

UNIVERSITY COLLEGE CORK
NATIONAL UNIVERSITY OF IRELAND, CORK

QUALITY IMPROVEMENT/QUALITY ASSURANCE

PEER REVIEW GROUP REPORT

CHAPLAINCY

ACADEMIC YEAR 2007/08

DATE: 29TH MAY 2008

MEMBERS OF THE PEER REVIEW GROUP

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(Chair)

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TIMETABLE OF THE SITE VISIT

The timetable for the site visit is attached as Appendix A.

METHODOLOGY

The Peer Review Group acted as a single group throughout. At its first meeting, Fr. Michael Paul Gallagher was appointed Chair and Mr. Paul Moriarty was appointed Rapporteur. All members of the Peer Review Group were present for all interviews and discussions. Particular responsibility for specific topics was not assigned to any individual member. However, the external members did, of course, bring their specialist knowledge to bear on many issues, whilst internal members represented the views and concerns of the wider University community.

The Peer Review Group was facilitated in every way prior to and during the review visit.

SITE VISIT

The reviewers considered the schedule as prepared for the site visit to be appropriate, while noting the tight schedule for some of the meetings. The Peer Review Group

made some small changes in the timetable after they arrived in UCC in order to allow additional time for other meetings. This was facilitated and all details are in the timetable (Appendix A).

The visit to the facilities of the Chaplaincy incorporated most of the elements required, including a tour of facilities at Hillside and the Honan Chapel. The Peer Review Group was very impressed with the Honan Chapel itself, its unique collection of liturgical books, vestments and textiles and the passionate manner in which they were presented. It is regrettable however that the amount of time dedicated to this tour was at the expense of a formal tour of the facilities at Iona. Nevertheless, many of the meetings did take place in Iona, thereby affording group members a sense of most of its facilities. The Peer Review Group met all staff of the Chaplaincy, representatives of university staff and students of UCC, relevant Officers of the University and external representatives of the community with links to the Chaplaincy and the Honan Chapel.

PEER REVIEW GROUP REPORT

Initial drafting of the Peer Review Group Report commenced on the second evening of the Peer Review Group visit. All members took part in the discussions and formulation of recommendations for the final report. The Rapporteur finalised the first draft, subsequent to the visit. Communication with group members was then continued by email who responded with appropriate comments, factual corrections and additional recommendations. These were incorporated into the final report, which was re-circulated for approval by all members of the Peer Review Group.

The final report was agreed by all members of the review team.

OVERALL ANALYSIS

SELF-EVALUATION REPORT

The Self-Evaluation Report was comprehensive and well presented and was carried out in accordance with the guidelines as set out by the Quality Promotion Unit. It was clear and concise, particularly in outlining the findings from the SWOT analysis. The section on analysis of stakeholders' views both internal and external was thorough

and reflective and contained valuable feedback as well as a series of very useful ideas and recommendations. The Appendix section was informative, detailed and focused. The Peer Review Group would like to compliment everyone involved in producing the Self-Evaluation Report and for their efforts in gaining the views and ideas of the broad range of users of the Chaplaincy including students, staff, graduates and bishops. The Peer Review Group especially noted the surveying of the views of those attending weekday and Sunday liturgies in the Honan Chapel.

SWOT ANALYSIS

The Chaplaincy carried out a detailed SWOT analysis as part of the preparation for the Self-Evaluation Report. The analysis was facilitated by Mr. Tony Ó Riordan, Chief Executive Officer of the Midlands Simon Community. The participants identified key themes emerging from the S.W.O.T. They grouped these themes as follows:

- Key Strengths to be built on
- Key Weaknesses to be addressed
- Key Opportunities to be grasped
- Key Threats to be managed

It was apparent that this exercise was conducted in a very open, constructive and inclusive manner enabling all staff, as well as the student team, to contribute equally to evaluating the Chaplaincy's current activities and to present their ideas for future developments.

The Peer Review Group considered the detailed SWOT analysis submitted by the Department and agreed with the departmental views with some amendments as follows:

Key Strengths

1. The openness, hospitality and welcoming atmosphere of Iona and the Chaplaincy
2. Mission statement
3. Volunteering and Community service

4. The Honan Chapel and the quality of liturgies
5. The people (staff, student team and networks)
6. Comprehensive response to bereavement including the memorial services, the liaison with families and the Mass card service
7. Team spirit
8. Ecumenical nature of Chaplaincy
9. Retreats and pilgrimages
10. Excellent administrative support
11. Student Team

Key Weaknesses to be addressed

1. Iona: the Physical Building, its appearance and lay-out
2. Age and gender profile of Chaplains
3. Publicity: lack of awareness and even misunderstanding among many staff and students about the Chaplaincy
4. Unclear structures for linking with the four new Colleges and with other student services
5. Inadequate staffing levels
6. Insufficient budget provision
7. Informal structures for meetings
8. Lack of statistical information
9. Lack of clarity on Policies and Procedures
10. Lack of Job Description or appropriate contracts and lack of formal arrangements and relationship with Church authorities

Key Opportunities to be grasped

1. Increase in numbers of International and Post-Graduate students
2. Re-organisation of the University into four Colleges
3. Imminent new staff appointments due to retirements

4. High level of appreciation of the Chaplaincy among service users
5. Highly valued crisis and bereavement support among staff
6. Greater links with other Student Support services
7. The acquisition of “Hillside” by the Honan Trust
8. A search for meaning by students and staff.
9. The Centenary of the Honan Chapel (2016)
10. Witness to and promote lasting values in a materialistic image conscious environment

Key Threats to be managed

1. Difficulty in demonstrating the outcomes of much of this type of work
2. Secular ethos of the University and apathy in regard to faith
3. Alienation of many young people from Church
4. Students’ time schedules not allowing scope for extra-curricular activities
5. Danger of being perceived as irrelevant in a more pragmatic age.

BENCHMARKING

The Peer Review Group noted the universities that the unit benchmarked itself against and commended the unit for its efforts to look externally to Ireland. The benchmarking exercise involved visits to De Paul University, Chicago, Loyola University, Chicago, Oxford University and University College Dublin. While the panel acknowledged the value of each visit, especially noting the Volunteering project in De Paul University, it was felt that in future benchmarking exercises the Chaplaincy might consider benchmarking itself against universities more similar to UCC. The panel commended the summary of analysis of the services and the presentation of the data but would have welcomed a conclusions section which included indicators and comparisons across the four institutions and particularly with University College Dublin.

FINDINGS OF THE PEER REVIEW GROUP

At the outset the Peer Review Group wishes especially to acknowledge the professionalism and dedication of the staff of the Chaplaincy. The quality of service which such a unit is capable of delivering is ultimately dependent on the quality of the individuals available to deliver that service.

UNIT DETAILS

Background and History of Chaplaincy in University College Cork

2008 sees the centenary of the 1908 Education Act which made provision for the appointment of Deans of Residence in the constituent colleges of the National University of Ireland. Deliberate policy decisions had been made in Westminster forbidding the teaching of theology in these colleges. However these Roman Catholic priests, nominated by the local Catholic Bishop and appointed by the Governing Body, were given responsibility for accommodation standards, for discipline, for ensuring moral decency and for the provision of Catholic liturgy, formation and support in institutions that were nominally non-denominational. Thus, assisted by Lady Superintendents, the Deans of Residence provided for all pastoral care in NUI constituent colleges and acted *in loco parentis* to the students in their care throughout much of the twentieth century.

In UCC, the ability of the Dean of Residence to provide this care was greatly enhanced by the remarkable Honan bequest which in 1916 provided the splendid College Chapel, student accommodation and significant financial support.

Thus Chaplaincy has had a long tradition and a fundamental role in the provision of pastoral care to university students in Cork. Much change has occurred in recent decades. Student numbers have greatly expanded. A significant proportion of the earlier role of the Chaplains has been subsumed by the Counselling Service, the Health Unit, the Accommodation Office and the various other student-services providers. Responsibility for good order and conduct is no longer a part of their brief. The Honan Hostel no longer exists.

The challenges of a growing campus and a radically new society have required adaptation and development. Chaplaincy in UCC is still to the fore. Instead of being

marginalized, these developments have allowed for a broadening of vision and a shift in focus. And so, in recent years, the Chaplaincy team has expanded considerably since those early years. The Chaplaincy is no longer the sole preserve of Roman Catholic clergy. It strives to be ecumenical, inclusive, gender-balanced and responsive to the needs of both staff and students.

Over 150 weddings are celebrated in the Honan Chapel every year, generating significant income. Much repair and conservation work has been undertaken recently to the Honan Chapel. Reporting structures both within the Chaplaincy and within the University are being clarified and streamlined. A student team has been established and, in what is possibly the most significant development for Chaplaincy in UCC in recent times, a Mission Statement has been agreed which states:

‘The Chaplaincy team at IONA accompanies staff and students on their spiritual journey. In a welcoming and caring atmosphere we offer a listening ear. Inspired by the Scriptures we provide opportunities for a deepening of faith, for service of others and for worship. We seek in this way to be a Christian presence in UCC.’

UNIT PLANNING AND ORGANISATION

The reporting relationship of the Chaplaincy within the university is currently undergoing change. Until recently the Head of Chaplaincy reported to the Acting University Secretary. From 1st May 2008 the Head Chaplain, Fr. Seosamh Ó Cochláin (Fr. Joe Coghlan) reports to the Vice-President for the Student Experience, Mr. Con O’Brien. All team members report directly to Fr. Ó Cochláin.

There is a strong team spirit with every effort made to include each member in planning and decision-making irrespective of status: full-time, part-time, chaplain or administration. Team meetings occur on a weekly basis and there is a priority given to having two-day planning-meetings with an external facilitator on a bi-annual basis. The Peer Review Group noted that agendae are prepared for these meetings and minutes are formally written following the meetings. A lack of clarity was sensed around the responsibilities and roles of some of the team members and the Peer Review Group noted the absence of job descriptions or specifications in this regard.

The direction, structures and organisation of the Chaplaincy bear witness to the existence of strong leadership. Each team member spoke highly of the Head of

Chaplaincy and appreciated his commitment, passion, work ethic and vision while at the same time his ability to appreciate, value and accommodate difference.

List of User Groups

User Groups for The Chaplaincy Service include Students, Graduates and Staff of UCC. The service can on occasion be availed of by parents or guardians of students.

The Unit provided the following table showing the number of Users for the Chaplaincy – ‘Iona’ Lounge, ‘Iona’ Office and Mass Congregations. These numbers were taken over two weeks chosen at random:

Lounge: Head count of students every hour.

12/11/07 - 16/11/07

Time	Mon	Tue	Wed	Thu	Fri
10.15	3	5	6	6	2
11.15	11	11	10	11	7
12.15	8	9	7	13	4
13.15	9	11	12	13	6
14.15	11	9	15	11	7
15.15	8	12	8	4	37
16.15	8	11	9	5	11
17.5	12	14	11	11	8
18.15	11	16	8	4	7
19.15	18	7	40		8
20.15	10		20		3
21.15	3				
22.15					

4/12/07 - 8/12/07

Time	Mon	Tue	Wed	Thu	Fri
10.15	7	5	6	6	4
11.15	6	7	11	30	12
12.15	6	8	5	6	15
13.15	9	9	5	7	14
14.15	10	8	7	7	10
15.15	8	9	6	9	6
16.15	8	8	4	7	6
17.15	9	9	7	9	3
18.15	5	9	6	10	
19.15	12	7	3	30	
20.15	8	5		25	
21.15	6	4		10	
22.15					

Office:

12/11/07 – 16/11/07

Mon	Tue	Wed	Thu	Fri
18	15	17	15	10

Provided are outlined in “Functions of the Chaplaincy / Honan Chapel”.

Numbers at Mass

12/11/07 – 18/11/07

Mon	Tue	Wed	Thu	Fri	Sun
35	30	29	31	80	210

3/3/08 – 9/3/08 (during Lent)

Mon	Tue	Wed	Thu	Fri	Sun
55	45	51	48	200	250

SERVICES PROVIDED

1. A Liturgical and Worship Programme in the Honan Chapel

- Sunday Mass
- Daily Mass (with occasional participation in the Ministry of the Word from the Church of Ireland Chaplain)
- Morning Prayer every Monday
- Morning Prayer every morning during Advent and Lent
- Special Liturgies
- Memorial Services/Masses for deceased students, staff and their relatives
- A Liturgy before every conferring ceremony (over 20 per year)

2. Opportunities for Staff and Students to develop and express their personal prayer lives and spirituality

- Individual Prayer Guidance and Spiritual Direction
- Two weekend Retreats per year for staff in Glenstal Abbey (10 staff per retreat)
- Two Day Retreats for students in Glenstal Abbey (15 students per retreat)

- Retreats/Pilgrimages on European mainland for students [this year, Advent Retreat in Budapest (18), Holy Week in Seville (10), Camino de Santiago (12)].
- Two Weekend Retreats in Mercy House, Owenahincha (14 on each)
- Day Trips to local religious sites, e.g. Gougane Barra, Ballyvourney
- Busy Students' Retreat during term
- Candles and Cushions nights in Honan Chapel (Taizé style)
- Weekly Meditation Group
- Occasional Lectio Divina Groups
- RCIA Group

3. Opportunities for the Inculturation of Faith and the Evangelisation of Culture

- Student Homily Team for Ash Wednesday and Lent linking scripture with student life
- Structured reflection and discussion on faith and culture in Ireland and Europe in pilgrimage settings described above.
- Pottery and Art Groups (currently suspended due to change of premises)
- Occasional performances of Sacred Music with best available musicians and choirs (e.g. Mozart's Vespers, Haydn Mass, Pergolesi's Stabat Mater)
- Lectures on Art and Spirituality
- Book Club
- Film evenings

4. A Welcome and Hospitality Service

- Tea/coffee in Lounge all day (9.00 am-10.00 pm)
- Friendship Networks in Iona
- Coffee Mornings in association with student societies (S.V.P, Suas, One World)

- Receptions for First Years, Mature Students, International Students (one every two weeks)
- Tea/coffee and biscuits after Sunday Mass

5. Opportunities for Community Service and Collective Action for Common Good

- Two Volunteering Information Evenings per year
- Ongoing Information Service on volunteering opportunities
- Maintaining regular contact with service providers in Cork
- Funding of volunteers in developing world in Summer
- Yearly Charity Ball with the theme of “Action for Africa” (€22,000 raised last year)

6. Support for Vulnerable Staff and Students

- Visiting sick in hospital
- Visiting bereaved families
- Attending funerals of deceased students and staff and family members
- Providing a safe and comfortable environment where self help groups like AA, Al Anon, OE and NA can meet in anonymity and privacy
- Supporting above groups and giving individual members pastoral care
- Pastoral care of vulnerable staff and students and those going through difficult patches in their lives

7. An Ecumenical Environment

- Mission Statement to which we all give allegiance
- Ecumenical Services as described above
- Church of Ireland Chaplain reads Gospel two days per week at Mass
- Inter-Church participation in special liturgies and memorial services
- Meetings between Christian Union and Iona Student Team
- Facilitating the Romanian Orthodox Church

- Provision of a Prayer Room for all Christians

8. An Interfaith Environment

- Meetings with Muslim Cultural Society
- Attending end of Ramadan meal
- Organising an Indian Evening
- Providing Jewish student opportunity to teach Hebrew
- Annual Passover Meal

9. In addition to the work of the Chaplaincy the Honan Chapel provides:

- A wedding service to graduates of UCC (150 per year)
- Reception of tours organised by UCC and external bodies
- A venue for musical and other cultural events associated with UCC and CIT

10. The Dean of the Honan Chapel is:

- Secretary to the Board of Governors
- Bursar and Chief Executive Officer
- Responsible for staff and finance
- Responsible for maintenance and conservation of the Chapel
- Responsible for maintenance of “Molagga”, St. Clare’s Avenue and of “Hillside”, Donovan’s Road
- Responsible for development of and implementation of the programmes in “Hillside”

SERVICE STANDARDS

The Self-Evaluation Report contained the following documents outlining the standards to which the Chaplaincy operates:

- the “Code of Professional Ministerial Responsibility” from *Ethics in Pastoral Ministry* by Richard M. Gula

- Letter from the Irish Catholic Episcopal Conference (see attached Document)
- Standards for Third-level Chaplaincy as outlined in Draft Document from CN3 (Third-level Chaplains' Network) November 2006.

The Peer Review Group noted the Unit's lack of documented specific standard operating procedures and guidelines as relevant to its work in the context of University College Cork.

STAFF DEVELOPMENT

It was apparent to the Peer Review Group that staff development is a priority for the Chaplaincy. Team members have availed of courses internal to UCC in areas such as computers, health and safety, history of art and Greek as well as external courses in the area of spirituality. However, a significant means of personal growth through ministry is competent pastoral care supervision. It was noted that this area of development remains still largely unexplored.

BUDGET AND FINANCE

The Peer Review Group notes the breakdown of the Chaplaincy budget as follows:

Permanent staff:	50,572
Temporary staff:	222,438
Consumables:	<u>67,500</u>
<u>Total</u>	<u>340,510</u>

The Peer Review Group commends the fact that all Budgetary related matters are discussed at Core Team meetings. While the Chaplaincy Budget has increased in 2007-08, increased demands on the service indicate that this increase needs to continue, especially in regard to staffing.

The Peer Review Group notes with concern the ratio of the Temporary staff budget in relation to Permanent staff budget and recommends that Chaplaincy and UCC look to forthcoming opportunities of anticipated new appointments with a view to readdressing this imbalance. In addition, from an accounting/auditing point of view,

the panel feel that the allocation of a portion of one Chaplain's salary to the Consumables budget causes confusion.

While not the subject of this review, the Peer Review Group acknowledges the inclusion of many aspects of the work and functioning of the Honan Trust in the Self-Evaluation Report. To have entirely excluded this core aspect of the UCC Chaplaincy would have significantly devalued the Quality Review process for this unit. The Peer Review Group note the very significant monies invested by the Honan Trust in general and the Honan Chapel, through the 150 weddings facilitated annually, in particular. The Trust provides considerable resources and facilities to the UCC community, including the recently acquired house at Hillside. The University should be much more overt in recognizing such a substantial contribution.

GOVERNANCE

The Chaplaincy now reports to the Vice-President for the Student Experience, as described earlier.

There have been a number of appointments to the Unit over the past three years. The quality of these appointments is not in any doubt. The men and women working in the Unit are of the highest quality. However the structures for appointment are not satisfactory.

Under an historical arrangement with the Roman Catholic Diocese of Cork and Ross, the Bishop nominates a candidate for the post. This candidate is then either accepted or rejected by the University. In practice the candidate has always been accepted. A similar arrangement is in place for the provision of the Church of Ireland Chaplain through the auspices of the Church of Ireland Bishop.

It appears to the Peer Review Group that neither Church authority has a formal recruitment process before a nomination is made. The University does not interview the nominee. The Peer Review Group is of the opinion that this traditional arrangement cannot guarantee the appointment of the best possible candidate for the position of Chaplain.

Thus we suggest that, as a matter of urgency, the University engage with the authorities of both the Roman Catholic Church and the Church of Ireland with a view

to clarifying the respective expectations of Churches and University as regards Chaplaincy provision. Transparent recruitment and appointment procedures, designed to attract the best possible candidates, should be agreed and established. Agreement should also be reached on the provision of clear Job Descriptions for all members of the Unit. Agreement should also be reached on the provision of fair and appropriate contracts and conditions of employment that take account of the unique nature of chaplaincy work. These tasks are significant and urgent. In light of the new reporting structure recently put in place for Chaplaincy, it is an ideal and opportune time to begin this work

STAFFING

The Chaplaincy Team comprises

- Head of Department – Roman Catholic priest
- Two full-time and one half-time Chaplains – one Roman Catholic priest, one Church of Ireland priest, one Roman Catholic religious sister
- One Projects' Manager
- Administrator
- Student Team of thirteen – (funded by the Honan Trust)
- Methodist and Presbyterian Ministers – Part-time

Concern was continuously expressed to the Peer Review Group, not least by bishops that the number of chaplains has not increased in twenty-five years despite the significant increase in the numbers of students and staff during that time. The Peer Review Group developed the view that due to insufficient staffing levels the chaplains were 'kidnapped by urgencies at the expense of what is really important'. Indeed this was a view echoed time and again not only in meetings with Chaplaincy team members but also with staff and students. It is the view of the reviewers that another full-time chaplain should be appointed and that this appointment be preceded by a review of all roles and functions within the Chaplaincy. While all Chaplains should be available to students and staff and while all Chaplains should be involved in liturgy and associated activity, clear areas of particular responsibility should be assigned to

each individual member of the team. The Peer Review Group felt that too many functions and responsibilities are vested in the Head of Chaplaincy and that a more equitable apportioning of tasks and duties could benefit the service. Such a review would also help clarify the precise need for an additional Chaplain and give that person clarity before they would take up the position

The Peer Review Group share the concerns expressed by the Chaplaincy Team that of the Chaplains, five are male and only one female. Also, in terms of age profile, four are in their sixties, one is in his fifties and one in his forties. The SWOT Analysis identified “future appointments as an opportunity to address this imbalance”. As stated earlier, under ‘Governance’, there is an urgent need to address the inadequate appointment procedures for Chaplains. The current arrangements whereby there appears to be no formal agreed appointment procedure and no job description for University Chaplains are less than ideal.

ACCOMMODATION

The Peer Review Group recognises the enormous value and symbolic standing of the Honan Chapel. The Honan is considered a treasure in the minds of the University and wider Cork community. The Honan centenary will be an opportunity to enhance this and the reviewers acknowledge the impressive foundations which have already been laid to celebrate this.

The panel recognise the tension between the somewhat forbidding presence of Iona and the atmosphere of welcome and hospitality which is core to the mission of Chaplaincy and which is appreciated by so many. It also noted with concern that part-time chaplains have no space to see students in private.

The Peer Review Group welcomed the recent acquisition of Hillside and feels that this provides an opportunity to reflect on and develop a clear vision for all of the physical resources currently available to the unit. Reviewers recommend that consideration be given to the reorganisation of office space and to the possibility of entering into discussions with the Honan Trust about the possibility of moving some chaplaincy functions to Hillside. This could be an opportunity to consolidate – in proximity to the Honan, where a sense of disconnect currently exists.

The Peer Review Group was encouraged by the University Management Group's acknowledgement of the need to develop infrastructure to integrate, extend and coordinate student services and were impressed by the plans being mooted for a new purpose-built student centre with facilities for all student services, including Chaplaincy. They hope that these plans can be progressed and funding can be put in place in the very near future. The Peer Review Group see it as imperative that the Unit should not be obliged to operate in its present less than ideal surroundings for longer than is absolutely necessary.

It is imperative that the Unit is fully consulted when designing and designating space in any new Student Services Building so that the ethos of flexibility and openness that pervades IONA be preserved as far as possible. The provision of an adequately sized multi-denominational liturgical and reflective space in this building should be incorporated into this by University authorities.

COMMUNICATIONS

The Peer Review Group noted the excellent communications within the Unit supported and enhanced by regular meetings. The cohesiveness of the Chaplaincy was apparent to the reviewers as was the good rapport amongst all the staff.

The Peer Review Group acknowledged that the Chaplaincy has developed a quality web-site and brochures but notes from both the Unit's Self-Evaluation Report and from students and staff interviewed that general awareness of the Chaplaincy and its services still needs to be promoted. While staff of the Unit felt that there is a misunderstanding about what Chaplaincy is and offers, the Peer Review Group formed the view that this confusion of identity is largely contributed to by the multitude of names as well as locations associated with Chaplaincy: Iona; Hillside; Honan; Iona Society; Student Team; Chaplaincy. The Peer Review Group recommends that the Unit undergoes a comprehensive rebranding process with a view to clarifying its identity and communicating its mission.

The Peer Review Group noted the impact on the Chaplaincy of the demise of the UCC Newsletter, Eolas, in printed form as a vehicle for communication and recommends that the creation of a position on the Student Team for someone with marketing and communication skills be considered.

The Peer Review Group recognises the good relations between chaplaincy and other student services and supports the Unit's intentions to develop even greater links with other student support services particularly Disability Support Service, Student Health, Access and Student Counselling & Development.

UNIT CO-ORDINATING COMMITTEE & METHODOLOGY EMPLOYED IN PREPARATION OF THE SELF-ASSESSMENT REPORT

The Co-ordinating Committee comprising Fr. Dave McAuliffe, Chair, Sr. Bride Given, Secretary, Fr. Seosamh Ó Cochláin, Head of Department, Rev. George Hilliard, Chaplain, Ms. Gertie O'Donoghue, Department Administrator and Mr. Richard Davis, Projects' Manager, met on eighteen occasions. The Peer Review Group welcomed the inclusion of the Student Team in the SWOT Analysis, thereby broadening the scope of the reflective process.

RECOMMENDATIONS FOR IMPROVEMENT

The Peer Review Group carefully considered the recommendations (priorities) made by the Chaplaincy in the Self-Evaluation Report and have incorporated these, as deemed appropriate, in the following recommendations:

The Peer Review Group recommends that:

1. Appointment procedures for Chaplains be regularised as a matter of priority. Current arrangements disadvantage the Chaplaincy, Chaplains and the university and are not acceptable. The Peer Review Group recommends urgent engagement between the University and both Roman Catholic and Church of Ireland authorities to review previous arrangements and negotiate appropriate structures and procedures for both the appointment and removal of Chaplains which acknowledge the particular needs of the Churches, the University and the individual Chaplain and seek to do justice for all.
2. An additional Full-time Chaplain be appointed as a matter of urgency. The Peer Review Group are concerned by the excessive workload and demands on existing Chaplains due to the increase in student numbers over the past

twenty-five years as well as the significant changes in the profile of the student body. Also, in this regard:

- a. due consideration be given to the importance of age and gender balance in a Chaplaincy setting;
 - b. an increase of staff be linked to the refocusing of priorities including self-review of all activities.
 - c. job descriptions be established for all Chaplaincy personnel. There is an immediate need for clarity and transparency regarding job descriptions, including the status of the present chaplains.
 - d. job descriptions and process for appointment of members of student team be established.
3. The Chaplaincy review all space allocation within its control as a matter of urgency and consideration be given to;

In the short term (i.e. 12 to 18 months):

- a. the possibility of moving major chaplaincy functions to Hillside;
- b. the possibility of relocating the reception and administration office to the front of the building;
- c. the provision of office facilities for the part-time chaplains to enable them to meet students and staff in a private and dignified setting;
- d. specific times and space be allocated exclusively for staff;

In the medium term (3 to 5 years):

- e. the possibility, as part of the University's Student Services' plans, of moving the functions of both Iona and Hillside to one larger venue.
 - f. consideration be given to the allocation of an alternative, modern, student-friendly, flexible, interdenominational, multipurpose space in the planned new Student Centre
4. The Chaplaincy, as a priority, reviews and asserts its core identity and subsequently embarks on a process of re- branding.

5. Following re-branding, that immediate attention be given to how Chaplaincy publicises its presence, its message and its services. The Peer Review Group recommends greater use of information technology as well as other forms of media within UCC and the wider community to further this cause.
6. The university authorities recognise that Chaplaincy is very different to other departments; that many of its activities are difficult to quantify and contain the elements of spirituality and confidentiality. In addition much of Chaplaincy's work occurs out of college hours and sometimes off campus.
7. Notwithstanding point 6 above, more definite systems of self-review and data collection be put in place where possible which would provide valuable information about trends and effectiveness of certain activities. This data would prove a valuable resource when planning future directions as well as being helpful when seeking additional resources from the university.
8. The spiritual and academic nature of university ministry be strengthened. The Peer Review Group recommends the Chaplaincy to be less shy about overt expressions of faith; and that opportunities are created to engage the intellectual development of faith more critically. To be worthy of a University setting, a chaplaincy needs to give more priority to explicitly theological reflection on religious themes. New and novel means of engaging staff and students in this needs to be explored, including collaboration with student societies (e.g. debating society).
9. The Chaplaincy should continue to build relationships with students of non-Christian denominations. Chaplains should keep informed as to demographic trends in the University and in the wider community, particularly in the area of religious affiliation. The Chaplaincy should maintain a register of contact information for the main religious denominations and make it available to all students. The chaplaincy should avail of every opportunity to engage positively with non-Christian students and, where appropriate, with their ministers of religion. Furthermore, that the University consider the changing demographic in the student population and proactively faces the challenge of building good relationships with other non-Christian faiths and develops

appropriate arrangements to facilitate a presence on campus for non-Christian religions.

10. Given the nature of the restructuring of the University, consideration be given to the importance of establishing more definite links with each of the four colleges.
11. The structure of the Chaplaincy budgets be examined with a view to:
 - a. redressing the imbalance between the Temporary staff budget and the Permanent staff budget and
 - b. moving the Chaplain's salary from the Consumables to the Pay budget.
12. The University be much more overt in recognizing the substantial financial contribution of both the Honan Chapel and the Honan Trust to the Chaplaincy and thereby to the students and staff of the University.
13. Supervision for pastoral care offered by Chaplains be explored and where possible, implemented.

A final general comment:

It was striking that all the meetings and interviews conducted by the Peer Review Group gave clear evidence of the positive appreciation of the Chaplaincy by those in various levels of university life from senior management, academic staff, administrators and students, including those not directly involved in chaplaincy life. In contemporary Ireland, where the religious dimension is often described as marginal or mortally weakened, this was a pleasant surprise and offers a good foundation for future developments.

Appendix A

CHAPLAINCY

PEER REVIEW GROUP SITE VISIT TIMETABLE

In Summary

- Wednesday 16 April: The Peer Review Group arrives at the Kingsley Hotel for a briefing from the Director of the Quality Promotion Unit, followed by a meal with the Chaplaincy Co-ordinating Committee.
- Thursday 17 April: The Peer Review Group considers the Self-Evaluation Report and meets with Chaplaincy staff and student and stakeholder representatives. A working private dinner is held that evening for the Peer Review Group.
- Friday 18 April: The Peer Review Group meets with relevant officers of UCC. An exit presentation is given by the Peer Review Group to all members of the Chaplaincy. A working private dinner is held that evening for the Peer Review Group in order to finalise the report. This is the final evening of the review.
- Saturday 19 April: External Peer Review Group members depart.

Wednesday 16 April 2008	
16.00 – 18.00	Meeting of members of the Peer Review Group Briefing by Director of Quality Promotion Unit, Dr. N. Ryan. Group agrees final work schedule and assignment of tasks for the following 2 days. Views are exchanged and areas to be clarified or explored are identified.
19.00	Dinner for members of the Peer Review Group, Head of Chaplaincy and Chaplaincy staff. <i>Chaplaincy Staff:</i> Fr. Seosamh Ó Cochláin Mr. Richard Davis Rev. John Faris Sr. Bride Given Rev. Laurence Graham Rev. George Hilliard Fr. David McAuliffe Ms. Yvonne McGrath Ms. Gertie O'Donoghue
Thursday 17 April 2008	
Venue: Fr Seosamh Ó Cochláin's Office, The Chaplaincy, College Road	
08.30 – 09.00	Convening of Peer Review Group and consideration of Self-Evaluation Report
09.00 – 09.30	Fr. Seosamh Ó Cochláin, Head

09.30 – 10.30	<u>Meeting with all Chaplaincy staff</u> Fr. Seosamh Ó Cochláin Mr. Richard Davis Rev. John Faris Sr. Bride Given Rev. Laurence Graham Rev. George Hilliard Fr. David McAuliffe Ms. Yvonne McGrath Ms. Gertie O’Donoghue
10.30 – 11.00	Tea/coffee
11.00 – 13.00	<u>Private meetings with members of staff</u> 11.00 Fr. David McAuliffe 11.15 Rev. George Hilliard 11.30 Ms. Gertie O’Donoghue 11.45 Rev. Laurence Graham 12.00 Sr. Bride Given 12.15 Ms. Yvonne McGrath 12.30 Mr. Richard Davis 12.45 Rev. John Faris
13.00 – 14.00	Working private lunch for members of Peer Review Group
14.00 – 15.00	Visit to core facilities of the Chaplaincy, escorted by Fr. Seosamh Ó Cochláin, Head, and Mr. Richard Davis
15.00 – 15.30	<u>Representatives of UCC Students Union and other student bodies</u> Ronan Dennehy Cal Diolun Ross Frennet Padraig MacAmhlaoibh Kris McElhinney (Student Union President) John McHale Mairead O’Leary
15.30 – 15.45	Tea/coffee
15.45 – 16.15	<u>Representatives of UCC general student body</u> Yolanda Espolt Janusz Flakus Gus Ganda Jess Ganda Timothy Howard Sung O’Connor Denis Ryan Brian Yu
16.15 - 16.45	Mr. Michael Farrell, Corporate Secretary
17.00 – 18.30	<u>Meetings with representatives of stakeholders.</u> <ul style="list-style-type: none"> • Rev. Tom Clancy, local Parish Priest to the Honan Chapel, Church of the Holy Spirit, Dennehy’s Cross • Rev. Dr. Tom Deenihan, Diocesan Secretary, Cork & Ross Office (representing Bishop Buckley) • Ms. Anne Francis, Member of the RCIA • Rev. Gerard Garrett, Member of the Board of Governors, Honan Trust • Mr. Ronan Holohan, Director of Music, The Honan Chapel • Ms. Olivia Hussey, Past Graduate, former member of the Chaplaincy Student Team • Ms. Maria Kearney, conducts Pottery & Meditation sessions for Student Groups • Mr. Tim Kearney, Director of L’Arche

	<ul style="list-style-type: none"> • Ms. Brenda Keating, Nightline Team Trainer • Mr. Michael Kelleher, Member of the Board of Governors, Honan Chapel & former UCC Bursar • Sr. Jo McCarthy, conducts the Busy Students Retreat annually for the Honan Chapel • Rev. George Murphy, Parish Priest, Minane Bridge (parish of the Chairman of the Student Team, Paul McCarthy) • Ms. Jean O’Leary, regularly attends the Honan Chapel • Mr. Michael O’Leary, research student, regularly attends the Honan Chapel • Sr. Brigid O’Sullivan, conducts the Busy Students Retreat annually for the Honan Chapel • Ms. Máire Áine Bean Uí Aodha, Member of the Board of Governors, Honan Trust
19.00	Meeting of Peer Review Group to identify remaining aspects to be clarified and to finalise tasks for the following day followed by a working private dinner for members for the Peer Review Group
Friday 18 April 2008 Venue: Fr. Seosamh Ó Cochláin’s Office, The Chaplaincy, College Road	
08.30 – 09.00	Convening of Peer Review Group
09.00 – 09.30	<u>Meeting with Heads of Colleges</u> Professor David Cox, Head of College of Arts, Celtic Studies and Social Sciences Professor Patrick Fitzpatrick, Head, College of Science, Engineering & Food Science Mr Michael Hanna, College Manager, College of Medicine & Health (representing Professor Robert McConnell, Acting Head)
09.30 – 10.15	<u>Representatives of Chaplaincy Student Team</u> Claire Davis Alan Dromey Edmond Forrest Paul McCarthy Janice Twomey Freda Wilkinson
10.15 – 10.45	<u>Representatives of Student Support Services</u> Mr. Donnacha O’hAodha, Manager, Áras na Mac Léinn Ms. Suzanne Buckley, Support Officer, International Students’ Office Mr. Denis McDonald, Administrative Officer, Student Union Ms. Mary O’Grady, Disability Support Officer Dr. Carmel Quinlan, Mature Students’ Officer
10.45 – 11.00	Tea/coffee
11.00 – 11.30	Mr. Con O’Brien, Vice-President for Student Experience
11.30 – 12.15	<u>Representatives of UCC Staff</u> Professor Francis Douglas, Department of Education & Deputy Head, College of Arts, Celtic Studies and Social Sciences Dr. John Hayes, Department of Electrical and Electronic Engineering

	<p>Dr. Donal Hurley, School of Mathematical Sciences Dr. Claire O'Reilly, Department of German Ms. Mary Steele, Administrator, International Students' Office Ms. Anne Wallace, College of Business & Law Mr. Colman Quain, Administrator, Faculty of Commerce</p>
12.15 – 12.30	Mr. Cormac McSweeney, Finance Office
	Venue from 12.30 onwards: Tower Room 1
12.30 – 14.00	Working lunch for members of Peer Review Group
14.00 – 14.30	Fr. Seosamh Ó Cochláin, Head
14.30 – 17.00	Preparation of first draft of final report (tea/coffee at 15.30)
17.00 – 17.30	Exit presentation to all staff made by the Chair of the Peer Review Group, summarising the principal findings of the Peer Review Group.
19.00	Working private dinner for members of the Peer Review Group to complete drafting of report and finalise arrangements for completion and submission of final report.