consider whether it is necessary and efficient for the SAO staff to sit on 16 internal committees and have officer functions for 11 of these.

25. With the rapid growth in student numbers and expected further growth and related activities the university has significant revenue generation operations. The Residence Office in particular generates in excess of two million euros each year. Demands for efficiency, accountability and transparency together with exacting accounting and quality standards suggest that the University should conduct a comprehensive review of the operations of the Residence Office with a view to putting in place a fit-for-purpose business plan. This may involve the consideration of alternative structural arrangements, for example the creation of a dedicated commercial enterprise involving all revenue generating activities. It is also recommended that the process of allocation of accommodation places should take place in an open and transparent manner involving a number of staff and preferably a student representative. The Director of Student Services should put in place a standard operating procedure for same and this procedure should be published. It is also strongly recommended that the Residence Office be kept informed in good time of any new university proposals to provide accommodation to targeted students.

26. In relation to the Crèche – the reviewers recommend that a cost benefit analysis or market feasibility study should be carried out by the university to assist in informing and developing a policy proposal around the provision of creche facilities into the future. The changing nature of the student population, funding opportunities and differing service provisions should also be included in the review.

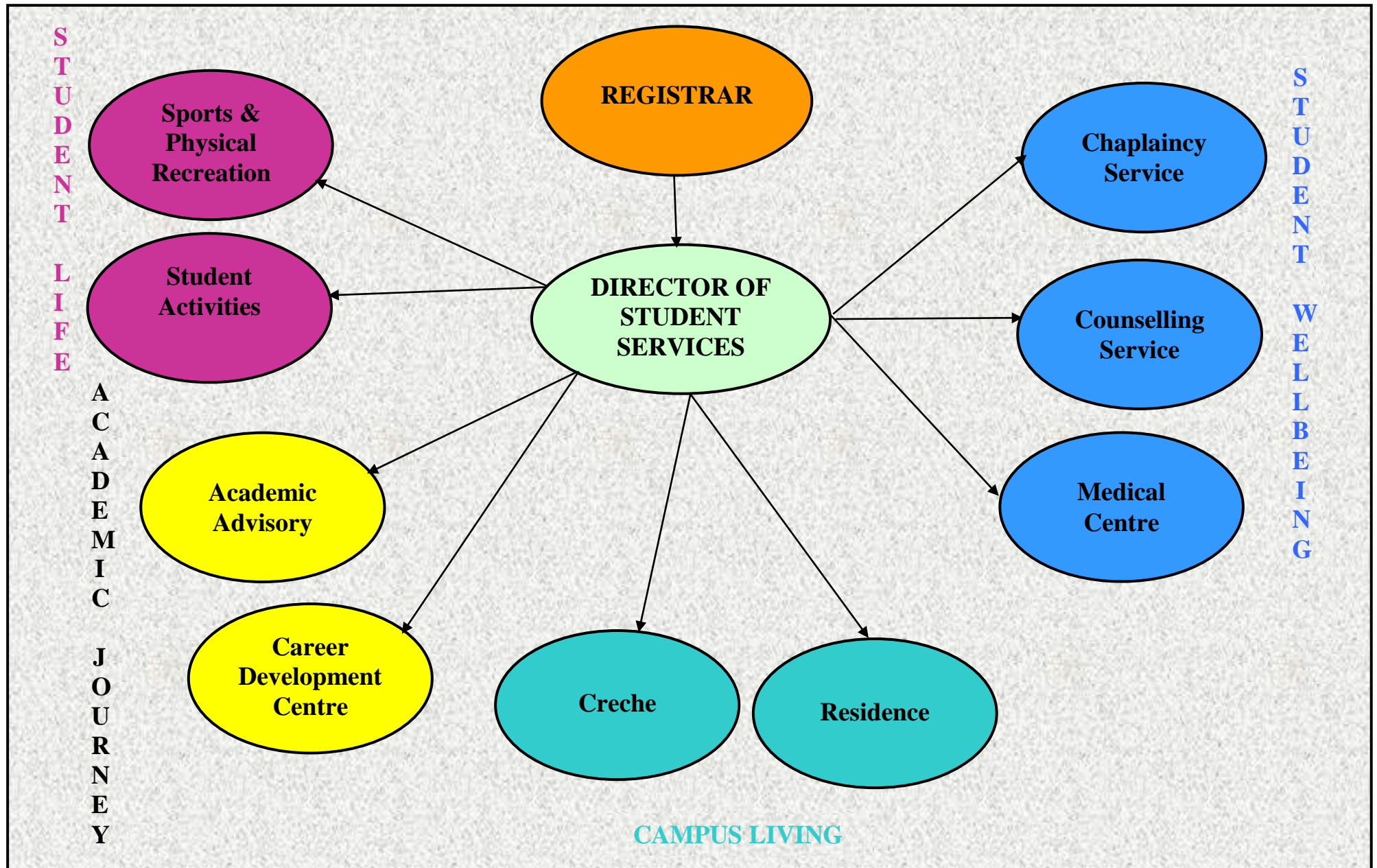
Dr Bernadette Walsh
External Reviewer

Mr Vincent Lennon
External Reviewer

Professor Jim Walsh
Internal Reviewer

Mr Cathal McCauley
Internal Reviewer

APPENDIX 1 - Composition of Student Services @ NUI Maynooth



APPENDIX 2 – Timetable for Peer Review Visit

STUDENT SERVICES QUALITY REVIEW

TUESDAY 19 OCTOBER 2010

TIME	DETAIL	PURPOSE OF MEETING	VENUE	PRESENT
15.00	Depart by taxi from Dublin Airport		Dublin Airport	Dr Bernadette Walsh
15.45 – 16.00	Welcome & Tea/Coffee	Welcome	Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon Dr Richard Watson Ms Marguerite Lohan
16.00 – 16.45	Peer Review Group Meeting	Provide relevant information on Student Services & the University	Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon Professor Jim Walsh (Conf) Mr Cathal McCauley (Conf)
16.45 – 17.10	Welcome from the President	Welcome to the University	Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon Professor Tom Collins (Conf)
17.15 – 17.35	Introduction	Discuss quality review process, timetable, logistical issues & paperwork	Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon Dr Richard Watson Ms Marguerite Lohan
17.40 – 18.45	Meeting with Director of Student Services	Discuss quality review process and issues arising from Self Assessment Report	Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon Ms Niamh Lynch
18.45	Return to Glenroyal Hotel		Front of Riverstown Lodge	Dr Bernadette Walsh Dr Richard Watson
20.00	Depart by taxi to Becketts Hotel		Foyer, Glenroyal Hotel	Dr Bernadette Walsh Dr Richard Watson

20.15	Dinner (Booked under the name of Richard Watson, NUI Maynooth)		Becketts Restaurant	Dr Bernadette Walsh Mr Vincent Lennon Ms Niamh Lynch Dr Richard Watson
22.30	Return by taxi to Glenroyal Hotel			Dr Bernadette Walsh Dr Richard Watson

WEDNESDAY 20 OCTOBER 2010

TIME	DETAIL	PURPOSE OF MEETING	VENUE	PRESENT
08.10	Depart from Glenroyal Hotel		Foyer, Glenroyal Hotel	Dr Bernadette Walsh Dr Richard Watson
08.30 – 09.15	Meeting with Registrar	Give an overview of Student Services in the context of the University's structure and strategic planning	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Dr David Redmond (Conf)
09.20 – 10.00	Meeting with Students Union Sabbatical Officers	Discuss the views of SU sabbatical officers on relevant Student Services issues	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Aengus Ó Maoláin (President) (Conf) Mr Rob Munnely (VP Communications & Development) (Conf) Ms Liz Murray (VP Welfare/Education) (Conf)
10.05 – 10.40	Meeting with Heads/Staff from other Departments	Discuss interaction of Student Services with other administrative Departments	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Mr Brendan Ashe (H&S) (Conf) Mr John Hayes (Security) (Conf) Mr John McCormack (Finance) (Conf) Mr John McGinnity (Admissions) (Conf) Ms Ann O'Brien (Access) (Conf) Ms Rose Ryan (Access) (Conf) Ms Kathleen McDermott (Exams) (Conf) Ms Helen Korrane (International) (Conf)

10.40 – 10.50	Telephone Conversation with General Practitioner (Tel 6291169) Tea & Coffee	Discuss issues arising from Self Assessment Report relevant to the Medical Centre	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Dr Denis Gaffney (Conf)
10.50 – 11.00	Meeting with Careers Consultant		Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Natasha Marron
11.00 – 11.40	Meeting with Undergraduate Students	Discuss the views of undergraduate students on relevant Student Services issues	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Undergraduate Students x 10/15
11.40 – 12.10	Meeting with Postgraduate Students	Discuss the views of postgraduate students on relevant Student Services issues	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Postgraduate Students x 10/15
12.20 – 13.00	Meeting with Head of Maths Department	Discuss issues relevant to Student Services	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Professor Stephen Buckley (Conf)
13.00 – 13.15	Sandwich Lunch Meeting with Bursar	Discuss the structure of the commercial operations within Student Services	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Mr Mike O'Malley
13.15 – 13.55	Sandwich Lunch & Meeting with Representatives of the Student Affairs & Equality Sub-committee	Discuss issues relevant to Student Services	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Professor Rowena Pecchenino (Conf) Mr Mike O'Malley (Apologies) Mr Frank Fitzmaurice (Apologies) Mr Colm Nelson (Apologies)

14.00 – 14.30	Meeting with Students Union Staff	Discuss the interface with Student Services, from the unique perspective of staff who are part of Student Services, yet not NUIM staff	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Mary MacCourt (SU) (Conf) Ms Niamh O'Brien (SU) (Conf) Ms Mary Banahan (SU) (Conf)
14.30 – 14.45	Private Discussion		Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon
14.45 – 15.05	Meeting with Student Activities Officer	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Mr Ian Russell (Conf)
15.10 – 15.30	Meeting with Sports Officer	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Mr Paul Davis (Conf)
15.35 – 16.15	Meeting with Staff from Sports & Physical Recreation Office (Student Life)	Discuss issues arising from Self Assessment Report relevant to these Student Services Departments	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Pamela Lucas (Conf) Mr Martin McGann (Conf) Ms Wendy Barry (Apol) Mr Tom Maher (Apologies) Mr Dennis Bowes (Conf) Mr Barry Prenderville (Conf)
16.15 – 16.40	Private Discussion & Tea/Coffee		Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon
16.40 – 17.00	Meeting with Chaplain	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Mr Shay Claffey (Conf)
17.05 – 17.25	Meeting with Chaplain	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Sr Margaret McConalogue (Conf)

17.30 – 18.00	Meeting with Director of Student Services	Clarify any queries	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Niamh Lynch
18.00	Return to Glenroyal Hotel			Dr Bernadette Walsh Mr Vincent Lennon

THURSDAY 21 OCTOBER 2010

TIME	DETAIL	PURPOSE OF MEETING	VENUE	PRESENT
08.20	Depart from Glenroyal Hotel		Foyer, Glenroyal Hotel	Dr Bernadette Walsh Mr Vincent Lennon
08.40 – 09.00	Meeting with General Practitioner & Psychiatrist	Discuss issues arising from Self Assessment Report relevant to these Student Services Departments	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Dr Helen O’Leary (GP) (Conf) Dr James Corbett (Psychiatrist) (Conf)
09.00 – 09.20	Meeting with Acting Head of Student Counselling Service	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Kathleen McNutt (Conf)
09.20 – 09.40	Meeting with Head of Medical Centre	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Lynch Mr Vincent Lennon Ms Pauline Carbery (Conf)
09.45 – 10.25	Meeting with Staff from Student Services, Chaplaincy, Counselling & Medical Centre (Student Wellbeing)	Discuss issues arising from Self Assessment Report relevant to these Student Services Departments	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Stefanie Engler (SS) (Conf) Ms Susan Caldwell (Chap) (Apologies) Ms Mary Martin (Couns) (Conf) Ms Kay Lynch (Couns) (Conf) Ms Kathleen Cox (Med Ctr) (Conf) Ms Rose Breheny (Med Ctr) (Conf)
10.25	Walk to Creche		Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Niamh Lynch

10.30 – 10.45	Meeting with Creche Assistant Manager & View Creche Facilities	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Creche	Dr Bernadette Walsh Mr Vincent Lennon Ms Deborah Kenny (Conf)
10.45 – 11.15	Meeting with Staff from the Creche (Campus Living) This may be split into 2 groups, depending on the needs of the Creche (10.45 to 11.00 & 11.00 – 11.15)	Discuss issues arising from Self Assessment Report relevant to this Student Services Departments	Creche	Dr Bernadette Walsh Mr Vincent Lennon Ms Marie Brennick Ms Ciara Caulfield Ms Pauline Doyle Ms Lorna McCarthy Ms Karina Roe Ms Fiona Ryan Ms Karen Tracey Ms Elaine Walsh
11.15	Walk to Student Services Centre			Dr Bernadette Walsh Mr Vincent Lennon
11.25 – 11.45	Meeting with Head of Career Development & Tea/Coffee	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Mr Brendan Baker (Conf)
11.50 – 12.00	Meeting with Student Advisor	Discuss issues to be raised by staff member	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Rose Donovan (Conf)
12.00 – 12.40	Meeting with Staff from Academic Advisory Office & Career Development Centre (Academic Journey)	Discuss issues arising from Self Assessment Report relevant to these Student Services Departments	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Rose Donovan (AA) (Conf) Mr Eanan Strain (AA & CDC) (Conf) Ms Lorraine Kelly (CDC) (Conf) Ms Anne Mooney (CDC) (Conf)
12.45 – 13.05	Meeting with Residence Officer	Discuss issues relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Fiona Kenny (Conf)

3.05 – 13.45	Sandwich Lunch & Meeting with Staff from Residence Office (Campus Living)	Discuss issues arising from Self Assessment Report relevant to this Student Services Department	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Ms Clair Greene (Conf) Ms Susan Caldwell (Apologies) Ms Niamh Banks (Conf)
13.50 – 14.05	Meeting with St Patrick's College Staff	Discuss the interface with Student Services, from the unique perspective of staff who are part of Student Services, yet not NUIM staff	Student Services Boardroom	Dr Bernadette Walsh Mr Vincent Lennon Mr Seamus Carr (Conf)
14.10	Walk to Council Room			Dr Bernadette Walsh Mr Vincent Lennon Ms Niamh Lynch
14.20 – 14.40	Meeting with Director of Student Services	Clarify any queries	Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon Ms Niamh Lynch
14.40 – 15.00	Private Discussion & Prepare for Exit Presentation		Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon
15.00 – 15.45	Peer Review Group Meeting	Discuss initial findings & clarify any queries	Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon Professor Jim Walsh (Conf) Mr Cathal McCauley (Conf)
15.45 – 16.30	Prepare for Exit Presentation		Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon
16.30 – 17.30	Exit Presentation followed by Refreshments	Verbal presentation providing initial findings	Council Room, Riverstown Lodge	Dr Bernadette Walsh Mr Vincent Lennon Professor Jim Walsh (Conf) Mr Cathal McCauley (Conf) Student Services Staff Dr Richard Watson