



**INSTITUTIONAL
CO-ORDINATOR(IC)**

LOGISTICAL BRIEFING NOTES

JANUARY 2010

OVERVIEW

While the role and requirements of the IC are outlined in the IRIU Handbook, this briefing note has been prepared as an informal *aide mémoire* to assist IC's through the IRIU process and highlight a few of the major and minor logistical details that will impact on the ease and efficiency of the IRIU process for the review team members and colleagues within the University itself. Throughout the IRIU preparatory process, but particularly from the submission of the ISAR onwards, the IC will be in regular email contact with the IUQB and the Team until the end of the review process and will meet with the Chair and Co-ordinating reviewer on a daily basis during the Main Review Visit and the IUQB Reviews Manager at various stages formally and informally throughout the process.

The timescale and workload implications on the IC should therefore not be underestimated. However it is hoped that this *aide mémoire* will identify the majority of aspects of work that the IC and colleagues within the respective Quality Unit might need to actively engage with throughout the process to ensure it is conducted as efficiently as possible while minimising last minute surprises or workload demands. IC's are advised to liaise with ICs from other Irish Universities that have already engaged with the IRIU process to share experiences and minimise burdens and pressures. Further information, advice or documentation can be obtained from the IUQB Reviews Manager, formally or informally, at any stage of the IRIU process.

INSTITUTIONAL SELF ASSESSMENT REPORT (ISAR)

Structure & Format

- ∞ The University has total flexibility in how it structures the ISAR. It should however provide details and a commentary on how it ensures effectiveness in relation to: (i) quality assurance, (ii) quality enhancement, (iii) addressing the outcomes of the EUA review, (iv) compliance with the Universities Act, and (v) consistency with the Part One ESG.
- ∞ The ISAR should contain descriptive information on the distinctiveness of the University and its approach to quality management, in addition to being self-reflective about how it monitors and ensures its effectiveness (how regularly, through what methods, how does it ensure consistency across the University etc.). A balance of 60:40 would be ideal.
- ∞ The ISAR should be around 40 pages in length. Up to 60-70 pages is feasible if it is to include graphs, tables and diagrams that would have been submitted as Annexes. The font should ideally be no smaller than Size 11.
- ∞ Please remain mindful that the reviewers are in most cases flying to undertake the review thus weight restrictions will apply.
- ∞ Supporting materials can be provided on a pen drive as an alternative to hard copy, be provided via web links, and/or made available to the team during site visits.
- ∞ Seven copies of the ISAR, pen drives & additional documents/annexes should be delivered to the IUQB at the agreed date. The IUQB will then courier each package to the review team members & retain one copy in the IUQB office. The ISAR and its attachments will be treated confidentially by the reviewers and the IUQB.

Enhancement Theme

- ∞ If one is to be included— a paragraph or two outlining the selected enhancement theme and a commentary on what the University would find helpful from the team in the IRIU process should be included in the ISAR to give clarity of expectations and provide the team with clear parameters for discussions during the planning and main review visits.
- ∞ Review team members are unlikely to be experts in the enhancement theme area but will be able to provide a range of contacts, references and suggestions on the topic from their international experiences.

Draft Planning and Main Review Timetables

- ∞ Draft programmes for the Planning (PV) and Main Review Visits (MRV) should be submitted alongside the ISAR. This will enable the team to begin early discussions on the types of meetings and attendees required well in advance and assist the University in securing an appropriate range of colleagues, students and external stakeholders (if appropriate).

PLANNING VISIT (PV)

Transport/Accommodation/Catering

- ∞ As the PV is usually conducted the day after the reviewer training session – the IUQB will make flight and hotel accommodation arrangements for the Chair (C) and Coordinating Reviewer (CR).
- ∞ The IUQB Reviews Manager (RM) will accompany the C & CR to the University on the morning of the PV. The RM will introduce the C & CR to the Institutional Co-ordinator (IC) then leave. The RM will rejoin colleagues at the end of the PV to ensure that all necessary matters have been discussed and addressed to the satisfaction of the team and University.
- ∞ A meeting room – ideally the room that the review team will work from during the MRV - should be used for the PV. With all meetings conducted from within this room to maximise the amount of time available and minimise disruption.
- ∞ The University is asked to provide a sandwich/informal lunch during the PV - this might be part of a working-lunch meeting and should not be a lengthy or formal affair.
- ∞ A Taxi (pre-paid or on account) should be booked to collect the C & CR at the end of the visit.

Timetable

- ∞ The PV timetable is set by the University. The timetable should include a series of meetings with relevant senior officers and members of the team that developed the ISAR. Specific time should be allocated to discussing the draft MRV timetable in detail. A discussion on the enhancement theme should also be included.
- ∞ Depending on staff availability, the PV should ideally start around 09:30am and close around 14:30 ending with a working lunch and a brief tour of the campus.
- ∞ The final meeting (possibly with a working lunch) shall be attended by the IUQB's RM.

Post PV Workload

- ∞ As a result of the PV, logistical and personnel amendments will need to be made to the draft MRV timetable as a matter of urgency. Additional documents and data may also need to be collated and either emailed in advance or made available during the MRV. The IC should therefore block out a period of time to address these outcomes and liaise with the CR to ensure that all aspects are sufficiently addressed in advance of the MRV and that the finalised timetable is agreed by the IC and CR in advance of their arrival for the MRV. A copy of the finalised MRV timetable should be lodged with the IUQB by the IC.

Documentation Requirements

- ∞ During the PV, the C & CR are likely to identify additional documents that the Team seeks access to during the MRV to enable the Team to make evidence based conclusions at the end of the review process. The Team is likely to ask to have a few actual paper trails (hard or electronic) of key QA processes available to them in their private meeting room during the MRV to allow them to confirm that they have seen evidence of QA policies operating in practice. The exact evidence trails will be requested by the C and CR during the PV but might include the following topics:
 - **Internal Reviews** – perhaps 1 academic and 1 non-academic - including a paper trail of the internal review guidelines, Self Assessment documents, review visit timetables, review reports, follow-up plans, minutes of relevant committees that discussed the reports (including the governing authority), examples of how and when the reports were published for internal and external audiences and how and the implementation of action plans is shared with internal and external audiences.
 - **External Examiners** – perhaps 1 UG and 1 PG - including a paper trail of guidelines on the appointment of external examiners, copy of any guidance/briefing notes given, review reports completed the two examiners, copies of how the departments responded to comments from these externals, and minutes showing how the external examiner comments were fed through the internal committee system.
 - **Student Feedback** – perhaps 1 at module and 1 at programme or departmental level – including a paper trail to show student feedback structures and how the feedback loops are closed, including examples where students are kept advised of actions taken as a direct result of student comments.
 - **Committee Papers** – a selection of Committee Papers (Agendas and Minutes) from key University committees including: Quality Committee, Teaching and Learning Committee, Academic Council, Governing authority etc. A briefing document that outlines the relationship between governing authority and Academic Council might also be helpful here, if available, two show how the two bodies interact.

MAIN REVIEW VISIT (MRV)

Transport

- ∞ The IUQB will arrange and pay for:
 - All flights and train fares for the reviewers
 - Taxi's from the airport to the hotel on the Saturday/Sunday when the reviewers arrive in Dublin

- ∞ The University should arrange and pay for:
 - Two taxi's (pre-paid or on account) to and from the hotel to the University each day during the MRV – times to be agreed with the C & CR
 - Two taxi's (pre-paid or on account) from the University to the Airport or Dublin City Centre on the final day of the MRV
 - Any additional taxi requirements throughout the MRV (pre-paid or on account) to and from campuses, restaurants etc.

Accommodation

Hotel

- ∞ The University is responsible for booking and managing localised hotel accommodation for the duration of the MRV.
- ∞ In most cases, the team will be arriving at the hotel on the Saturday or Sunday in advance of the Monday start, thus provisional bookings for all six members of the team should be made in a hotel close to the University – that can be guaranteed to provide a high quality service at a competitive rate. The six person team will therefore, in most cases, need accommodation for 4 nights (Check-in Sunday check out Thursday morning). The option for members of the team to extend their stay linked to travel arrangements should also be referenced when the initial booking is placed by the University.
- ∞ Where possible, an additional or private meeting room/area should also be secured as part of the hotel package for the team to continue confidential discussions at the hotel in a private rather than public area. It is worth seeing if such a space could be made available on a complementary basis as part of the package rate secured by the University. The requirements would be for use between 18:00 and 20:00 each evening so the team can complete discussions in advance of dinner.
- ∞ At the end of the visit, the IUQB will reimburse the University for the accommodation costs incurred by the Team or the IUQB can be billed by the Hotel directly. The University therefore must agree with the IUQB the room rate (including breakfast & Wi-Fi Access – where available) in advance of finalising the reservations with the Hotel.

Campus Meeting Rooms

- ∞ The University is expected to make available (at no cost to the IUQB) two or three meeting rooms on campus for the duration of the MRV.
 - One should be a lockable meeting room for the team to use for private meetings, to store their luggage, consider additional documentation and access the university website etc – a PC and printer should be supplied.
 - A second room should be provided that can accommodate up to 16 people. This should be used as the main meeting room throughout the visit.
 - A third room may be required (upon request) once or twice throughout the MRV to accommodate any parallel meetings where the team might split - this should accommodate between 8-10 people. This might also be a room that could be used for the brief meetings between the CR, C and IC at the start of each day.

Catering

- ∞ **Breakfast:** When making the hotel booking, the University should ask the hotel to reserve a table at breakfast each day for the team to dine together at 08:00. A relatively private/quiet table in the main dining area should be requested.
- ∞ **Lunch:** Throughout the duration of the review, most Teams would appreciate relatively informal or light lunches to be provided by the University (soups, salads, sandwiches – including options for vegetarians). Lunches will often be working meetings with university colleagues where it is more important for the team to maximise the time with colleagues than have a lengthy formal meal. No alcohol is expected to be consumed during lunches. The University might wish to finish the session on the final day with an informal lunch for all colleagues that attended the Oral report/final wrap up session prior to the review team departing. This could be within the main staff restaurant or the main refectory area but again – emphasis is on lunch being light with a range of healthy options where possible.
- ∞ **Dinner:**
 - Sunday: The University is asked to make a provisional reservations in the hotel main restaurant for the team to dine together at 20:00 – the bill will be signed to one of the guest rooms.
 - Monday: The University is asked to host a dinner between the team and members of the University Senior Management Team – including the President/Provost if available. The reservation should be made at a restaurant (ideally with a private dining room). A table booked for around 19:30 – 20:00 would be ideal.
 - Tuesday and Wednesday: The University is asked to make provisional reservations for the team (around 20:00hrs) each night either in the main hotel restaurant (if secured as part of the room rate deal) or at nearby restaurants. If external restaurants are to be used – a taxi service should also be secured if the restaurants are not in walking distance. The bills for external restaurants can be picked up by the University directly (if on account) or can be picked up by the Chair as long as this is known in advance.

∞ **Refreshments:** It would be appreciated if tea, coffee and water were made available to the team and replenished regularly.

Meetings

∞ **Size of Groups** – To assist the C manage each meeting and ensure that all attendees have an opportunity to contribute to each discussion, the University is asked to limit the amount of attendees per meeting to a maximum of 8. Ideally between 4-6 attendees per meeting should be secured where possible.

∞ **Diversity of Attendees** - The University should avoid the team meeting staff members more than once. The exception being some members of the senior management team and the IC. In most cases, the team would like to see colleagues, students and external stakeholders from a wide variety of backgrounds and differing levels of seniority/experience. Teams will generally be keen to meet staff from within departments in separate parallel or consecutive meetings to those conducted with Heads of Departments or Deans. They would also like to meet UG and PG students separately and again meet a range of students from differing years, profiles and disciplines including a few who study off campus (in linked or recognised colleges) if possible. Staff and students from academic and non academic departments that have undergone quality reviews in the first and second cycle should also be secured where possible.

∞ **Name Plates/Badges** – The IUQB will provide name plates and badges for each of review team member. The University should supply name plates for all other attendees (listing name, position and department/faculty/school) in a font large enough to be legible across the meeting room to assist the C and CR in managing each meeting. Where possible a listing of attendees (or anticipated attendees) should also be provided at the start of each meeting.

∞ **Electrical Equipment** - The IC should ensure that an IT colleague is available on the first and final mornings of the MRV so that can assist with the following:

- A PC and printer (internet ready) should be provided and be available to the Team in the lockable private room that the Team will use throughout the MRV. Logins and passwords should be provided if needed.
- The IUQB will provide the CR with a laptop for use during the MRV (or the CR will bring their own). The IT colleague should ensure that the laptop can be used throughout the MRV. Adaptor plugs will be provided by the IUQB for international reviewers.
- A power source/connector cable should be available in the main room (second room) throughout the MRV for use by the CR who is likely to take notes directly on to the laptop during each meeting. The CR will be the only person to use a laptop or any other electronic device during meetings (all phones should be switched off and no other laptops permitted)
- A projector and screen should be set up on the final day of the MRV in the second meeting room as the Oral Report meeting is likely to be conducted around a powerpoint presentation. The IT colleague should ensure that there are no problems connecting the CR's laptop to the projector and screen.

∞ **Final wrap –up meeting/Oral Report** – The final meeting on the final day will be led by the C, delivered via a brief powerpoint presentation, and will provide the University with an overview of the Team's key findings, commendations and recommendations. Ideally the University attendees might include the President/Provost, senior management team members, a student representative, and the IC. All findings shared at this stage must remain confidential and informal. An overview of the findings may – with the Chair's approval - be shared internally with colleagues and students that participated in the review to thank them for their engagement in the process and to give some initial feedback and closure. However it must be clear that the review finding, commendations and recommendations cannot be formally disclosed until the review reports are signed off and published by the IUQB Board.

POST REVIEW ACTIONS

∞ **Timeline** - Key dates in the post review timeline will be discussed at the PV and confirmed formally at the MRV. A letter to the President/Provost confirming post review actions will be issued formally by the IUQB after the MRV is completed – copied to the IC, C and CR for information – to confirm the post review actions, timelines and responsibilities. These are likely to include:

What?	By Whom?	When?
Prepare draft reports	C & CR	3-4 weeks after MRV
Finalise draft reports	Review Team	3-4 weeks after MRV
Chair submits final reports on behalf of the Team to the	C	4-5 weeks after MRV

IUQB		
Editing/formatting process begins & report sent to the University for checking factual accuracy	IUQB RM & IC	4-5 weeks after MRV
University corrects factual accuracy and the University response submitted to the IUQB	IUQB RM & IC	10-11 weeks after MRV
Final copies of the reports approved	IUQB RM, C, CR	12-13 weeks after MRV
Reports submitted to the IUQB Board for formal approval in advance of publication	Reports approved and published by the IUQB	14-15 weeks after MRV

- ∞ **Factual Accuracy** – The University will be given a formal opportunity within the post review timeline to check the factual accuracy of the review reports. The IUQB RM will also do the same in relation to references to the IRIU process.
- ∞ **Institutional Response** – The University can provide a formal response to the review reports (ideally no longer than 2 pages in length) that will be published by the IUQB alongside the Summary and Main Review Reports. The institutional response will ideally be considered by the IUQB Board alongside the review reports however it can be submitted to a subsequent Board meeting and published thereafter if needed (i.e. if it needs to be approved through internal university committees etc).
- ∞ **Publication of Review Reports** – The IUQB will publish the Summary and Main Review reports (alongside the optional institutional response) within the Reviews Catalogue section of the IUQB website. This will usually be done immediately after the IUQB Board has signed off the review reports and the institutional response (together or separately) for publication. Additionally, the IUQB will supply 50 hard copies of the Main Review Report and the Summary Report to the University at the end of the process alongside PDF copies of both reports that can be published on the University website and shared with internal and external key stakeholders. A small supply of hard copies will also be retained by the IUQB.
- ∞ **Follow-Up**
 - One year after the MRV, the University will be asked to produce a follow-up report (incorporating the institutional action plan), normally submitted alongside the Annual Institutional Report (AIR) to the IUQB in January and discussed as part of the University’s Annual Dialogue (AD) meeting with the IUQB held between April and June. The University will have flexibility in the length and style of the follow-up report but it will be asked to explicitly address/respond to each of the report findings, commendations and recommendations. The follow-up report will be published by the IUQB.
 - If the review team identified in its review report what it considered to be a **significant cause(s) of concern**, particularly in relation to the University’s fulfillment of its statutory requirements, the IUQB will consult with the University as a matter of urgency following IUQB Board consideration of the review reports, to agree an immediate action plan to address the issue(s) of review team concern(s), including the time frame in which the issue(s) will be addressed. This process is not expected to be utilized and would only be used in exceptional circumstances where significant failures to meet statutory requirements are found by the Team
- ∞ **Feedback on the IRIU Process** – Formal and informal mechanisms for gaining feedback on the review process will operate throughout the process as outlined in the IRIU Handbook and the IUQB Quality Policies - both available on the IUQB website or in hard copy upon request. The IC will normally be the conduit for feedback which will include managing the institutional completion of the formal IRIU questionnaire that will be issued to the University at the end of the process for completion electronically (One submission per university).
- ∞ The outcomes of university and reviewer feedback – both formal and informal - will be analysed as part of the IUQB’s annual monitoring process and an ongoing impact assessment of the IRIU process. Where feasible – changes and improvements to the IRIU process will be implemented immediately.
- ∞ An invitation-only annual IRIU workshop/dissemination seminar will also be held by the IUQB (hopefully each September) to enable the experiences of the IRIU process to be shared with a small group of colleagues from the rest of the Irish University sector. Each IC will be asked to attend and contribute to this session to benefit the IUQB and other colleagues in their IRIU preparations.

OVERVIEW OF DOCUMENTS AVAILABLE IN HARD AND ELECTRONIC COPY FROM THE IUQB

IRIU PROCESS: Directed at Universities	IRIU PROCESS: Directed at Reviewers	NATIONAL & INTERNATIONAL DOCUMENTS: for Universities and Reviewers
IRIU Handbook	IRIU Handbook	Universities Act, 1997
University Briefing Notes	Logistical Arrangements Document	The Framework for Quality in Irish Universities, 2007
University Information Note (for dissemination internally)	Reviewer Briefing Notes	IUQB Guidelines of Good Practice
	National References (collation of various IUQB, IUA, HEA and NQAI documents and data)	EUA Reviews of Quality Assurance in Irish Universities (sectoral and university reports)
	Review Report Templates	IHEQN Principle statements and publications
		Standards and Guidelines for Quality Assurance in the European Higher Education Area, 2007
		ENQA and INQAAHE publications