MIC
MARY IMMACULATE COLLEGE
COLÁISTE MHUIRE GAN SMÁL

BRIATHAR DÉ MO LÓCHRANN
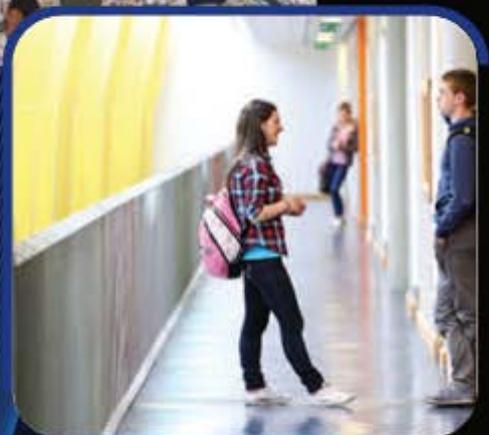
Quality Review

Peer Review Report

President's Office

February 2021

Contents

Introduction

Quality at MIC

MIC's quality review process, as applied to both academic departments and professional services, was developed and continues to evolve in order to satisfy college quality policy and meet legislative QA requirements.

MIC complies with the [Qualifications and Quality Assurance (Education and Training) Act 2012](#), which places a legal responsibility on the provider and linked provider to establish procedures in writing for quality assurance for the purposes of establishing, ascertaining, maintaining and improving the quality of education, training, research and related services. (Part 3, Section 28).

These QA procedures must take due account of relevant quality guidelines issued by [Quality and Qualifications Ireland (QQI)](#) and/or predecessor organisations. QQI is the statutory body responsible for reviewing and monitoring the effectiveness of QA procedures adopted and implemented by higher and further educational institutions within Ireland.

The periodic quality review of functional areas (academic and professional service) within the College represents a cornerstone institutional QA/QI mechanism.

MIC's Quality Review Process

The purpose of the quality review process is:

- To provide a structured opportunity for the professional service to engage in periodic and strategic evidence-based self-reflection and assessment in the context of the quality of its activities and processes, and to identify opportunities for quality improvement

- To provide a framework by which external peers, in an evidence-based manner, can independently review, evaluate, report upon and suggest improvements to the quality of the professional service's activities and processes

- To provide a framework by which the professional service implements quality improvements in a verifiable manner

- To provide MIC, its students, its prospective students and other stakeholders with independent evidence of the quality of the professional service's activities

- To ensure that all MIC professional services are evaluated in a systematic and standardised manner in accordance with good international practice and in support of the objectives of the College's Quality Policy

- To satisfy good international practice in the context of quality assurance in higher education and to meet statutory QA requirements as enshrined in national law

Overview of the Quality Review Process for Professional Services

The quality review process for MIC Professional Services consists of three phases:

•   Self-Assessment

•   Peer Review

•   Quality Improvement

Self-Assessment

Self-assessment is the first phase of the quality review process and takes approximately 6 months. It culminates in an analytical, evidence-based, Self-Assessment Report (SAR), which is written by the relevant professional service.

Peer Review

In the Peer Review phase, the members of the Peer Review Group (PRG) read the Self-Assessment Report and either spend a number of days in the college or conduct the review remotely. The review group completes a Peer Review Report (PRR) on its findings that comprises both commendations and recommendations.

Quality Improvement

The Quality Improvement phase comprises the following stages:

• Consideration of recommendations by the professional service and formulation of a Quality Improvement Plan (QIP);

• Identification of SMART (specific, measurable, achievable, realistic and timed) action items necessary to implement the recommendations;

• Ongoing implementation of recommendations;

• Interim progress report to Quality Committee.

President's Office

The President's Office performs a broad range of functions to support the work undertaken by the President of Mary Immaculate College.

Mission

The mission of the President's Office is to provide the highest standard of professional support to the President, and to the Governance and Management Committees of the College. To work collegiately with other College services, Departments and external stakeholders to fulfil the broad range of functions attached to the President's Office.

Key Functions

The key functions of the President's Office are:

1. To provide professional support to the College President, College Senior Management, Executive Team and associated services.

2. To provide administrative support to the Executive Team and the Governance Boards of the College and other boards

3. To collaborate with colleagues on the management and coordination of key celebratory and official MIC events.

Peer Review Group Introduction

The Vision, Mission and Values of Mary Immaculate College (MIC) centre on achieving and maintaining the very highest of standards in its teaching, learning, research and support activities for staff and students alike.

It is indeed an honour for the Peer Review Group (PRG) to have conducted this review. In advance of our formal commencement, it is clear to see that high standards, in terms of quality, professional excellence and governance lie at the heart of what it is that you do, but most importantly how you do it. Undoubtedly, the highlight of the Peer Review process has been the opportunity to meet with and discuss life at Mary Immaculate College, through the work of the President's Office, as outlined in great detail in the SAR, but brought to life in the conversations we had.

The quality of the information provided to the Peer Review Group and the professional manner in which the process was organized deserves particular mention. The Quality Assurance Manager, Emma Barry, acting as our main point of contact, managed the process to a very high standard, co-ordinating all contacts, meetings and information, without issue.

We note the detail of the information contained in the SAR, including related Appendices. It is very evident that the Team in the President's Office and colleagues spent significant time and effort in compiling the very detailed information contained therein. The detail provided on the range and depth of work, undertaken by the President's Office is very comprehensive.

The impact of Covid-19 restrictions is noted, as is the adjustment required, which was absorbed by the President's Office, without appearing to negatively impact on the service and commitment to quality.

Indeed, it is somewhat disappointing that we as a Peer Review Group have been deprived of the opportunity to come to Mary Immaculate College and to meet the Team in person, and really understand the context of the College from its historical source to its modern evolution.

The Peer Review Group found many reasons to commend the President's Office Team for their loyalty, commitment and professionalism. The mix of personalities really supported the very strong team ethic witnessed.

While on-line meetings introduced an unwelcome barrier to full engagement, the commitment of the Team to excellence and the courage to engage, with a view to continuous improvement, was evident in every conversation.

As Stakeholder conversations took place in week two, the appreciation for all the work done and supports provided by the President's Office was made very clear by all. Irrespective of the person or position held, the feedback on the service was very complimentary. This, we believe, is in no small part due to the commitment of the individuals concerned.

While the strengths of the service are clear to see, the inclusion of planned improvements in the SAR, demonstrates the courage to call out existing challenges as a further commitment to moving forward in pursuit of excellence.

While many of our recommendations restate the planned improvements contained in the SAR, the review process has reinforced their importance. As a result of the detailed review and meetings with various stakeholders, we have included a number of our own recommendations.

Some are straightforward to implement. However, it is acknowledged, that some are not, and may have sectoral implications. Their inclusion warrants further review and internal discussion to assess the feasibility of their implementation.

In moving to the Quality Improvement phase, we ask in particular that the regrading of the Clerical Officer to that of Executive Officer be facilitated as a priority. The current structure is working based on the commitment and loyalty of the individuals concerned. It is important that the structure as proposed is activated to demonstrate the same loyalty and commitment of Mary Immaculate College to their most valuable resource. For the Peer Review Group, this is the most important recommendation in the report, based on the risks that are evident regarding the current structure.

In putting forward this report, the Peer Review Group understand that it is not only received by, and of benefit to, the President's Office. It is of equal importance and significance to the wider College Community. The President's Office, and the manner in which they conduct their business, is the cornerstone of the very high-quality support services provided by Mary Immaculate College through the President's Office, to staff and students. The President's Office Team, Orla, Meg, Donna and Noelle set the tone, for the quality and professionalism of services provided in the College and contribute in no small part, on a daily basis, to what is - a 21st Century workplace- A Flourishing Learning Community.

Function 1 - To provide professional support to the College President, College Senior Management, Executive Team and associated services.

Commendations

1.1.1	The President's Office openness to being the first MIC professional service to undergo a full Quality Review demonstrates a laudable and real commitment to quality assurance and enhancement.
1.1.2	The commitment of the team to deliver services of the highest standard, despite challenges or difficulties that are outside their control, is noteworthy.
1.1.3	The loyalty and very strong team ethic of the President's Office is of great value and a testament to the individuals concerned.
1.1.4	The President's Office investment in, and dedication to, both the Institution and the President, in upholding high standards, is of enormous value to various stakeholders and the President.
1.1.5	The commitment of the President's Office to efficiency and positive working relations with colleagues and wider stakeholders, is very much in line with the College culture and ethos.
1.1.6	The team are viewed as very strong and reliable, valued colleagues by Senior Staff in particular. The distributed expertise, self-motivation and self-evaluation are all acknowledged as key strengths of the team.
1.1.7	We welcome the obvious commitment in Mary Immaculate College to staff training and development, evident within the President's Office in particular.
1.1.8	The flexibility and responsiveness of the entire team is admirable and widely acknowledged by stakeholders. The Team's willingness to work out of hours and go 'above and beyond' to support the President's Office functions, other units, new members of staff and in particular the President is highly commendable.

Recommendations

	Recommendation	Rationale
1.2.1	Team Structure: Implement regrading of CO function to EO as per recommendation 3.1.3.3 in the SAR.	Even distribution of workload of Mary Immaculate College boards to eliminate current risks.
1.2.2	Role Clarity: Clarity of roles within the President's Office and an understanding of same among the wider College community.	Update job descriptions to provide clarity around particular areas that are currently unclear or where overlaps currently exist - e.g. speech writing, answering queries, awards.
1.2.3	Meetings Management: Consider duration and frequency of meetings- what issues are being reviewed, discussed, approved etc. - are they coming with a clear recommendation from a particular team feeding into the committee.	Streamline the process to allow strategic issues to be discussed in detail with more operational matters coming with a formal memo and recommendation for approval (see 2.2.3. points b & c).

1.2.4	Performance Management: Consider the introduction of a Performance Management function.	To provide feedback to the team on performance & to review staff training needs, e.g. Lean methodologies (see 5.2.4. point b).
1.2.5	Speech writing: Consider having Strategic Communications & Marketing Office draft all President speeches with a view to developing a single voice with input from relevant colleagues as required.	Efficiency in terms of turnaround times, developing expertise, single voice/messaging, with access to translation services where required.

Function 2 - To provide administrative support to the Executive Team and the Governance Boards of the College and other boards

Commendations

2.1.1	Providing the full range of compliance support required by sectoral changes, (e.g. Code of Governance for Irish Universities, 2019; HEA reporting), and holding these responsibilities within a small team, demonstrates significant dedication by team members to the College.
2.1.2	The commitment of every member of the President's Office to maintaining accurate, detailed and GDPR-compliant records of all committee and board meetings was evident. This demonstrates the cultivation of a strong culture of integrity that is well-matched to the functions and responsibilities of the office.
2.1.3	Meeting packs are prepared to an extremely high standard. The commitment and diligence of the team, in completing this body of work, and level of accuracy achieved, enhances the ability of the institution's governance bodies to make informed decisions.
2.1.4	The President's Office plays an important role in guiding and facilitating developmental and strategic initiatives and fulfilling compliance requirements. Mary Immaculate College has invested in institutional research capacity to deliver on its institutional strategy. This provides a significant platform to analyse trends, assess the impact of initiatives and enhances decision-making.

Recommendations

	Recommendation	Rationale
2.2.1	Board/Committee Induction and Training: a) A formal programme of board member induction should be introduced.	a) To ensure all committee members have a minimum standard of knowledge, shared expectations of their role, and know how to use technology and access meeting packs digitally.
	b) Formal board-training should be made available to chairs of boards/committees.	b) During the review, there was evidence that committee meetings often exceed the expected time, that the final decision on some points can be unclear and that responsibility for actions is not always assigned. A formal programme of professional development for board chairs could be used address these concerns.
2.2.2	Annual Board/Committee Workplans: An annual work programme for each board/committee should be developed.	An appropriate work programme for each committee should be developed and reviewed annually to ensure that they are fulfilling all of their Terms of Reference and supporting institutional strategy.

2.2.3	Meeting Administration:		
	a)	Scheduling: Scheduling of meetings should be realistic and reflect the expected length of meeting time based on the agenda.	a) To assist attendees with diary management, especially external members of committees/boards.
	b)	Item Submission: A mechanism should be introduced to ensure sufficient information is available for both secretariat functions and the board or committee (e.g. a coversheet or cover summary paper).	b) To clarify the decision which the committee or board is being asked to determine (e.g. is it for noting, for decision, or for discussion and decision) – this is of particular importance where documents are lengthy. Information should include formal follow-up on who is to be informed/updated after the decision is made.
	c)	Agenda Structure: Agendas should be structured in a way that is appropriate to the needs of different committees or boards. The appropriate structure for an Executive Team and An tÚdarás Rialaithe meeting are likely to be different. Proposed example of Executive Team format includes: 1. Items for noting 2. Items for decision without discussion 3. Items for discussion and decision Proposed example of An tÚdarás Rialaithe format includes: 1. Consent agenda 2. Strategic/performance section 3. Conformance/reporting section	c) This recommendation is designed to streamline meetings to ensure that sufficient time is spent reviewing strategic and/or urgent and important items. To save time at executive/management committees, items that require decision without necessarily requiring discussion should be taken on block with an opportunity at the beginning of the meeting for members to move an item to the section for discussion. For governance committees, it might be appropriate to divide the agendas into strategic, compliance and other items.
	d)	Recording meetings: Consideration should be given to recording meetings to assist with minute-taking.	d) As meetings are held increasingly online, consideration should be given to making use of the recording function to reduce the number of meetings that President's Office staff are required to attend, and the number of checks on minutes that are required.

2.2.4	MIC Staff Induction: Consider whether committee structures should be part of staff induction.	Consideration should be given to the President's Office delivering a component of the staff induction session to raise the profile of the decision-making structures of the institution, and the function of the President's Office to support these entities. This would also be an opportunity to provide clarity regarding role and functions of the office, and to set expectations and boundaries.
2.2.5	Institutional Resilience: Measures should be taken to increase the resilience of the institutional committee structure.	The creation of emergency committees was a very understandable response to the COVID-19 pandemic. As existing committees also continued to meet, the additional emergency committees led to a 65% increase in committee meetings resulting in a commensurate need for additional support. A more sustainable approach, and one more resilient to future emergencies, would be to ensure that existing committees are able to transact their business under emergency conditions. The President's Office staff could support key decision-makers to make this change.
2.2.6	Evidence-based decision-making: Liaise with the Quality Office to agree ways to build on data capacity through data analytics and visualisation, to inform the Executive Team (management) and An tÚdarás Rialaithe (oversight).	The Quality Office have invested in institutional research capacity. Next steps will involve ensuring committees have access to appropriate analyses and visualisations of this data to make evidence-based and timely decisions in response. Different views of the same data might be required for distinct roles.
2.2.7	External Effectiveness Review: Mary Immaculate College has already committed to undertaking an External Effectiveness Review of An tÚdarás Rialaithe. In designing this review, consideration should be given to extending it to An Chomhairle Acadúil, the Executive Team, the Board of Trustees and the interrelationships between these bodies.	External Effectiveness Reviews of governing authorities are a requirement of the Code of Governance for Irish Universities 2019, and extending the review to other committee streams would be a cost-effective approach which would also maximise the benefits of the review.
2.2.8	National institutional relations: Mary Immaculate College should partner with other specialist colleges to ensure Internal Control framework requirements are proportionate for this cohort of higher education institutions.	To address growing pains, mitigate the impact of increasing sectoral compliance requirements, and to provide opportunities for a shared service model to achieve greater efficiencies.

Function 3 To collaborate with colleagues on the management and coordination of key celebratory and official MIC events.

Commendations

3.1.1	It is clear from the SAR and from the feedback gathered from various stakeholders, that the President's Office team are responsible for the professional and effective planning, management and delivery of, high profile events. This clearly ensures that events are of a consistently high quality and that they present Mary Immaculate College in the best possible light.
3.1.2	It is evident that the President is well supported in the delivery of his role in relation to high profile events. By all accounts, this work is done extremely well by the team and they have gained considerable experience and expertise in event and protocol management. Their knowledge is extensive and their approach to event management is comprehensive and organised.
3.1.3	The key role played by the PO team must be acknowledged in relation to communications & operations where staff & students pass away. The professionalism of PO staff is to be commended in ensuring business continuity during difficult circumstances, in particular during the passing of College Presidents.
3.1.4	It is commendable that the PO pivoted to adjust to challenging times, with the onset of COVID-19, and successfully arranged virtual events, where possible.
3.1.5	The PRG wish to acknowledge the caring, warm and compassionate nature of the team in dealing with the Campus Community, in particular direct colleagues, support services within MIC and external board members.

Recommendations

	Recommendation	Rationale
3.2.1	CPD of MIC Departments: Opportunity to set inter-departmental boundaries in relation to the preparatory work for events. Opportunity to consider cross training of departmental teams within MIC in relation to events.	To alleviate the last-minute nature of some events which require urgent action by the PO team to manage such events on behalf of departments. CPD of departmental teams is to ensure business continuity and to maintain the high standard set by the PO.
3.2.2	Event Management: Review the process for issuing of invitations & collection of RSVPS, perhaps investigate software which can be utilised.	Reduce the time required for this activity and to alleviate pressure on the team in this regard.
3.2.3	MIC Awards: Set-up a standard operating procedure around student awards & task allocation, include schedule of meetings around MIC Awards from September to November and to enhance information sharing with SAA.	To provide clarity around roles, timeframes and to establish boundaries, as well as to alleviate any confusion or duplication around task allocation, as was highlighted in the SAR.

Service Facilities

Commendations

4.1.1	Adjustment to working remotely while ensuring business continuity and continued strong team relationships during COVID-19. We refer to the team itself and additionally to continued strong working relationships with the wider campus community.
4.1.2	Open plan working environment & 'open door' policy which is conducive to ensuring a close-knit team as is required for the smooth running of the PO.
4.1.3	We commend the advocation of improvements to facilities to ensure that they are reflective of the high standards to which MIC and the PO operate – i.e. ground floor upgrades.
4.1.4	Extra care & attention to detail, which is taken, in relation to preparation of facilities and meeting spaces for guests to the President's Office.

Recommendations

	Recommendation	Rationale
4.2.1	Office layout: to conduct an ergonomic review of the office physical space, seating and review ventilation and temperature of the office and President's board room.	To assess if an improvement of the office, physical environment and seating for the President's office and board room, is required. This is to ensure that all spaces are HSA compliant and to eliminate risk, given the duration of some meetings.
4.2.2	Meeting space: a) Review of technical & physical needs of G-10 as regards blended (virtual and in-person) meetings. In this review consider the utilisation of this space and numbers attending meetings in G-10. b) Consideration should be given to the nature of the meeting and the space to be used, e.g. suitability of chairs & the table used relative to length of meetings and numbers attending. c) Investigate separate meeting space outside of Presidents office space for confidential meetings/conversations.	a) To bring the meeting facilities up to MIC high standards and to represent the college appropriately. To respond to needs arising as a result of COVID-19 and the nature of how meetings will take place in the future (i.e. blended) b) Comfort of attendees should be taken into consideration where meetings are prone to be lengthy. c) To maintain confidentiality for all parties and preclude from confidential internal conversations being overheard.
4.2.3	External Visitors: Review the notice/message instructions and directions sent to external visitors for their arrival on campus, suggest to consider including a map and contingency contact number for first time visitors to the campus.	This is to ensure a smooth arrival experience for each visitor and to resolve the issue, as referred to in the SAR, where concern was expressed about not hearing visitors when they arrive to the office.

Organisation and Management

Commendations

5.1.1	The President Office's management and all team members have cultivated a supportive and developmental work environment that values and celebrates high standards. Sustaining this over many years with a busy work programme is a significant achievement.
5.1.2	The fulfilment of large functions, weighted with responsibility, within a small team, evidences the conscientiousness of the President's Office team. The review panel were impressed by how widely this was praised by stakeholders.
5.1.3	The capacity of staff in the President's Office to maintain service delivery during the COVID-19 pandemic, when many existing supports and assumptions (e.g. shared office space and impromptu meetings) were removed, and to respond to a 65% increase in committee load further demonstrates the dedication and flexibility of the whole team.
5.1.4	The willingness of the team to adopt and experiment with new technologies (e.g. SharePoint, MS Teams) is commendable. It is notable that these facilitated the pivot to remote working in a crisis.
5.1.5	It was observed that measures to protect data and IT security are in place. It is especially welcome that passwords are updated regularly (i.e. change every 3 months, Appendix 1.3 Quality Workshop Report). This is evidence of good practice being observed and a high level of care of the data and records held by the office.
5.1.6	The Team are to be commended for co-ordinating the activities of the office through regular meetings and communications to ensure that all activities of the President's Office are managed effectively and efficiently.

Recommendations

	Recommendation	Rationale
5.2.1	File-sharing: Shared files (i.e. SharePoint) is the primary method for drafting and sharing board and committee meeting packs. It should be formalised as the only method.	It is understood that some board members continued to receive paper meeting packs up to March 2020 (when the initial COVID-19 pandemic related restrictions came into effect). Online meeting packs should be formalised as the only medium. The Self-Assessment Report also points to different file-sharing services being in use, e.g. SharePoint and Dropbox. A review of the most appropriate file-sharing services is recommended.
5.2.2	Petty cash: Petty cash arrangements should be introduced for small day-to-day items.	It was noted that there are no petty cash arrangements for day-to-day transactions, which requires members of the team to pay for items directly and submit expenses. A petty-cash arrangement should be introduced to facilitate such transactions.

5.2.3	Risk Register: a) Responsibility for risk should be assigned to a named individual.	a) The Risk Register assigns risk to the President's Office rather than named individuals. To ensure accountability and clarity of roles, the management and mitigation of these risks should be assigned to named individuals.
	b) Review risk register in light of new codes and GDPR.	b) Data breaches should be assigned the appropriate risk impact scores.
5.2.4	Training: a) As a linked provider associated with UL, options to identify staff training needs and to share training and other resources with UL should be investigated.	a) Identifying and sharing training needs and resources would address some of the challenges Mary Immaculate College faces due to its scale. It would also promote regular interaction and knowledge sharing with the institution's Designated Awarding Body. It is likely that many training needs are shared, e.g. the application of GDPR in a higher education and research environment.
	b) Lean Approach: The President's Office may wish to consider whether one or more members of staff should undertake training in, and become a champion of, lean methodologies.	b) To ensure that all process steps are interrogated to assess whether the value added is proportionate to the resource commitment required, or whether the same value can be achieved more efficiently.
5.2.5	IT security should be kept under rolling review.	To continue to identify, evaluate and mitigate IT security and data security challenges.
5.2.6	Clerical Officer role: The role and functions appropriate to the grade of Clerical Officer should be reviewed and updated to reflect current working practices and technologies. The Clerical Officer pay scale should be reviewed in accordance with revised responsibilities.	It was noted that the functions associated with the grade of Clerical Officer are heavily orientated towards legacy work practices. The role and functions of a Clerical Officer should be reimagined for the current work environment.
5.2.7	Internal Communications: The Peer Review Group recommend that the responsibility for internal institutional communications is centralised to the Strategic Communications and Marketing Office (e.g. a corporate communications officer).	As part of the review, an identified gap in internal institutional communications was identified. This is a multi-unit issue covering the President's Office, Student Academic Administration, Communications and Student Life. A coordinated approach to internal communications is therefore recommended.

Acknowledgements:

The PRG wish to thank the Quality Assurance Manager, Emma Barry for her professionalism and management of the PR process from start to finish. The manner in which the process was conducted, meetings arranged and information provided is a testament to the person but also the detailed processes that exist in MIC in relation to Quality Assurance.

We wish to thank the President's Office Team,

1. Director of Executive Operations - Dr Orla Banks
2. Manager of the President's Office - Meg O'Shea
3. Executive Officer - Donna Noonan
4. Clerical Officer - Noelle Donaghey

For their openness, courage and honesty in the detailed information contained in the SAR but in particular in the individual and group meetings held. For their commitment to excellence and drive in making the President's Office all it can and should be.

For the Stakeholders in Mary Immaculate College who gave of their time to assist the Peer Review Group in their work. In particular, to the very warm welcome extended to us by Professor Gary O'Brien and Dr Deirdre Ryan. We thank the President also for supporting the President's Office Team and Peer Review process. The importance of the college community ethos, that is set by all, is noteworthy and facilitates everyone in achieving their potential for professional excellence.

Annex 1: Peer Review Group Members

Ms Aoife Duke (Peer Review Group Chair)

Director of Service- Housing Development

Limerick City and County Council

With 20 years' experience in the local government system, at regional and local level, Ms Duke is the former Senior Executive Officer in HR at Limerick City and County Council who led a major organisational development initiative in the organisation. Ms Duke is now the Director of Service in Limerick City and County Council with responsibility for Housing Development.

Ms Gillian Costelloe

Business Development Manager and Creative Planner

Emerald VIP Services, Shannon

Ms Costelloe has over 18 years' experience in Event Management and in the tourism industry. She is a former Conference and Events Manager, Plassey Campus Centre, University of Limerick, 2015-2018. Ms Costelloe managed the business development team at PCC and led the organisation of many high-profile conferences and events at UL, working with many stakeholders throughout the organisation.

Dr Robbie Roulston

University College Dublin

Strategic Projects Officer

Dr Roulston is an experienced Strategic Projects Officer with over 10 years' experience working in higher education, in both academic and administrative roles. He is specialised in higher education governance and administration and has expert knowledge of Irish higher education operations, policy, and strategy and a proven record of initiating reform to support institutional strategy and effective higher education management.

Annex 2: Schedule of Meetings with Stakeholders

Monday 15th February	Welcome / Introduction to MIC Vice-President of Governance and Strategy Director of Quality Quality Assurance Manager
Tuesday 16th February	Director of Executive Operations Higher Executive Officer (President's Office Manager)
Wednesday 17th February	Executive Officer, President's Office Clerical Officer, President's Office All staff of President's Office
Monday 22nd February	Vice President of Governance and Strategy
Tuesday 23rd February	Vice-President of Academic Affairs Vice-President of Administration & Finance Vice-President of Research
Wednesday 24th February	Director of Student Life Buildings and Estates Manager External Chairpersons and Members of College Boards and Committees Director of Strategic Communications and Marketing
Thursday 25th February	College President Director of Academic Operations Student Academic Administration Manager