



Post Review Response and Enhancement Plan

2021/22

Of

Dundalk Institute of Technology

DCU-DKIT Graduate School

Graduate Research Programmes

DCU Quality Review

Post Review Response and Enhancement Plan

Review	DCU-DkIT Graduate School
Date of Review	February 2022
Date of Enhancement Plan	August 2022

Table of Contents

POST REVIEW RESPONSE AND ENHANCEMENT PLAN	2
1. INTRODUCTION	3
2. RESPONSE TO THE RECOMMENDATIONS OF THE PEER REVIEW GROUP (PRG) REPORT	6
3. SUMMARY OF 1-YEAR ACTIONS AND EXPECTED OUTCOMES	22
4. SUMMARY OF 3-YEAR ACTIONS AND EXPECTED OUTCOMES	25
5. APPENDICES	29
<i>Quality Committee (for the Self-Assessment Report)</i>	30
<i>Peer Review Group Members</i>	31
<i>Quality Committee (for the Quality Enhancement Plan)</i>	31

1. Introduction

The aim of the quality review was to determine the effectiveness of both the Collaborative Partnership between Dundalk Institute of Technology (DkIT) and Dublin City University (DCU) and the quality assurance and enhancement of the postgraduate research provision at Dundalk Institute of Technology (DkIT) in the context of the DCU-DkIT Graduate School. The review of the Collaborative Partnership was carried out by Dublin City University (DCU) as an internal cyclical review in line with existing procedures established for DCU quality reviews, and aligned to the QQI Guidelines and policy, where appropriate.

Dundalk Institute of Technology would like to extend its thanks to the Peer Review Group (PRG) for the extensive and rigorous assessment of the collaborative postgraduate research provision in the DCU-DkIT Graduate School completed as part of the Quality Review and positively acknowledges the PRG's key findings, identified areas of good practice (commendations) and identified areas of improvement (recommendations):

[Key Findings] *"The PRG welcomed the opportunity to conduct the quality review of the DCU-DkIT Graduate School. The establishment of the DCU-DkIT Graduate School built upon a well-established tradition of research and scholarship at DkIT, and the commitment of DkIT staff to research and postgraduate supervision. It is clear that the Graduate School has been a key enabler of the trajectory of growth in the quality and effectiveness of postgraduate research supervision and provision at DkIT. The PRG felt that the review was timely given the stated ambition on the part of DkIT to continue the relationship with DCU in a changing higher education landscape and in the context of limited resources within the higher education institutions nationally."*

The Institute would also like to thank the DCU Quality Promotion Office for their support before, during and after the PRG Site Visit.

The outcome of the quality review is an endorsement of the ongoing commitment by all those involved in postgraduate research in both Higher Education Institutions (HEI's) to the provision of a quality postgraduate research environment. The recommendations made by the PRG will enable DkIT and DCU to ensure it continues to provide and exemplary postgraduate research experience to all postgraduate research stakeholders.

Discussion and Dissemination of Quality Review Findings at DkIT

The Peer Review Group (PRG) site visits took place on the DCU and DkIT campuses on the 23rd (DCU), 24th (DkIT) and 25th (DkIT) February 2022 following the submission of the Self-Assessment Report (SAR) to the DCU Quality Promotion and Institutional Research Office on the 31st January 2022. The DkIT Registrar's Office received the Peer Review Group (PRG) report from the DCU Quality Promotion and Institutional Research Office on 24th March 2022. The Peer Review Group (PRG) Report, together with the Self-Assessment Report (SAR), was circulated to the DkIT Quality Review Committee (QRC) (representatives from all postgraduate research stakeholders at DkIT and a DCU representative) in advance of a meeting on 30th March 2022. The purpose of the meeting was to confirm the draft report and to identify factual or other errors or any potential amendments as appropriate and if applicable. The updated PGR Report was submitted to DCU on 31st March 2022 (as requested) with the final PRG Report being submitted by DCU to DkIT on 12th April 2022. An update on the Quality Review was provided to the DkIT Academic Quality Sub-committee (AQSC) of the Academic Council on the 1st April 2022 and also on the 3rd June 2022 (Meeting No. 60). The final PRG Report was then sent to the Heads of School (also members of the QRC) for circulation within the academic Schools and more widely within the DkIT community. The quality review SAR and final PRG Report were presented to the DkIT

Academic Council on 29th April 2022 (Meeting No. 180). It should be noted that the submission to the Academic Council was part of the communications strategy for the quality review with the review being a standing agenda item on Council's agenda for the duration of the quality review. Ratification of the PRG Report and Response takes place when the quality review is completed.

Development of Quality Enhancement Plan Approach

Once the PRG Report was finalised, a response and quality enhancement plan, in light of the PRG report, was initially drafted by the Registrar's Office and Research and Graduate Studies Office. The DCU Quality Promotion and Institutional Research Office provided a template and guidance on the completion of the Response and Enhancement Plan (as was the case for all other stages of the process with the quality review).

As part of the Self-Assessment Report (SAR) DkIT identified a number of areas for improvement (Section 5: Summary of Identified Areas for Improvement, pg. 58). The areas for improvement were categorised under the headings: Strategic Context, Research Governance and Management, Quality Assurance and Enhancement, Research Supports and Training, Research Culture and Community, Research Resources, Research Communications and Provision of Information. Following the PRG visit the PRG determined that there was good alignment between DkIT's identified areas for improvement and those identified by the PRG in its recommendations with one main area where there was deviation (pg. 18 of the PRG Report with the determination of the alignment of areas of improvement being provided on pg. 15 onwards of the PRG Report). DkIT note the PRG's assessment (pg. 18 of PRG Report):

"In general there was good alignment between the DkIT identified areas for improvement, and those identified by the PRG in its recommendations. The main area where the PRG would identify a notable gap between its suite of recommendations and the DkIT identified areas for improvement is in respect of PRG recommendation 3. Recommendation 3 appears quite urgent to the PRG ("...provision of additional full-time administrative support in the DkIT Research and Graduate Studies Office...") and we do suggest that this issue be addressed in the DkIT Quality Improvement Plan."

On the basis of the PRG's assessment of good alignment (i.e. PRG and DkIT), actions provided in the SAR were recorded against the PRG recommendations with the assignment of action(s) to recommendations being informed by the alignment determination by the PRG in the PRG Report (it should be noted that the PRG alignment determination were generally categorised as "direct", "partial" or "no alignment" in the PRG Report. An action was assigned to a recommendation regardless of this distinction). In some instances the PRG aligned action(s) to multiple recommendations and in some instances where this was the case DkIT assigned the action to one recommendation, again using a "best-fit" approach. This avoided the duplication of actions under a particular recommendation in the quality enhancement plan. Action(s) not explicitly assigned to recommendations by the PRG, but were accepted by the PRG as actions for improvement, were assigned to recommendations where possible by DkIT using a "best-fit" approach.

Where no assignment of an action to a recommendation was possible actions were assigned to recommendation 4 (*"Focus on the further development of research infrastructure (particularly space; access, especially outside of normal working hours; and Library services), to ensure they keep pace with the Institute's ambitions for research and supervision"*). In this instance the term "research infrastructure" covers all aspects of postgraduate research provision using the following categories used in the SAR: Research Governance and Management, Quality Assurance and Enhancement, Research Supports and Training, Research Culture and Community, Research Resources, Research Communications and Provision of Information.

The specific actions and deliverables detailed in Section 2 (Pg. 6) are underpinned by the Institute's Research and Innovation Strategy (2020-2024) which is composed of several key strategic imperatives, associated actions and KPIs. The primary goal of this strategy is to maintain the upward trajectory of the institute's research performance, including Graduate Studies provision.

A follow-up pre-finalisation meeting with DCU and DkIT representatives (Representative of DCU Quality Promotion Office, DCU Dean of Graduate Studies, DkIT Head of Research and Graduate Studies and DkIT Head of Academic Planning and Quality Assurance) to consider the Response and Enhancement Plan took place on the 29th August 2022. The Response and Enhancement Plan provided an opportunity for DkIT to comment on each recommendation and provide an indication of key actions/activities that will be undertaken in response to each of the quality review recommendations.

The draft Response and Enhancement Plan was then submitted to the DCU Quality Promotion Office for circulation to representatives of the PRG (Chair and Rapporteur) for review and feedback. The draft Response and Enhancement Plan was then circulated to the DkIT Graduate Research Studies Board (GRSB) and noted on the 9th September 2022. Any changes to the draft Response and Enhancement Plan by the PRG representatives were articulated at the DkIT GRSB meeting. The Response and Enhancement Plan was then finalised before submission to DCU on 12th September 2022. The final PRG Report and Response (including the Enhancement Plan) were ratified at the DkIT Academic Council on the 14th October 2022. The Response and Enhancement Plan were then noted at the DCU Graduate Research Studies Board (GRSB) on the 20th October 2022.

In November 2022 the Response and Enhancement Plan was noted at the DCU Senior Management Group (SMG), DCU Executive, DCU Quality Promotion Committee (QPC) and finally the DCU Governing Authority. It was also noted at the DkIT Leadership Team and the DkIT Governing Body. In December 2022, the final PRG Report, Response and Enhancement Plan was published by DkIT and DCU (website and other media as appropriate), in accordance with both Higher Education Institutions (HEIs) quality assurance public information obligations/requirements.

From December 2022 the Enhancement Plan will be implemented and monitored as appropriate by the DkIT Graduate Research Studies Board (GRSB) (standing item on the DkIT GRSB agenda). Implementation and monitoring of the Enhancement Plan will be reported in the DkIT Annual Report to DCU GRSB.

2. Response to the Recommendations of the Peer Review Group (PRG) Report

This section details DkIT’s response to the recommendations of the PRG Report which includes the Quality Enhancement Plan for the next 3 years. Actions and expected outcomes for Year 1 can be found in Section 3 (Summary of 1-Year Actions and Expected Outcomes). Actions and expected outcomes for Years 2 and 3 can be found in Section 4 (Summary of 3-Year Actions and Expected Outcomes).

DkIT have included the text “DkIT welcome this recommendation and will action accordingly (see “Planned Actions”)” in the column “Response to Recommendation”. It was determined that the planned actions capture the response to the recommendation.

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
1	Ensure that the Institute plans how it will continue to provide level 10 awards seamlessly into the future in the context of a rapidly changing sectoral landscape	DkIT strongly endorses this recommendation and understands the strategic importance of same.	<ul style="list-style-type: none"> Revisit and review the context and intent of the collaborative partnership/relationship between DCU and DkIT. There was general consensus from both collaborative partners that this needs to take place as a matter of urgency. Category: Strategy Context. 	30 st September 2022	Leadership Team
<ul style="list-style-type: none"> Broaden the scope of the research collaborations between both partners as envisaged in the initial agreement (MOU 2012) when the Graduate School was established. Category: Strategy Context. 			Ongoing	Head of Research and Graduate Studies, Heads of School, Heads of Research Centres and Groups, Head of Business Development and Innovation	
<ul style="list-style-type: none"> Engage with Quality and Qualifications Ireland (QQI) or possibly an existing Technological University (TU) to sustain the Institute’s ability to make awards at NFQ Level 10 awards. 			31 st December 2022	Leadership Team, Registrar’s Office, Head of Research and Graduate Studies	

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
2	Establish a regular cycle of meetings at senior management level between DkIT and DCU (including finance directors) for the duration of the relationship	DkIT welcome this recommendation and will action accordingly (see “Planned Actions”).	<ul style="list-style-type: none"> Agree a senior management meeting schedule with DCU to cover the duration of the relationship. <p>Category: Strategic Context.</p>	31 st December 2022	Leadership Team
3	Prioritise the provision of additional full-time administrative support in the DkIT Research and Graduate Studies Office to mitigate the risk inherent in the current situation where knowledge and expertise regarding postgraduate student processes are concentrated in one person	DkIT welcome this recommendation and will action accordingly (see “Planned Actions”).	<ul style="list-style-type: none"> Review the possibility of an additional 1 FTE Grade V administrator into the Graduate Studies Office. This will be subject to the normal institutional processes with regard to resource allocation Periodically review full-time administrative support in the DkIT Research and Graduate Studies Office in the context of the projected growth of postgraduate research student numbers 	30 th June 2023 Ongoing	Human Resource Manager, Head of Research and Graduate Studies Head of Research, Graduate Studies, Human Resources Manager
4	Focus on the further development of research infrastructure (particularly space; access, especially outside of normal working hours; and Library services), to ensure they keep pace with the Institute’s ambitions for research and supervision	DkIT welcome this recommendation and will action accordingly (see “Planned Actions”). The provision of dedicated facilities etc..	<ul style="list-style-type: none"> Audit current and future space requirements per academic School for expansion of postgraduate research provision and advise senior management of same for strategic planning purposes. <p>Category: Research Resources.</p>	31 st March 2023 and Ongoing	Heads of School, Heads of Department Head of Research and Graduate Studies, Heads of Research Centres and Groups
			<ul style="list-style-type: none"> Review current library research databases with a view to expansion of same <p>Category: Research Resources.</p>	31 st March 2023	Head of Library, Head of Research and Graduate Studies, Leadership Team

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<ul style="list-style-type: none"> Develop policy to allow the required access to full-time research facilities for the research community. <p>(Devise and Implement “Research Access Policy” to ensure appropriate access to research facilities for all researchers with ongoing review – reworded text ???)</p> <p>Category: Research Resources.</p>	30 th June 2023	Head of Research and Graduate Studies, Registrar’s Office, Human Resources Manager, Estates Office
			<ul style="list-style-type: none"> Ensure that the updating of the DkIT postgraduate research degree regulations, and subsequent approval at the DkIT Academic Council, is better aligned with that of DCU’s updating of the regulations and approval at DCU’s Academic Council. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Quality Assurance and Enhancement.</p>	30 th June 2023	Registrar’s Office, DKIT GRSB (which includes Head of Research and Graduate Studies)
			<ul style="list-style-type: none"> Ensure full adoption, where appropriate, of all DCU Postgraduate Research (PGR) forms and supporting policies. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Quality Assurance and Enhancement.</p>	30 th June 2023	Graduate Studies Office, DkIT GRSB
			<ul style="list-style-type: none"> Align DkIT GRSB meetings with DCU’s GRSB. <p>Category: Research Governance and Management.</p>	30 th June 2023	Registrar’s Office, Graduate Studies Office

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<ul style="list-style-type: none"> Align DkIT's Examination Boards with DCU's Awards Board for Research Degrees. <p>Category: Research Governance and Management.</p>	30th June 2023	Registrar's Office, Graduate Studies Office
			<ul style="list-style-type: none"> Ensure DkIT GRSB meeting agendas include national and institutional policy and procedural updates with respect to postgraduate research provision. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Governance and Management.</p>	Ongoing	Head of Research and Graduate Studies
			<ul style="list-style-type: none"> Ensure that governance meeting documentation (agendas, minutes, etc.) management is consistent across the Institute. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Communications and Provision of Information.</p>	Ongoing	DkIT GRSB, DkIT GRPBs, Graduate Studies Office
			<ul style="list-style-type: none"> Ensure that documentation submitted by the DkIT GRPBs to the DkIT GRSB is complete before submission. <p>Aligned to PRG Rec: None, agreed area of improvement.</p>	Ongoing	Graduate Studies Office, GRPBs

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<p>Category: Research Governance and Management.</p>		
			<ul style="list-style-type: none"> • Enhance the information, quantitative and qualitative as appropriate, being provided in the (DkIT) Annual Report to DCU GRSB, with agreement by both collaborative partners. This would involve providing new or enhancing existing information on withdrawals, completion rates, appeals. Information on feedback mechanisms being adopted for postgraduate research (i.e. postgraduate student and staff feedback, etc.) will also be considered. • Any amendments that have been made to the postgraduate research student regulations in the reporting period will be documented. • Postgraduate research student feedback report(s) have not been included in the DCU Annual Reports to date. Also, the DCU Annual Reports have not been considered by the DkIT GRSB or the DkIT Academic Council. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Quality Assurance and Enhancement.</p>	June 2023	Graduate Studies Office, Registrar's Office
			<ul style="list-style-type: none"> • Ensure consistent implementation of postgraduate research student feedback mechanisms in accordance with DkIT policies and procedures. 	Ongoing	Graduate Studies Office, Registrar's Office, Heads of School, Heads of Department

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<ul style="list-style-type: none"> This includes the annual postgraduate research student feedback survey and the bi-annual PGR StudentSurvey.ie survey, neither of which were implemented consistently during the quality review period 2014 – 2021. The PRG stated in the report that students would support this, given the quality of feedback derived from engagement with the student body as part of the review visit. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Quality Assurance and Enhancement.</p>		
			<ul style="list-style-type: none"> Ensure outputs of annual monitoring activities are circulated and reviewed by the appropriate research governance structures (DkIT GRBS and Academic Council as appropriate). <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Quality Assurance and Enhancement.</p>	1 st September 2023	Registrar’s Office, Graduate Studies Office, GRPBs
			<ul style="list-style-type: none"> Establish a postgraduate researcher alumni society. <p>Aligned to PRG Rec: 5, 6, 7, 8. Category: Research Communications and Provision of Information.</p>	June 2023 - PRG priority	Leadership Team, Head of Research and Graduate Studies
			<ul style="list-style-type: none"> Review the management of postgraduate research information (policies and procedures, governance meetings documentation, etc.) to 	1 st September 2023	Head of Research and Graduate Studies, Registrar’s Office,

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<p>ensure consistency both internally and externally.</p> <p>Aligned to PRG Rec: None, agreed area of improvement.</p> <p>Category: Research Communications and Provision of Information.</p>		DkIT GR SB
5	Continue efforts to develop a culture of research and supervision across the Institute	DkIT welcome this recommendation and will action accordingly (see “Planned Actions”).	<ul style="list-style-type: none"> Encourage academic staff to participate in postgraduate research governance structures as appropriate (GRP B, DkIT GR SB of Academic Council), Research Sub-committee (of Academic Council), Institute and School Ethics Committees. <p>Category: Research Governance and Management.</p>	30th June 2023	Registrar’s Office, Graduate Studies Office, Academic Schools
			<ul style="list-style-type: none"> Develop of a risk mitigation strategy in relation to postgraduate research studies completion by students. <p>Aligned to PRG Rec: 5, 6, 7, 8, and 10.</p> <p>Category: Research Governance and Management.</p>	31 st December 2022	Head of Research and Graduate Studies, Registrar’s Office, Heads of School, Heads of Department, DkIT GR SB
			<ul style="list-style-type: none"> Re-establish the DkIT postgraduate research society. <p>Aligned to PRG Rec: 5, 6, 7, 8, and 10.</p> <p>Category: Research Culture and Community.</p>	31 st October 2022	Head of Research and Graduate Studies, Postgraduate Research Community

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<ul style="list-style-type: none"> Review School research governance structures to ensure they are fit for purpose. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Governance and Management.</p>	1 st September 2023	Head of Research and Graduate Studies, Heads of School
			<ul style="list-style-type: none"> Reinforce with Institute staff the importance of the role of the DkIT research community in the DkIT registered postgraduate students lifecycle and in the collaborative partnership. <p>Aligned to PRG Rec: 5, 6, 7, 8. Category: Research Communications and Provision of Information.</p>	30 th June 2023 (PRG priority)	Heads of School, Head of Research and Graduate Studies, GRSB
			<ul style="list-style-type: none"> Ensure that DkIT GRPB and DkIT GRSB schedule of meetings is published on the DkIT website (part of a wider issue relating to the management of documentation associated with the DkIT Quality System). <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Communications and Provision of Information.</p>	November 1 st 2022	Graduate Studies Office, Registrar's Office, GRPBs, Marketing and Communications Office
			<ul style="list-style-type: none"> Develop a student and staff handbooks specific to postgraduate research provision. <p>Aligned to PRG Rec: 5, 6, 7, 8. Category: Research Communications and Provision of Information.</p>	June 2023 (PRG Priority)	Graduate Studies Office, Marketing and Communications Office

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<ul style="list-style-type: none"> Revise and annually update the Institute's online provision of information and policies regarding postgraduate provision <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Communications and Provision of Information.</p>	Ongoing	Graduate Studies Office, Registrar's Office
			<ul style="list-style-type: none"> Ensure timely communication to all internal stakeholders regarding policy and procedure changes, etc. with relating to postgraduate research provision. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Communications and Provision of Information.</p>	Ongoing	Graduate Studies Office, Registrar's Office GRPBs
			<ul style="list-style-type: none"> Revise the Institute's workload model and HR policies and procedures to ensure research supervision is valued in line with the current OECD review <p>Category: Research Resources.</p>		Leadership Team, Human Resources Manager, Head of Research and Graduate Studies
			<ul style="list-style-type: none"> Implement Institute postgraduate and career researcher teaching policies across all schools. <p>Category: Research Resources.</p>	30 th November 2022	Leadership Team, Human Resources Manager, Head of Research and Graduate Studies
			<ul style="list-style-type: none"> Revise research supervision time allocation model whilst conducting an audit regarding 	30 th June 2023	Heads of School,

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<p>current School/Department resources for supporting research supervision time allocation in line with the OECD review</p> <p>Category: Research Resources.</p>		Heads of Department, Head of Research and Graduate Studies, HR Manager
6	Broaden local initiatives (such as research days and local training) to enable Institute-wide engagement and sharing of knowledge and expertise in research	DkIT welcome this recommendation and will action accordingly (see "Planned Actions"). The PRG strongly agreed with this action and were of the view that measures to build a greater cross-Institute sense of connection would be very positive.	<ul style="list-style-type: none"> Implement a research supervisor mentoring or "buddy system" for new academic staff. Aligned to PRG Rec: None, agreed area of improvement. Category: Research Supports and Training. 	1 st September 2023	Head of Research and Graduate Studies, Heads of School, Heads of Department
<ul style="list-style-type: none"> Review all research training initiatives and ensure fit for purpose 			Ongoing	Head of Research and Graduate Studies, Postgraduate Research Supervisors and Students	
<ul style="list-style-type: none"> Re-establish the Institute wide postgraduate researcher conference. Aligned to PRG Rec: 5, 6, 7, 8, and 10. Category: Research Culture and Community. 			30 th September 2023	Research Office, Heads of School, Heads of Department	
<ul style="list-style-type: none"> Ensure DkIT registered postgraduate research students receiving a DCU award are connected to the DCU-DkIT postgraduate researcher community. Aligned to PRG Rec: 5, 6, 7, 8, and 10. Category: Research Culture and Community. 			June 2023 (PRG priority)	Head of Research and Graduate Studies	

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<ul style="list-style-type: none"> Review the role of researchers on the GRSB sub-committee to ensure their voice is consistently represented (standing student voice item on agendas) <p>Category: Research Governance and Management.</p>	30th June 2023	Registrar's Office, Graduate Studies Office
			<ul style="list-style-type: none"> Implement specific training to the postgraduate research and supervisory communities regarding the quality assurance processes associated with postgraduate research provision. <p>Category: Quality Assurance and Enhancement</p>	30th June 2023	Registrar's Office, Graduate Studies Office
			<ul style="list-style-type: none"> Communicate the operation and governance structures of the DCU-DkIT Graduate School to all staff and students in particular underlining the equal nature of the collaborative partnership. <p>Category: Research Communications and Provision of Information</p>	30th June 2023	DCU Registry, DCU Graduate Studies Office, DkIT Registrar's Office, DkIT Graduate Studies Office
7	Ensure consistency across the Institute in provision of existing generic and transferable skills training	DkIT welcome this recommendation and will action accordingly (see "Planned Actions").	<ul style="list-style-type: none"> Explore access to DCU accredited postgraduate research training for DkIT students. Point to discuss in respect of Phase 2 of the partnership evolution, and hence could be raised under the engagement suggested in recommendations 1 and 2. 	Ongoing	Head of Research and Graduate Studies

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<p>Category: Research Supports and Training.</p>		
			<ul style="list-style-type: none"> Explore access to DCU postgraduate research resources for DkIT students 	Ongoing	Head of Research and Graduate Studies
			<ul style="list-style-type: none"> Ensure all postgraduate research students have annual skills training audits with their supervisory teams through provision of training to research supervisors. <p>Category: Research Supports and Training.</p>	31 st May 2023 (PRG Priority)	Head of Research and Graduate Studies, Heads of School, Heads of Department, Postgraduate Research Supervisors
			<ul style="list-style-type: none"> Monitor the annual training audits and link to annual progression. <p>Category: Research Supports and Training.</p>	31 st May 2023 (PRG Priority)	Heads of School, Heads of Department, Graduate Studies Office
			<ul style="list-style-type: none"> Review research training programmes for staff and students annually and implement enhancements as required in accordance with best practice and stakeholder feedback. <p>Category: Research Supports and Training.</p>	31 st May 2023, 31 st May 2024, 31 st May 2025 (PRG Priority)	Head of Research and Graduate Studies, Graduate Studies Office
			<ul style="list-style-type: none"> Enhance policies and procedures training for postgraduate research students. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Supports and Training</p>	31 st May 2023, 31 st May 2024, 31 st May 2025 (PRG Priority)	Head of Research and Graduate Studies, Graduate Studies Office, Registrar's Office

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<ul style="list-style-type: none"> • Organise institutional formal and informal gatherings across the postgraduate research community. <p>Aligned to PRG Rec: 5, 6, 7, 8, and 10. Category: Research Culture and Community.</p>	Ongoing	Head of Research and Graduate Studies, Graduate Studies Office
			<ul style="list-style-type: none"> • Review and enhance the communications strategies relating to postgraduate research provision. For example ensure a regular email bulletin informing all students about developments and opportunities for funding, training/support and career development. <p>Aligned to PRG Rec: 5, 6, 7, 8. Category: Research Communications and Provision of Information.</p> <ul style="list-style-type: none"> • Enhance postgraduate research policies and procedures training for staff involved with postgraduate research (including targeted awareness campaigns). <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Supports and Training.</p> <ul style="list-style-type: none"> • Prioritise interview training for all current and potential research supervisors. <p>Aligned to PRG Rec: None, agreed area of improvement. Category: Research Supports and Training.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>September 1st 2023</p>	<p>Graduate Studies Office, Marketing and Communications Office</p> <p>Graduate Studies Office, Marketing and Communications Office</p> <p>Head of Research and Graduate Studies, Graduate Studies Office</p>

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<ul style="list-style-type: none"> Provide career planning for all postgraduate researchers. Aligned to PRG Rec: 5, 6, 7, 8, and 10. Category: Research Culture and Community. 	September 1 st 2023	Head of Research and Graduate Studies, Graduate Studies Office
8	Offer in-person induction programmes for postgraduate research students who joined DkIT during the earlier part of the pandemic in order to supplement the online induction that they received and an annual “refresher” for continuing students on available facilities and supports	DkIT welcome this recommendation and will action accordingly (see “Planned Actions”).	<ul style="list-style-type: none"> Biannual Postgraduate Induction Programme implemented with refresher training for all postgraduate research students. 	Ongoing	Head of Research and Graduate Studies, Graduate Studies Office
			<ul style="list-style-type: none"> Broaden scope of Postgraduate Induction Programme with a suite of focused workshops concentrating on specific institutional supports and policies. 	Ongoing	Head of Research and Graduate Studies Graduate Studies Office
9	Plan for the consistent long-term management of laboratory space, research materials and data across the Institute, taking cognisance of the projected growth of postgraduate research student numbers and ambitions for research	DkIT welcome this recommendation and will action accordingly (see “Planned Actions”).	<ul style="list-style-type: none"> Ensure Institute management (middle management and senior management) take cognisance of the resources (e.g. space, facilities, lecturer buy-out) required to expand postgraduate research provision and strategically plan accordingly in the short to medium term. 	Ongoing	Leadership Team, Head of Research and Graduate Studies, Registrar’s Office
			<ul style="list-style-type: none"> Ensure all research data is managed in accordance with the Institute research data management policy, across all academic schools. 	Ongoing	Head of Research and Graduate Studies, Heads of School.
			<ul style="list-style-type: none"> Ensure all student supports provided by Student Services are accessible to the postgraduate researcher community and are 	30 th June 2023	Leadership Team, Head of Academic Administration and

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
			<p>available for the full duration of the calendar year.</p> <p>Category: Research Resources.</p>		Student Affairs Manager
			<ul style="list-style-type: none"> Attempt to create a centralised postgraduate researcher space which will depend upon the availability of capital funding. <p>Aligned to PRG Rec: 5, 6, 7, 8, and 10. Category: Research Culture and Community.</p>	30 th June 2025	Leadership Team, Estates Office
			<ul style="list-style-type: none"> Actions in recommendation 4 address building capacity around the management of research assets. 		
10	Ensure that existing good practices and processes for Independent Panel Members are applied consistently across the Institute.	DkIT welcome this recommendation and will action accordingly (see “Planned Actions”).	<ul style="list-style-type: none"> Devise and implement detailed guidelines concerning the role of Independent Panel Members in line with DCU policy Provide annual training concerning roles and responsibilities. Monitor the effectiveness of Independent Panel Members and ensure policy is fit for purpose 	<p>30th November, 2022</p> <p>1st December 2022 and ongoing</p> <p>Ongoing</p>	<p>Head of Research and Graduate Studies, Graduate Studies Office</p> <p>Head of Research and Graduate Studies, Graduate Studies Office</p> <p>Head of Research and Graduate Studies, Heads of School, Heads of Department,</p>

	Recommendation	Response to Recommendation	Planned Action(s)	Completed By	Responsibility
					DkIT GRSB

3. Summary of 1-Year Actions and Expected Outcomes

This section summarises activities expected to be undertaken in the next 12 months and their expected outcome(s).

It should be noted that the activities documented below are front loaded in Year 1 which has been necessary in order to achieve a credible enhancement plan. In addition some actions are ongoing in nature and these have been highlighted in Section 4 where appropriate. Careful monitoring of these actions across the full 3 year cycle will be required to ensure effective implementation, the identification of perceived barriers to success and the implementation of a risk mitigation plan.

Planned Action(s)	Expected Outcomes
<ul style="list-style-type: none"> Revisit and review the context and intent of the collaborative partnership/relationship between DCU and DkIT. There was general consensus from both collaborative partners that this needs to take place as a matter of urgency. 	Signed Collaborative Partnership Agreement between DCU and DkIT in place allowing DkIT to maintain its upward trajectory in doctorate (NFQ Level 10) provision and research.
<ul style="list-style-type: none"> Broaden the scope of the research collaborations between both partners as envisaged in the initial agreement (MOU 2012) when the Graduate School was established. 	Expansion of current research collaborations into areas of mutual benefit between DCU and DkIT so as to allow both institutions to respond rapidly and effectively to the evolving external research funding landscape.
<ul style="list-style-type: none"> Engage with Quality and Qualifications Ireland (QQI) or possibly an existing Technological University (TU) to sustain the Institute's ability to make awards at NFQ Level 10 awards. 	Allowing DkIT to award at NFQ level 10.
<ul style="list-style-type: none"> Agree a senior management meeting schedule with DCU to cover the duration of the relationship. 	Enhanced strategic co-operation across various areas which are mutually beneficial to both institutions.
<ul style="list-style-type: none"> Prioritise the addition of 1 FTE Grade V administrator into the Graduate Studies Office 	Enhanced administrative support shall allow knowledge regarding Graduate Studies to be aligned to several key individuals whilst allowing stronger support to academic schools.
<ul style="list-style-type: none"> Review current library research databases with a view to expansion of same 	Enhanced strategic planning with regard to database purchases with increased budget allowance.
<ul style="list-style-type: none"> Devise and Implement "Research Access Policy" to ensure appropriate access to research facilities for all researchers with ongoing review 	Allow the provision of 24 hour 7 day a week access for research community to institute facilities when and where required.

<ul style="list-style-type: none"> Ensure that the updating of the DkIT postgraduate research degree regulations, and subsequent approval at the DkIT Academic Council, is better aligned with that of DCU's updating of the regulations and approval at DCU's Academic Council. 	Maintaining the highest provision of quality assurance practices concerning postgraduate provision within DkIT whilst aligning with DCU as the awarding body.
<ul style="list-style-type: none"> Ensure full adoption, where appropriate, of all DCU Postgraduate Research (PGR) forms and supporting policies. 	Maintaining the highest standard of provision of quality assurance practices.

As outlined on page 19 and continued here, this section summarises activities expected to be undertaken in the next 12 months and their expected outcome(s):

Planned Actions	Expected Outcomes
<ul style="list-style-type: none"> Enhance the information, quantitative and qualitative as appropriate, being provided in the (DkIT) Annual Report to DCU GRBSB, with agreement by both collaborative partners. This would involve providing new or enhancing existing information on withdrawals, completion rates, appeals. Information on feedback mechanisms being adopted for postgraduate research (i.e. postgraduate student and staff feedback, etc.) will also be considered. 	This shall result in a more rounded complete analysis of the current state of postgraduate research provision in DkIT each academic year. It shall enable DkIT to ascertain any barriers to success in its ongoing provision of postgraduate research education which ensure appropriate strategic planning.
<ul style="list-style-type: none"> Establish a postgraduate researcher alumni society. 	Added value to graduates for future career progression. Sharing of knowledge from past graduates regarding career development for existing postgraduate researcher community. In addition, allows DkIT to ascertain the strength and quality of its provision in terms of career development.
<ul style="list-style-type: none"> Develop of a risk mitigation strategy in relation to postgraduate research studies completion by students. 	Improved completion rates of postgraduate research students.
<ul style="list-style-type: none"> Re-establish the DkIT postgraduate research society. 	Building of postgraduate researcher community for cross fertilisation of ideas and experiences whilst removing sense of isolation experienced by some postgraduate researchers.
<ul style="list-style-type: none"> Reinforce with Institute staff the importance of the role of the DkIT research community in the DkIT registered postgraduate students lifecycle and in the collaborative partnership. 	Will reinforce the importance of postgraduate research provision across all areas in DkIT and ensure equal strategic footing as undergraduate provision.

<ul style="list-style-type: none"> • Ensure that DkIT GRPB and DkIT GRSB schedule of meetings is published on the DkIT website (part of a wider issue relating to the management of documentation associated with the DkIT Quality System). 	Alignment with best practice in quality assurance for postgraduate research provision.
<ul style="list-style-type: none"> • Develop a student and staff handbooks specific to postgraduate research provision. 	Allows staff, current and future postgraduate research students to have all information to hand with respect to their roles, responsibilities and what supports the Institute offers for postgraduate provision.
<ul style="list-style-type: none"> • Ensure DkIT registered postgraduate research students receiving a DCU award are connected to the DCU-DkIT postgraduate researcher community. 	Removal of disconnect felt by DkIT postgraduate research students from the awarding body DCU. Allows students from both institutions to share knowledge and experience.
<ul style="list-style-type: none"> • Ensure all postgraduate research students have annual skills training audits with their supervisory teams through provision of training to research supervisors. 	Allow identification of skills gaps for individual research students and inform future training programmes at institute and local level.
<ul style="list-style-type: none"> • Monitor the annual training audits and link to annual progression. 	Will ensure formal training is valued and linked to progress monitoring. This should be monitored at local and institute level.
<ul style="list-style-type: none"> • Review research training programmes for staff and students annually and implement enhancements as required in accordance with best practice and stakeholder feedback. 	Allow identification of skills gaps for individual research students and inform future training programmes at institute and local level. In addition will allow institutional training supports to remain flexible in adapting to the changing external requirements.
<ul style="list-style-type: none"> • Ensure all student supports are accessible to the postgraduate researcher community and are available for the full duration of the calendar year. 	Improved postgraduate research student experience and recognition that research is a full calendar year activity.
<ul style="list-style-type: none"> • Create a centralised postgraduate researcher space. 	Building of postgraduate researcher community for cross fertilisation of ideas and experiences whilst removing sense of isolation experienced by some postgraduate researchers.
<ul style="list-style-type: none"> • Devise and implement detailed guidelines concerning the role of Independent Panel Members in line with DCU policy • Provide annual training concerning roles and responsibilities 	Improve the effectiveness of the IPM role for both supervisors and postgraduate research students and align more strongly with DCU policy.

<ul style="list-style-type: none"> • Monitor the effectiveness of Independent Panel Members and ensure policy is fit for purpose 	
<ul style="list-style-type: none"> • Implement Institute postgraduate and career researcher teaching policies across all schools. 	<p>Improved career development opportunities for postgraduate and career researchers with the development of their teaching skills. Rebalancing of teaching commitments for academic staff between 3rd and 4th level so as to ensure academic staff have more time for research activities with an emphasis on postgraduate research supervision</p>

4. Summary of 3-Year Actions and Expected Outcomes

This section summarises activities expected to be undertaken in a 3-year timeframe, (not including Year 1 activities, and their expected outcome(s)).

Planned Action(s)	Expected Outcomes
<ul style="list-style-type: none"> • Broaden the scope of the research collaborations between both partners as envisaged in the initial agreement (MOU 2012) when the Graduate School was established. 	<p>This is an ongoing action over the three year period and shall allow the expansion of current research collaborations into areas of mutual benefit between DCU and DkIT so as to allow both institutions to respond rapidly and effectively to the evolving external research funding landscape.</p>
<ul style="list-style-type: none"> • Periodically review full-time administrative support in the DkIT Research and Graduate Studies Office in the context of the projected growth of postgraduate research student numbers 	<p>This is an ongoing action over the three year period and will enable to institute to identify gaps in support structures and mitigate against any perceived barriers to the expansion of postgraduate provision.</p>
<ul style="list-style-type: none"> • Ensure DkIT GRSB meeting agendas include national and institutional policy and procedural updates with respect to postgraduate research provision. 	<p>This is an ongoing action over the three year period and will ensure DkIT is aligned with national and institutional policy in an evolving external landscape.</p>
<ul style="list-style-type: none"> • Ensure that governance meeting documentation (agendas, minutes, etc.) management is consistent across the Institute. 	<p>This is an ongoing action over the three year period and shall ensure all internal stakeholders are managing postgraduate provision across the campus in a consistent fashion.</p>
<ul style="list-style-type: none"> • Ensure that documentation submitted by the DkIT GRPBs to the DkIT GRSB is complete before submission. 	<p>This is an ongoing action over the three year period and shall ensure a seamless approach to governance increasing the effectiveness of both GRPBs, GRSB and their alignment with DCU GRSB.</p>

<ul style="list-style-type: none"> • Ensure consistent implementation of postgraduate research student feedback mechanisms in accordance with DkIT policies and procedures. <p>This includes the annual postgraduate research student feedback survey and the bi-annual PGR StudentSurvey.ie survey, neither of which were implemented consistently during the quality review period 2014 – 2021. The PRG stated in the report that students would support this, given the quality of feedback derived from engagement with the student body as part of the review visit.</p>	<p>This is an ongoing action over the three year period and will ensure DkIT utilises the postgraduate research student feedback to improve its quality of postgraduate research provision.</p>
<ul style="list-style-type: none"> • Ensure outputs of annual monitoring activities are circulated and reviewed by the appropriate research governance structures (DkIT GRSB and Academic Council as appropriate). 	<p>Shall allow DkIT to identify both the strengths and weaknesses in postgraduate provision and whilst identifying specific student related challenges so as to mitigate against same.</p>
<ul style="list-style-type: none"> • Review the management of postgraduate research information (policies and procedures, governance meetings documentation, etc.) to ensure consistency both internally and externally. 	<p>Will ensure DkIT is aligned with best practice and shall allow all staff and learners up to date information.</p>
<ul style="list-style-type: none"> • Review School research governance structures to ensure they are fit for purpose. 	<p>This shall ensure a seamless strategic approach to postgraduate and research provision across DkIT which will enhance delivery and learner and researcher experience.</p>
<ul style="list-style-type: none"> • Revise and annually update the Institute’s online provision of information and polices regarding postgraduate provision 	<p>This is an ongoing action over the three year period so as to ensure all internal and external stakeholders have up to date visibility of all relevant policies and procedures with respect to postgraduate provision.</p>
<ul style="list-style-type: none"> • Ensure timely communication to all internal stakeholders regarding policy and procedure changes, etc. with relating to postgraduate research provision. 	<p>This is an ongoing action over the three year period with the same outcome as above mentioned previous action.</p>
<ul style="list-style-type: none"> • Implement a research supervisor mentoring or "buddy system" for new academic staff. 	<p>This shall ensure all early career and emerging research supervisors can avail of experienced research supervisors knowledge and expertise at an early stage so as to identify any skills development required. This will ultimately lead to an improved postgraduate research student</p>

	learner experience whilst also lead to an increased research supervisory capacity across all academic schools in DkIT.
<ul style="list-style-type: none"> Review all research training initiatives and ensure fit for purpose 	This is an ongoing action over the three year period and will ensure the training needs of both staff and postgraduate research students are aligned with best practice and what is required to address the evolving external environment needs in terms of postgraduate research provision.
<ul style="list-style-type: none"> Re-establish the Institute wide postgraduate researcher conference. 	This will ensure all postgraduate research students feel part of a wider community whilst allowing them to disseminate their research to a wider audience.
<ul style="list-style-type: none"> Explore access to DCU accredited postgraduate research training for DkIT students. <p>Point to discuss in respect of Phase 2 of the partnership evolution, and hence could be raised under the engagement suggested in recommendations 1 and 2.</p>	This is an ongoing action over the three year period and shall identifying possible opportunities available to DkIT students to avail of DCU accredited postgraduate research training notwithstanding the financial and strategic barriers which may arise.
<ul style="list-style-type: none"> Review research training programmes for staff and students annually and implement enhancements as required in accordance with best practice and stakeholder feedback. 	This is an ongoing action over the three year period and will ensure the training needs of both staff and postgraduate research students are aligned with best practice and what is required to address the evolving external environment needs in terms of postgraduate research provision.
<ul style="list-style-type: none"> Organise institutional formal and informal gatherings across the postgraduate research community. 	This is an ongoing action over the three year period and it will ensure all postgraduate research students feel part of a wider community and allow cross fertilisation of not only research ideas between researchers but allow them to share their experience of postgraduate provision at DkIT.
<ul style="list-style-type: none"> Review and enhance the communications strategies relating to postgraduate research provision. For example ensure a regular email bulletin informing all students about developments and opportunities for funding, training/support and career development. 	This is an ongoing action over the three year period and will allow all internal stakeholders to be informed and up to date on all postgraduate provision hence leading to an enhanced supervisory and learners experience.

<ul style="list-style-type: none"> Enhance postgraduate research policies and procedures training for staff involved with postgraduate research (including targeted awareness campaigns). 	
<ul style="list-style-type: none"> Prioritise interview training for all current and potential research supervisors. 	This shall ensure graduating postgraduate research students are equipped with the required skills to secure their next stage of employment in their careers.
<ul style="list-style-type: none"> Provide career planning for all postgraduate researchers. 	This shall ensure all postgraduate research students are equipped with the required skills to secure their next stage of employment in their careers and to allow them to effectively plan, over the life course of their research degree, so as to ensure they are aware of the direction of their careers.
<ul style="list-style-type: none"> Biannual Postgraduate Induction Programme implemented with refresher training for all postgraduate research students. 	This is an ongoing action over the three year period and will ensure all postgraduate research students possess the most up to date knowledge around postgraduate provision within DkIT.
<ul style="list-style-type: none"> Broaden scope of Postgraduate Induction Programme with a suite of focused workshops concentrating on specific institutional supports and policies. 	This is an ongoing action over the three year period and will widen and deepen the knowledge of what supports are available for postgraduate provision.
<ul style="list-style-type: none"> Audit current and future space requirements per academic School for expansion of postgraduate research provision and advise senior management of same for strategic planning purposes. 	Allow DkIT to effectively strategically plan for the expansion of postgraduate provision. To identify risks and challenges and implement a mitigation strategy.
<ul style="list-style-type: none"> Regarding IPMs, Provide annual training concerning roles and responsibilities and monitor the effectiveness of Independent Panel Members and ensure policy is fit for purpose 	This is an ongoing action over the three year period and will improve the effectiveness of the IPM role for both supervisors and postgraduate research students.
<ul style="list-style-type: none"> Revise the Institute's workload model and HR policies and procedures to ensure research supervision is valued. 	Recognition and reward for research supervision by the institute allowing staff the time to engage in postgraduate research supervision
<ul style="list-style-type: none"> Revise research supervision time allocation model whilst conducting an audit regarding current School/Department resources for supporting research supervision time allocation. 	Recognition and reward for research supervision by the institute allowing staff the time to engage in postgraduate research supervision

Response (including Enhancement Plan) submitted by Dundalk Institute of Technology (DKIT):

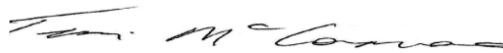
Signed:



Dr Brendan Ryder
Head of Academic Planning and
Quality Assurance,
Dundalk Institute of Technology (DKIT).

Date: 10th October 2022.

Signed:



Dr Tim McCormac
Head of Research and Graduate Studies,
Dundalk Institute of Technology (DKIT).

Date: 10th October 2022.

Signed:



Dr Sheila Flanagan,
Vice-President for Academic Affairs
and Registrar,
Dundalk Institute of Technology (DKIT).

Date: 10th October 2022.

5. Appendices

Quality Committee (for the Self-Assessment Report)

The self-assessment phase of the Quality Review was led by quality review committee at Dundalk Institute of Technology (DkIT). Specifically DkIT established a Quality Review Committee (QRC) Committee whose membership was as follows (in accordance with DCU's quality assurance policies and procedures):

Name	Role
Dr Brendan Ryder	Chair (Head of Academic Planning and Quality Assurance, Registrar's Office)
Dr Tim McCormac	Vice Chair, Head of Research and Graduate Studies
Mr Pat McCormick	DkIT Graduate Research Studies Board (Chair)
Professor Joseph Stokes*	DCU Dean of Graduate Studies, DCU Graduate Studies Office <i>*Advice only, not formal role</i>
Dr Edel Healy	Chair, DkIT Graduate Research Programme Board (GRP) - School of Health and Science.
Dr Gerard (Bob) McKiernan	Chair, DkIT Graduate Research Programme Board (GRP) - School of Informatics and Creative Arts.
Dr Thomas Dooley	Chair, DkIT Graduate Research Programme Board (GRP) - School of Engineering.
Dr Patricia Moriarty	Chair DkIT Graduate Research Programme Board (GRP) - School of Business and Humanities.
Professor Keith Thornbury	Director, Smooth Muscle Research Centre (SMRC).
Professor Fergal McCaffery	Director, Regulated Software Research Centre (RSRC).
Professor Eleanor Jennings	Director, Centre for Freshwater and Environmental Studies Research Centre (CFESRC)
Dr Daithi Kearney	Co-Director, Creative Arts Research Centre (CARC).
Dr Julie Doyle	Director, Netwell/Casala Research Centre
Dr Fergal O'Rourke	Director, Centre for Renewables and Energy Research Centre (CREDIT).
Orla Lynch	Research Office Manager.
Dr Breda Brennan	Head of Department Representative (School of Health and Science).

Dr Ronan Lynch (replaced Dr Adele Commins who was on maternity leave).	Head of Department Representative (School of Informatics and Creative Arts).
Mr Coleman Ledwith	Head of Department Representative (School of Engineering).
Dr Brian Boyd	Head of Department Representative (School of Business and Humanities).
Ms Aine Brady	1 st Year Postgraduate Student Representative
Mr Stuart Quinn	DkIT Finance Officer

Peer Review Group Members

The Peer Review Group (PRG) who conducted the assessment membership was as follows:

Name	Role
Professor David Croke	Chair of PRG; Former Director of Quality Enhancement, Royal College of Surgeons (RCSI)
Professor Huw Lewis	Former Dean of Graduate Studies, University of Limerick (now retired).
Jane Wellens	Head of Graduate School, Financial and Business Services, University of Nottingham.
Professor John Costello	School of Physics (former Dean of Faculty of Science and Health), Dublin City University (DCU).
Professor Enda McGlynn	School of Physics, DCU and member of DCU Quality Promotion Committee (QPC) - Rapporteur.
Christina O'Keffee	Doctoral student (and member of DCU Graduate Research Studies Board (GRSB)) - Student reviewer

Quality Committee (for the Quality Enhancement Plan)

The Quality Enhancement Plan was developed by the Head of Academic Planning and Quality Assurance and the Head of Research and Graduate Studies in collaboration with the DkIT Graduate Research Studies Board (GRSB) (excluding the DCU Dean of Graduate Studies) whose membership is as follows (as at the time of the Quality Review):

Name	Role
Mr Pat McCormick	Chair of DkIT GRSB, Head of Department of Department of Engineering Trades and Civil Engineering.
Dr Tim McCormac	Vice- Chair of DkIT GRSB, Head of Research and Graduate Studies.
Dr Brendan Ryder	Head of Academic Planning and Quality Assurance, Registrar's Office.

Dr Sheila Flanagan	Vice-President for Academic Affairs and Registrar, Dundalk Institute of Technology.
Dr Michael Mulvey	President, Dundalk Institute of Technology.
Professor Joseph Stokes	Dean of Graduate Studies, Graduate Studies Office, Dublin City University (DCU).
Dr Edel Healy	Chair, DkIT Graduate Research Programme Board (GRP) - School of Health and Science), Dundalk Institute of Technology.
Dr Gerard (Bob) McKiernan	Chair, DkIT Graduate Research Programme Board (GRP) - School of Informatics and Creative Arts), Dundalk Institute of Technology.
Dr Thomas Dooley	Chair, DkIT Graduate Research Programme Board (GRP) - School of Engineering), Dundalk Institute of Technology.
Dr Patricia Moriarty	Chair DkIT Graduate Research Programme Board (GRP) - School of Business and Humanities), Dundalk Institute of Technology.
Dr Moira Maguire	Head of Learning and Teaching, Representative from the Centre for Excellence in Learning and Teaching, Dundalk Institute of Technology.
Dr Fiona Fearon	School of Business and Humanities representative of the Graduate Research Programme Board (GRP), Dundalk Institute of Technology.
Dr Wayne Doherty	School of Engineering representative of the Graduate Research Programme Board (GRP), Dundalk Institute of Technology.
Dr Catherine O'Connor	School of Health and Science representative of the Graduate Research Programme Board (GRP), Dundalk Institute of Technology.
Dr Claire Fitch	School of Informatics and Creative Arts representative of the Graduate Research Programme Board (GRP), Dundalk Institute of Technology.
Dr Eoin Clancy	School of Engineering Elected member of the DkIT Academic Council, Dundalk Institute of Technology.
Dr Jennifer Fegan	School of Business and Humanities Elected member of the DkIT Academic Council, Dundalk Institute of Technology.
Dr Conor Brady	School of Business and Humanities Elected member of the DkIT Academic Council, Dundalk Institute of Technology.
Hammond Antwi Sarpong	Representative of the postgraduate research student body.
Ms Aideen Gaynor	Secretariat.