



Peer Review Report

Strategic Communications & Marketing
Office

June, 2025

Contents

Introduction	2
1.0 Peer Review Group Observations.....	3
2.0 Mission, Governance, Structure & Stakeholders	7
3.0 Marketing	9
4.0 Communications.....	11
5.0 Website.....	13
6.0 Alumni.....	14
7.0 Corporate Branding	15
8.0 Events Coordination Service including Room Bookings	17
9.0 Environment and Facilities	18
10.0 Organisation and Management.....	19

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 quality assurance 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 quality assurance 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 quality assurance 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.

Strategic Communications and Marketing Office

The Strategic Communications & Marketing (SCM) Office at Mary Immaculate College is primarily concerned with developing and enhancing the reputation of the College among stakeholder groups and is charged with successfully marketing and effectively communicating the strategic priorities of MIC.

1.0 Peer Review Group Observations

Foreword

The Peer Review Group has completed this report as part of MIC's Quality Review of its Strategic Communication and Marketing (SCM) function. The work of the Peer Review Group was informed by a comprehensive Self-Assessment Report (SAR) and a site visit which engaged key staff and stakeholders within the College.

The Peer Review Group notes at the outset the professionalism and dedication which characterised MIC's staff engagement at all times. This aided the work of the Peer Review Group and helped to enhance the Group's understanding of relevant operations and strategy.

The Peer Review Group commends SCM for their diligent, professional, open and constructive engagement with the process. The overriding impression of the Peer Review Group is that the SCM team deserves huge credit for their achievements and professionalism, as well as their efforts to ensure the development of the unit over many years.

Most importantly, through the manner in which SCM engaged with the Quality Review, the team has demonstrated a genuine desire to ensure that their unit is positioned and valued in such a way that it is one of the key drivers behind the development and success of MIC, especially given the timing of the appointment of a new President and the development of a new Strategic Plan.

In addition, the Peer Review Group is mindful of the strategic context within which its work was carried out, including the commencement of a new President's tenure and the new Strategic Plan, both of which provide reference points for the future direction of the SCM function, and create a significant opportunity for SCM's growth and development.

In order to achieve the appropriate capacity and strategic orientation as demanded of the function to meet the changing needs of MIC, the Peer Review Group has concluded that staff retention and development and a renewed operational focus should be prioritised for SCM at this juncture.

Among the main recommendations made by the Group are the following:

1. Grading of posts should be examined with a view to retaining staff in a competitive jobs marketplace and to developing further specialist capacity within the team
2. The impact of including Room Booking within SCM should be revisited with a view to relocating this function to a more appropriate area within MIC, thereby freeing up focus and energy for core SCM tasks
3. By the same token, the Events and Alumni functions should be subject to a strategic process, including a review of the rationale for locating them within SCM and the implications of this on the capacity for the team to focus on core tasks
4. Internal Communications should be developed as an explicit function within SCM
5. The further use of market research should be enabled in order to enhance MIC's campaign activity and market position and optimise student recruitment

6. As a function with “strategic” in its title, the potential for SCM to become a leading area within MIC in its new context should be actively pursued, including its representation at executive level within the College.

The Peer Review Group is hugely appreciative of the manner in which the SCM team and colleagues engaged with the Group and the Quality Review process overall and recognises the personal and professional commitment of staff.

The Review Team would like to thank everyone who participated in our work at MIC, and we are particularly mindful of the contributions of Emma Barry and the Quality Office, the SCM staff and Ciara Ní Shúilleabháin, Professor Gary O’Brien and Sinead Copeland for their leadership.

June 2025

1. The Service's openness during the visit

SCM were very open and honest during the Peer Review, with a view to trying to achieve the best outcome for their unit and to offer the optimum service to colleagues and for the benefit of the College.

Importantly, the team approached the Quality Review on the basis that it offered the College the potential to enable and empower the unit to be positioned as a key and valued function in the MIC community.

Members of staff were open in terms of the challenges that have faced the unit for many years, including discussing issues which may have caused a level of discomfort, such as poor staff retention rates; disparity of grading; lack of recognition for professional services in marketing and comms; and that the SCM unit in the College is regarded as a stepping stone to jobs elsewhere in the sector. One of the fundamental issues which was laid bare in the Quality Review process is that the unit is repeatedly hamstrung by an inability to retain quality, professional staff.

SCM demonstrated an acute awareness of the value of the Quality Review process and that it was timely, being the first review of its type and at a critical time in the College's development. They also acknowledged that some changes have taken effect since the Self-Assessment Report was finalised in 2024 and furthermore there is an appreciation that some of their advice in terms of a strategic role for marketing and communications has been recognised and acted on.

2. The quality of the self-assessment report (SAR)

The review team found that the Self-Assessment Report and its supporting documentation clearly presented the identity, values and operation of SCM and provided a comprehensive insight into the function's evolution to where it is today. The SAR was carefully constructed and provided evidence of SCM's strong commitment to furthering the mission of MIC.

The Self-Assessment Report was a significant undertaking. Running to almost 200 pages, the level of detail and information provided is testament to the attitude of SCM to the Quality Review process.

It was well-written and extremely detailed, with a full set of appendices providing additional reading, where required. The level of information and the efforts of the team in compiling the report is further testament to the team's ability and capacity to provide a valued and valuable service to MIC.

The SAR was as comprehensive a review of the functions, operations and strategic outlook of the unit as could have been asked for. It offered thorough background as well as clarity as to how the unit has developed over a considerable period of time, largely down to the endeavours and dedication of the team and its leadership. It afforded the SCM team the opportunity to set out the scale and nature of their endeavours, effort and capacity to achieve the best results for the College.

The SAR enabled the Peer Review Group to begin their work with valuable insights into the current standing of SCM in the College – the achievements, the successes, the high quality of

work, as well as the challenges and frustrations experienced by the unit, in particular around staffing. In doing so, SCM demonstrated their ambition to be part of the progression of MIC.

It is the view of the Peer Review Group that the standard set by the SCM in compiling the SAR is indicative of their desire for the College to engage with this process as an opportunity, rather than a challenge.

3. Stakeholder feedback relating to the Service and the extent to which the Service is fulfilling stakeholder needs

A consistent theme found throughout the visit of the Peer Review Group was the high regard in which SCM is held across MIC by peers, colleagues, management and others.

The team was variously described as collaborative, engaged, professional, and as trusted colleagues. It should also be noted that the reputation of SCM has developed over many years, in most part due to the professionalism that the unit has repeatedly added to the development and growth of the College.

One point of note was the value which the new President places in the marketing and communications functions. The formation of the new strategy for MIC should take into account the significant benefit to be accrued where SCM is fully engaged with future planning, bringing their knowledge of students, their needs, requirements, the student recruitment market, and the optimum way in which to recruit the right students to drive the College's ambitious plans for its development.

The Peer Review Group would like to note that the Quality Review and this report now presents MIC with an opportunity to build on the achievements of SCM and to reposition it as a truly strategic partner in the progression of MIC as the College looks to the future following the arrival in 2024 of the new President and the development of a new Strategic Plan in 2025.

In light of that overarching finding, the Peer Review Group would like MIC to note the key recommendations with a view to the SCM being repositioned as a genuinely professional support service with a strategic outlook and approach to activity.

2.0 Mission, Governance, Structure & Stakeholders

Commendations

2.1.1	The team is very clear on its mission to market MIC's range of programmes, to communicate the President's vision clearly and to be a key member of the local community. It is obvious each team member strives to be the best in their roles and align with the College's Strategic Plan. There is a broad understanding, with years of experience in many cases, of the College's offering and how best to market that to key audiences.
2.1.2	Team members are highly commended and complimented by colleagues across the College. 'Responsive', 'professional', and 'taking initiative' were some of the phrases used in our meetings. Their professionalism and expertise are valued, while not always fully understood by faculty and others throughout the College.
2.1.3	Team leadership was complimented by colleagues across the College. The genesis and growth of the unit over 17 years was commended, building to the team that is in place today. The leadership team was identified as confidantes and trusted advisers.
2.1.4	MIC leadership is to be commended in bringing the Director of SCM onto key College committees, this gives visibility of key decisions to the team who can then plan and pivot accordingly.

Recommendations

	Recommendation	Rationale
2.2.1	Job grading is an issue (however it is not restricted to this team and is a result of the College being outside established HEI structures). Engage an External Consultant with experience of HEI and HR who will look at the structure and roles needed for SCM to deliver on the ambitions of the new Strategic Plan as well as the day-to-day functions of any busy MarComms unit.	The turnover of staff is a concern. Staff receive an excellent grounding and training in the various functions and tasks in the unit. Given the relatively low salaries and the market value of specialist professionals, there is a tendency for staff to move to more lucrative positions in other local HEIs or to industry. Despite the clear affinity with the culture in MIC, personal circumstances dictated a move to other employment. There is a significant investment in hiring and training, which can often be wasted.

2.2.2	The SCM Director and team must be involved with the formulation of the new College strategy.	Managing the College's programme of communication through its various online channels, driving engagement through external media, and organising strategically planned events gives the team an opportunity to raise the College's profile with its key stakeholders and to exploit new opportunities. The SCM Director and team will be the ones who continue to market the College, not only its programmes, but also its ethos, its student experience, its education quality, and its place in the local community.
2.2.3	SCM should focus on being a partner to colleagues across the College, as opposed as being seen to simply provide a service.	The unit is seen by many as 'doing' as opposed to being able to provide strategic insight and to advise and guide others to achieve mutual goals.
2.2.4	The inclusion of additional functions in the unit needs to be reviewed, i.e. Room Bookings, Events and Alumni Relations.	With the implementation of an online room booking system, this should remove significant manual intervention and free up a resource in SCM. Development of Alumni Relations needs to be addressed in the College Strategic Plan and a decision taken on the direction of engagement. The new Events function is at an appropriate juncture in its development to take a similar approach.

3.0 Marketing

Commendations

3.1.1	SCM has very high level of productivity and outputs. The unit is high achieving. It also has deserved recognition for being able to provide strategic insight and advice to support faculty and growth of the College.
3.1.2	The quality of leadership in the unit is among the highest that the Peer Review Group would have encountered in their careers.
3.1.3	There is an extraordinarily strong work ethic and goodwill demonstrated by the team, with staff routinely going above and beyond. This was recognised by colleagues across the board in the College.
3.1.4	SCM team members are acutely aware of where the unit can and should improve, as well as where they can and should add value in the development of the College, in line with the new strategy. It is heartwarming to hear - despite all the challenges that the unit has faced over many years - that they want to continue to add value and to achieve for the benefit of the institution. It speaks volumes about culture.
3.1.5	SCM is adept at executing successful marketing campaigns for student recruitment.
3.1.6	SCM's role in the development of academic programmes is a key example of how and where the unit has added value and strategic insight, and how it can continue to be a valuable ally in College development in the future.
3.1.7	SCM is regarded as a unit which has not fallen victim to the 'silo effect'. The unit is open and engaged across all aspects of College activity.

Recommendations

	Recommendation	Rationale
3.2.1	MIC should ensure there is a commitment to continued and enhanced involvement of SCM in programme development.	Market research and business case analysis for new programmes should be further confirmed by the College as a core element of the process.
3.2.2	SCM should be enabled to conduct the required level of market research and insights.	Currently there is an over-reliance on surveys which are internal, or student-focused, and/or managed in-house. More external research is required to give a more rounded analysis of where opportunities exist.
3.2.3	SCM should review the level of marketing activity and campaigns related to student recruitment.	SCM commission and manage a high number and large scale of marketing campaigns.

		A recurring review and/or audit of campaigns would help to ensure a continued sustainable strategic approach to the promotion of the College and individual programmes, as well as audience targeting and media buying, with the potential for optimal returns on investment and potential to capitalise on and enhance strategic insight.
3.2.4	SCM should be resourced to enhance access to and understanding of data relating to marketing campaigns; engagement; website; and UX.	The unit is well positioned to be enabled to analyse more data and in greater depth in the areas of marketing and student recruitment in order to inform future campaigns and development of digital communications.

4.0 Communications

Commendations

4.1.1	SCM adds value by identifying and amplifying content from around the College and ensuring that it is disseminated through the most relevant channels. Almost all aspects of the College's activities are appropriately promoted and celebrated, internally and externally.
4.1.2	SCM is well connected to local media and leverages relationships there to ensure coverage of relevant College stories.
4.1.3	The College's social media is engaging and varied. There are opportunities to develop further with podcasts based on College research.
4.1.4	The introduction of Insights on the website is a positive addition. It provides an outlet for those more internal stories which may not merit media release.

Recommendations

	Recommendation	Rationale
4.2.1	The team should engage fully with the formulation of the Strategic Plan, both to ensure its value is enshrined therein and to understand the direction of travel for the College's strategy for the next five years.	The function is called 'Strategic Communications' and is a leading function within the institution. There is therefore an onus on the function to demonstrate a strategic outlook.
4.2.2	The team should critically assess the number of press releases being issued. While local coverage brings attention to College news, the catchment area is wider, and thought should be given to a more strategic approach to news dissemination.	There is a need for a critical view of what constitutes news and which channels to use to profile the College, its students, their successes and its faculty, their celebrations and research successes. The ever-present danger in a Communications function of responding to internal and external stimuli should be balanced with a strategic communications orientation.
4.2.3	Use internal initiatives, like MIRIS, to inform potential stories, external or internal.	There is a willingness among faculty to engage with the team to promote shared interests of professional and academic staff. Increase understanding among MIC staff around the optimum time to release

		'news', at launch, funding, or project milestone.
4.2.4	Formalise internal communications within SCM.	Most of the functions of internal communications already sit with the team. Responsibility should be assigned to one team member, who works with the team to reshape stories for the internal audience.
4.2.5	The team needs to socialise itself with faculty across the College at different levels. While there is a general appreciation for their services, the survey did show that many faculty do not understand what the team does and how best to work to align objectives and promote success and news.	It is difficult to understand how media works, how everything released does not automatically receive top billing. If faculty understood the process and how they can work with SCM to promote key strategic pieces, it would help with overall engagement with the unit and improve the quality of what is being released to media. While local papers will take most of what is being released, is this in line with the unit's strategic aims? Perhaps engage with faculty to identify stars and work with them to develop stories that will work for media nationally and even globally. There is a willingness, even an eagerness, among faculty, to get involved with SCM providing an opportunity for the team to embed themselves across the College.
4.2.6	Tasks around photography and videography should be reviewed to define their value.	Producing long videos can be counterproductive with today's 'TikTok' generation's attention spans. Downloading and labelling photos for non-communications purposes is time consuming and should be reviewed to ensure that only what is needed for communications purposes is processed.

5.0 Website

Commendations

5.1.1	The website is well designed, appealing and user friendly.
5.1.2	The governance of development, design and content of the website is well managed, and the ownership of development in the SCM team is a significant positive.
5.1.3	The UX is good, including the search function for prospective students.
5.1.4	MIC Insights is a great initiative and provides an excellent opportunity for internal and external communications; brand; engagement; and to build awareness among and of the MIC community of other ways to engage colleagues and other audiences with their work.
5.1.5	The Web Administrator provides a high quality, professional service for colleagues across the College.

Recommendations

	Recommendation	Rationale
5.2.1	SCM should be enabled to do an internal review of the website and where development and design could add new value	Affording the SCM team the time and resources to consider where the website can add more value in terms of engagement with primary audiences as its window to the world is of enormous benefit in terms of comms and brand.
5.2.2	SCM should be enabled to get external advice on how to improve access to and use data analytics in relation to the development of online marketing	The team currently has access only to Google Analytics. In such a rapidly changing landscape, the online channels will benefit from an external review and having a set of recommendations to apply.
5.2.3	SCM should review the design and content of MIC Insights.	The Comms team would benefit hugely by developing the MIC Insights platform as a key resource for both internal and external communications, marketing and engagement and brand building.
5.2.4	SCM should examine the potential to add further human resource in support of the Web Administrator.	The volume and nature of work carried out by the Web Administrator is considerable, and further development may be possible where responsibility can be shared.

6.0 Alumni

Commendations

6.1.1	There is good communication and engagement with alumni. A significant number return to the College each year for reunions and engage with Alumni Award and other events.
6.1.2	Alumni are kept up to date with College news and events through a regular newsletter and a variety of channels, with excellent feedback.

Recommendations

	Recommendation	Rationale
6.2.1	As part of the development of the College's new Strategic Plan, senior management should consider the value of further developing alumni engagement. An alumni engagement function would not ordinarily sit within a SCM unit.	Lots of teachers, and increasingly graduates of other programmes, go on to other careers and could potentially be in a position to support the College.
6.2.2	The College could explore further engagement with alumni to develop programmes around mentoring, partnering, research, internships and career advice.	It is understood that traditionally teachers, the bulk of the College's alumni, don't have significant disposable income to provide a reliable income stream for the College. However, all alumni are not teachers, and not all teachers remain in this career.

7.0 Corporate Branding

Commendations

7.1.1	The function has evolved an historically-rooted visual identity into a strong contemporary one, at very low cost and arriving at a strong set of highly-usable brand guidelines. The brand is applicable in a variety of marketplaces and relevant to all key audiences. This is an epitome of what successful strategic brand management should be about.
7.1.2	MIC has changed over the course of the 21 st Century, and this change has come against a backdrop of technological and social change in how identity is communicated and understood. This presents a dynamic environment in which to manage and develop a brand, and the function has achieved this admirably by adapting the brand to a range of media and platforms, and by supporting its roll-out through a combination of strong guidelines, coherent messaging, rational template use and an open and professional management approach. This demonstrates an exceptional ability to administer and marshall a brand in an effective and positive way.
7.1.3	There are questions of identity in MIC, playing out in a number of ways, from the naming (“MIC”, “Mary Immaculate”, “Mary I”, etc); to its function as an academic institution concerned with areas beyond its historical remit of teacher training; to the brand expression of its Catholic ethos; and its status as a linked provider without the capacity to grant its own awards. These present considerable ongoing complexities in the institution’s identity, its sense of self and in how it presents itself. In this context, SCM has directed and evolved the brand effectively while demonstrating a considerable understanding of nuance and an orientation towards positive tactical and strategic outcomes for the institution.

Recommendations

	Recommendation	Rationale
7.2.1	The management and development of the MIC brand and identity must continue to be resourced and supported appropriately in order to support the institution in its strategic aims.	The institution has ambitions to develop and change. This will necessitate a development and change in perceptions of MIC, both inside and outside of the institution, and such change is only manageable to strategic ends where coherent and sustained brand management is enabled and supported.
7.2.2	Management and development of the MIC brand must be underpinned by professional market research and market intelligence, which will require resourcing and ongoing management	As the College continues to create an identity for itself in academic fields beyond teacher education, the brand must function in an increasingly competitive and complex market environment.

7.2.3	In order to ensure that MIC is perceived as a strong distinct entity, with its own traditions, ethic, strengths and potential, it must continue to cultivate its identity via proactive brand management.	The Irish HE landscape needs diversity in order to flourish and offer choice to stakeholders. In this broad context, the MIC brand is a valuable entity, and this distinctiveness is in turn something that must continue to be nurtured and marshalled.
-------	---	--

8.0 Events Coordination Service including Room Bookings

Commendations

8.1.1	The appointment of an Events Coordinator was widely welcomed by colleagues across the College, bringing a coordinated approach to events at all levels with the appropriate protocols being developed and rolled out.
8.1.2	The team member responsible for Room Bookings has a deep institutional knowledge, garnered over a number of years, of the College's facilities and their capabilities.
8.1.3	Facilities are used to improve community relations and being a good neighbour.
8.1.4	Commercial events are part of the College's operations.

Recommendations

	Recommendation	Rationale
8.2.1	The Events Coordinator should continue to roll out protocols and procedures around best practice for event management and organisation.	This has been widely welcomed across the College.
8.2.2	It is important that the responsibilities of the Events Coordinator role are made clear across the College.	It would be too easy for the Events Coordinator to get bogged down in organising the detail of events.
8.2.3	MIC should take a more strategic perspective of events run by the College, especially in terms of external engagement, establishing which stakeholder groups are important to the College and how best to engage with them.	With a new President just appointed and a new Strategic Plan underway, it is the optimum time to examine how the College wishes to engage with its stakeholders and mould events to support that engagement.
8.2.4	The level of commercial events should be reviewed by MIC to establish whether it is lucrative enough to assign resources to it.	There may be an element of community relations to hosting some of the external events.
8.2.5	It is good to see that a Room Bookings online system is being planned, which will include all the detail currently held across three spreadsheets in two units. The team member currently administering the system would be a significant addition to the Events function, bringing their knowledge of College facilities and systems to bear.	The intricacies of the College's facilities do not need to be managed by SCM. This is best managed by another unit. The existing skillset would be invaluable in the newly set up Events function.

9.0 Environment and Facilities

Commendations

9.1.1	SCM office space is modern and bright, with quality furniture and fittings.
9.1.2	The team has made excellent use of hybrid working, ensuring that office space is used as effectively as possible.
9.1.3	Accessibility has been addressed with the option of standing desks.

Recommendations

	Recommendation	Rationale
9.2.1	It would be useful if the team had a dedicated meeting room, although good use is made of management offices.	The current ante-room does not provide any privacy.

10.0 Organisation and Management

Commendations

10.1.1	The SCM function is one that has a very clear tangent of development since its inception, evolving from a positive disruptive role in a smaller and simpler organisation, to a leading one in an increasingly complex HE landscape.
10.1.2	The success of SCM is in no small part attributable to the strong leadership of its director. This is recognised by peers and colleagues and adds respect and standing to the function. The director is to be highly commended for her steadfast and dynamic approach over the entire period of the function's existence.
10.1.3	The development of the function and the increase in staff numbers, and the expansion of the scope of the function from largely schools liaison to one with a capacity to operate across a variety of responsibilities is reflective of this leadership and its fostering of a collegiality within the unit and the College.
10.1.4	The team has an incredibly strong work ethic and is driven by a set of shared values that includes respect for peers and a desire to support them and amplify their work; to provide the highest possible levels of service (within resource constraints); pride in the College, its community and its role, and dedication to its development; professionalism and perhaps most fundamentally, a desire to do the best possible job for the College and colleagues. Such an approach by a Communications and Marketing function would and should be highly valued and a source of pride for any HEI.
10.1.5	MIC is at a unique juncture, with a new Strategic Plan in development launched soon, and a new President in situ. Through its achievements, the SCM is positioned as a strategic enabler for the College MIC with a critical role in the institution's future development. While this will bring new challenges, it is further testament to the journey that the function has been on, the leadership of the team, and the ethic and values that its members embody.

Recommendations

	Recommendation	Rationale
10.2.1	Further capacity must be built within the team in order to perform its functions in an increasingly strategic way; to enable the development and implementation of strategic objectives; and to continue adding value into the future. This means: 1. Such capacity cannot be built in an environment of continued	The function's evolution over time has been characterised by a desire to provide a service where needed. These needs have evolved and the function has responded as required. However, MIC now finds itself at a juncture where there is a new Strategic Plan in the offing, a new President in office and a clear new set of longer-term imperatives

	staff turnover and a dependence on staff goodwill to perform above their graded levels. It is therefore recommended that a strategic review of the grades and associated functions of SCM staff be undertaken; 2. The inclusion of the Director at Executive level decision-making in order to position the team as a strategic enabler that will meet the College's increasing need for new SCM capacity; 3. In this context, a review potentially non-core functions (eg, Room Bookings) should take place in order to allow a clearer focus on core functions and an associated clearer understanding among staff of what the team's functions are. 4. As part of the wider considerations of the role of the SCM, training should be given a higher priority. 5. Communications team should work with the Director to be enabled to commission media training, including for executive level and for academics/researchers.	to be met. These needs will likely involve the enabling of strategy, which is the next logical step in the function's development and the way in which is can likely best add value to MIC.
10.2.2	The function should develop a multi-year Strategic Communications Plan directly linked to the attainment of the institution's Strategic Plan. Approval for the plan should be located at executive level and resources should be provided by the institution on a planned basis.	MIC is likely to develop a set of strategic expectations that the function as it is currently structured and orientated will be under pressure to meet. In particular, it is likely that the 'Strategic Communications' dimension of the function is likely to have a central role in the enabling strategy.
10.2.3	Such a plan should include Internal Communications. This will require resources and ownership but is of central importance in an organisation which is evolving and developing. The	

	PRG notes that SCM is currently performing most of the roles of an Internal Comms function. The next logical step is an explicit strategic ownership and resourcing of this.	
--	--	--

Annex 1: Peer Review Group Members

Shane Malone (Chair)	Director of the Office of the President	Technological University of the Shannon
Ed Carty	Director of Marketing & Communications	University of Galway
Mary Staunton	Communications and Events Manager	University College Dublin

Annex 2: List of Meetings with Stakeholders

Monday 12th May 2025

Director of Strategic Communications & Marketing

Vice-President of Governance & Strategy

College President

Tour of SCM Facilities

Marketing Team:

Marketing Manager/Deputy Director

Student Recruitment Executive;

Postgraduate Marketing Executive;

Communications Team:

Communications Manager;

Communications Executive;

Vice-President for Research

Web Administrator

Tuesday 13th May 2025

Dean of Education

Event Coordinator

Room Bookings Administrator

Researcher with experience of engaging with media regarding their research

Stakeholder Group 1: Marketing Stakeholders

Head of Department of English language & Literature

Director of Taught Postgraduate Studies in Education

Graduate School Director

Programme Co-ordinator Graduate Certificate/Diploma/MA in Autism Studies

Head of Department of Psychology

Stakeholder Group 2: Communications/Website Stakeholders

Director of Research

Director of Student Life

Director of Enterprise & Community Engagement

Director of EDII

Director of International Engagement

Director of Teaching & Learning

Dean of Arts

Stakeholder Group 3: Professional Services Stakeholders

President's Office Manager

Examinations and Academic Events Manager, SAA