



UCC

Coláiste na hOllscoile Corcaigh, Éire
University College Cork, Ireland

UNIVERSITY COLLEGE CORK

QUALITY IMPROVEMENT/QUALITY ASSURANCE

PEER REVIEW GROUP REPORT

DEPARTMENT OF FOOD BUSINESS & DEVELOPMENT

COLLEGE OF BUSINESS & LAW

ACADEMIC YEAR 2010/11

Date: 4th January 2011

PEER REVIEW GROUP MEMBERS

Professor Chris Curtin, School of Political Science & Sociology, NUI Galway

Dr. Janet Haddock-Fraser, Kent Business School, University of Kent, UK

Mr. Conor Healy, Cork Chamber of Commerce, Cork

Professor Ken Higgs, School of Biological, Earth & Environmental Sciences, University College Cork

Dr. Deirdre Madden, Department of Law, University College Cork

TIMETABLE OF THE SITE VISIT

The timetable for the site visit is attached in Appendix A. The timetable was suitable and adequate for the purposes of the site visit.

PEER REVIEW

Methodology

The members of the Peer Review Group convened on the afternoon of the first day and considered the timetable and the purposes of the site visit and of the review itself. Professor Chris Curtin was appointed as Chair of the Peer Review Group and Dr. Deirdre Madden agreed to act as Rapporteur. The members of the Group divided for some of the elements of the site visit, as indicated in detail in the timetable (Appendix A). However views were exchanged following each meeting between all members. The external members focussed in particular on the disciplinary specific aspects of the activities of the Department. All members engaged with all aspects of the review.

Site Visit

The site visit was very informative and the meetings with staff, students, external stakeholders and Officers of the University were very valuable and assisted the Peer Review Group in forming views and recommendations for improvement. The site visit included a tour of the facilities used by the Department and a visit to the Library to consider the extent of the holdings and their relevance to the discipline.

Peer Review Group Report

The Peer Review Group commenced drafting the report on the morning and afternoon of the second full day of the site visit. In particular, the members of the Peer Review Group considered their findings and recommendations for improvement whilst in UCC. The report was finalised subsequent to the site visit via email communications and was agreed by all members of the Group.

OVERALL ANALYSIS

Self-Assessment Report (SAR)

The Peer Review Group would like to compliment the Department on the comprehensive data provided in the SAR and in the supplementary appendices. Additional information, when requested, was readily available and provided in a timely fashion. The Peer Review Group commends the Department on their energy, enthusiasm, engagement and commitment to the self-assessment process. The Peer Review Group was impressed by the willingness of the staff to engage in open, frank and constructive discussion.

The Department was favourably commented on by its students, in particular in relation to the approachability of the staff and their interest in the welfare of the students across all programmes offered. Senior management in the University recognised and acknowledged the innovative and enterprising approaches to teaching and to all academic activity by the department. The external stakeholders valued the contribution of the multidisciplinary activities to the wider society. This is clearly a department with a good track record, an excellent work ethic and with significant potential opportunities for greater impact and development nationally and internationally. These opportunities could potentially place the department in a more favourable position in an uncertain exchequer funding environment in the future.

At this point in time the Department faces challenges which are recognised and identified in the SAR and in the SWOT analysis.

Challenges

The PRG formed the opinion that in order to develop and move forward strategically, the Department must recognise that their current situation, with regard to teaching commitments in particular, is unsustainable and that there is an urgent need to prioritise activities, in particular in regard to the teaching workloads being carried by the majority of academic staff. It is important to note that this was the first recommendation of the 2001-2 Peer Review Group Report. Some of the implications that follow from this excessive teaching workload include the inability to provide a high quality service to students in tandem to delivering a high quality research output.

The PRG noted that some of the challenges identified in this Report have already been clearly recognised in the Department's own SAR. The PRG commented on the need for a strategic approach to these challenges and to identify immediately the key projects to deliver on the strategic imperatives. A plan of action is required with specific objectives and this should be implemented as a matter of urgency. Success in meeting these objectives will require strong and decisive leadership supported by full engagement and cooperation of all staff of the department.

In particular, the Department needs to put in place a more streamlined management structure, a more focused teaching programme, more clearly defined research programmes/clusters and to develop improved relationships with external stakeholders. These recommendations are discussed further below.

Management and organisation

The PRG noted the relatively large number of committees involved in the management structures of the Department and were of the opinion that it is unnecessary to have such a complicated management structure in a department of this size. Instead, a departmental management team should be established with a small number of academics (say, 3-4) and a representative of administrative support. This group should work closely with the College of Business and Law Recruitment Officer, the HR Partner, Financial Analyst, etc. This departmental management team should take the lead in development of an annual departmental operational plan with key deliverables identified and specific targets with

timelines. This should be accompanied by an annual work plan for each member of staff and a mentoring programme for all staff. The work plan should include all relevant aspects of work undertaken with respect to teaching including supervision and assessment duties and associated admin duties. The Department should facilitate early career staff in finishing doctorates by appropriate means. This is supported in the recommendations for improvement detailed in Research Quality Review Report 2009 for the Department.

Recommendations

1. There should be a streamlining of management structures, with a reduction of number of committees.
2. A departmental management team should be established with a small number of academics and a representative of administrative support.
3. The Head and Deputy Head of Department and senior staff should avail of all opportunities for in-house leadership/ management training and staff development offered by UCC.
4. The Performance Management Review System in place in UCC should be implemented within the Department.

Staffing

The PRG recommends that the University should, as a matter of urgency, release the Senior Lecturer post recently filled following interview and allow the recruitment process to be completed. However, it should be noted that the filling of this post will not negate the need to implement the other recommendations contained in this report. The PRG agrees with the Department that this post is of very high strategic importance to the future success of the Department.

A review of administrative arrangements in the Department needs to be undertaken to enable a more flexible assignment of tasks among the administrative staff. The PRG noted that the administrative office is currently closed to students for two days every second week. The PRG is concerned that this does not enable a good quality experience and service to be provided for students and may also result in academic staff time being spent on providing information to students during the times that the office is closed.

The Department should utilise the budgets allocated by College for administrative support backfill arrangements when necessary, e.g. special projects, which are available on an hourly basis on application.

Recommendations:

5. The Senior Lectureship post recently filled following interview should be released and the appointment completed as a matter of urgency.
6. A review of administrative arrangements within the Department should be undertaken with a view to enabling a more flexible assignment of tasks.
7. The budget allocated by the College of Business and Law for administrative support backfill arrangements should be availed of for special projects.

Teaching & Learning

The PRG acknowledged the commitment to teaching at all levels within the Department. It was noted that students felt staff were very supportive, very accessible to students and very dedicated to student welfare. However, the PRG agreed that some issues concerning the teaching and learning activities of the Department need to be reviewed and considered as a matter of urgency.

The PRG noted the high student drop-out rates (especially in first year in some of the programmes), and recommended that this be investigated in order to counter the trend. The PRG also noted that there appears to be a lack of careers advice or advice and guidance concerning available opportunities for postgraduate studies. The Department does engage alumni to give guest lectures, particularly at postgraduate level. There are no scholarships available to students. The Department should consider giving formal recognition in terms of credits for the 'show case' given the amount of time and preparation put in by students for this important event. Other issues observed by the PRG included the lack of coordination of continuous assessment submission dates with too many pieces of work due at same time.

The PRG noted that there is a limited range of languages available in Masters Degree programmes and supported expansion of the options available. The PRG considers that a complete review of all teaching programmes (Undergraduate and Postgraduate) across the entire Department is required as a matter of extreme urgency as the current teaching load of

the academic staff is unsustainable and damaging to the careers of staff. The PRG were of the opinion that all programmes should be reviewed with a view to identifying synergies, facilitate communications, improve efficiencies, develop appropriate coordination of all teaching programmes, and improve integration. This should be done through the appointment of a Director of Undergraduate Programmes and a Director of Postgraduate Programmes in the department or through the appointment of a Director of Learning across all programmes. This should result in the removal of any duplication at module level and the facilitation of cross teaching between programmes. This review should also be informed by a comprehensive market analysis with external stakeholders across each of the three thematic clusters presently within the Department.

Although the PRG appreciates the dedication shown by academic staff in relation to student supervision, the frequency of meetings and the amount of time spent on such activities is excessive. The PRG recommends that the level of contact between supervisors and students should be reviewed to determine what is appropriate bearing in mind the needs of students and the importance of self-directed learning, particularly at post-graduate level. Opportunities for development of more student-centred learning should be considered with a view to encouraging learners to take more ownership of their learning.

The possibility of employing postgraduate students for seminar or tutorial work should also be examined as this would be beneficial for the students in terms of transferable skills as well as lessening the heavy workload of academic staff.

Actions on the points given above would allow the department to continue to deliver its programmes efficiently and effectively and would free up time for development of research and external relations. The appointment of a Director of Learning within the department would facilitate coherence between the programmes, provide support for students in learning and understanding and for development of generic, transferable and specific skills for students and ensure students understand the relevance of the modules they are taking.

The PRG recommends that the procedures for placement be reviewed, including timetabling and guidelines for staff, students and employers on the requirements. It was recognised that the inclusion of a placement was a great asset to the programmes in the department but that

greater organisation is required to ensure the maximisation of benefit for students and employers from the placement.

The PRG noted that the Department addressed many of these issues in the SAR and welcomed and endorsed the recommendations made by the Department to address these issues.

Recommendations on teaching and learning

8. A complete review of all teaching programmes (UG and PG) across the entire department is required as a matter of extreme urgency with a view to exploring synergies/consolidating offerings to become more efficient and reduce teaching loads.
9. A director of learning should be appointed within the Department to ensure teaching oversight across all programmes in the Department. Alternatively this role could be undertaken by two separate appointments for the undergraduate and postgraduate programmes.
10. Opportunities for more student centred learning should be explored.
11. The amount of contact and supervision at module level needs to be reviewed.
12. Postgraduate students should be employed for seminar and tutorial work to assist in alleviating teaching workloads and provide additional transferable skills to students.
13. Ensure that students have appropriate prerequisites for modules undertaken in the programmes.
14. Provide feedback on assessments in a timely and appropriate fashion.
15. Institute a system of regular feedback and module assessment from students.

Recommendations on student skill sets

16. Focus on the skills set being acquired by students and the extent to which this fits the needs of future employers.
17. Provide training to students on writing skills, particularly in relation to reports.
18. Provide a module on communication and problem solving.

19. Provide appropriate career and postgraduate advice.
20. Placement procedures should be reviewed, in particular in relation to timetabling, guidelines for students and employers.

Research

The PRG acknowledged and commended the overall assessment score of 4 achieved in the recent Research Quality Review and the achievements in research to date.

However, the PRG was concerned at the level of research output from the unit in recent years particularly with the retirement of key staff since the Research Quality Review census period. The PRG considered that an important factor affecting the research output is the inadequate time available to staff to conduct research and publish due to the excessively high teaching workload.

There is a need to develop a research strategy for the Department which will maximise cooperation with other areas of the university. This strategy should focus on existing research clusters and appoint leaders for each cluster who can define targets for the amount and quality of research output both for the unit and for individuals, e.g., at least one peer reviewed paper per year per staff member. This will help to enhance the research culture amongst all staff of the Department.

Recommendations:

21. A regular staff - postgraduate student seminar series should be established which would facilitate the development of a research culture and sharing of experiences amongst all staff and postgraduate students, especially research students.
22. A system of research mentoring for early career staff should be put in place immediately. Time and thought needs to be given to how all staff can be supported to develop and enhance research capability and priority should be given to staff completing their doctorates.
23. The department should improve its research profile by increasing its research output in peer reviewed journals by approving the division of staff into clusters with a leader to assist and support development of research excellence in these clusters.

The PRG endorses the recommendations of the Department in regard to these issues, in particular the maintenance of strong research links with food scientists in SEFS and health professionals in the College of Medicine and Health, and external institutions, in particular joint research projects in the UCC-Teagasc Strategic Alliance, Centre for International Development and the proposed Food Institute.

External relations

The PRG commended the relationships built up to date with alumni and employers in particular. However, the PRG was concerned that this aspect of departmental activities seems to be diminishing in some areas where there were previously significant strengths, perhaps due to the overload of teaching responsibilities. The PRG noted and endorsed the recommendation from the Department about the need to increase development in this area of external activity. It also formed the opinion that the strong support received to date from its external stakeholders was a resource that the Department should make better use of, for example, the organisation of guest lectures, workshops etc., as this would provide useful opportunities to students to gain insight into the application of their theoretical knowledge in the work place and the skill sets sought by employers.

Recommendations:

24. The external marketing of programmes offered by the Department needs to be improved.
25. The Department should review the range of its programmes in line with external requirements and in response to market opportunities and to staff workload.
26. Both undergraduate and postgraduate programmes should be promoted in the context of demand for food graduates nationally & internationally.
27. There is a need to leverage opportunities across the three areas covered by the department currently, especially in food sector with a particular focus on food business areas.
28. There is a need to engage with other leading universities around the world (in food and food development).

29. The Department is advised to renew and strengthen links with the College of SEFS, especially the food-related disciplines. The Group suggested regular meetings/away days with staff in food science as one means of achieving this objective. Further engagement with Teagasc should also be considered a priority.
30. An advisory board with external input should be established to assist in the development of strategy and curriculum, facilitating links with external agencies, employers and other stakeholders.
31. External stakeholders should be invited to provide guest lectures, workshops etc.

Report on Implementation of recommendations for improvement arising from the First Quality Review of the Department of Food Business & Development, including the Centre for Cooperative Studies in 2001/02.

Introduction

The Department of Food Business & Development and the Centre for Co-operative Studies underwent a Quality Review in the academic year 2001/02. The following is a report on the progress made in the implementation of recommendations that had been made by the Peer Review Group and endorsed by the Quality Promotion Committee. Comment on the actions taken are included below as appropriate.

Abbreviations

PRG: Peer Review Group

Deans-EMG: Deans-Executive Management Group

SEDC: Staff Enhancement & Development Committee

SNDC: Student Needs & Curriculum Development Committee

FTE: Full-Time Equivalent

PG: Postgraduate

AC: Academic Council

HR: Human Resources

Finding/Recommendation of PRG		Recommendation of QPC following consideration of departmental views	Follow-up – October 2003	Follow-Up Report November 2010
1.	That workloads of academic and administrative staff be managed to ensure quality of teaching and research is maintained.	QPC endorsed recommendation and noted that it is a matter of good practice that workloads be identified and managed to ensure maximum efficiency in all departments. In particular the QPC expressed concern that adequate time would be allowed for research by academic staff.	The Department recognises the increasing workload demands that the new programmes (including distance education) has brought. The Department will seek to enhance the administrative support for the programmes by recruiting additional administrative support. In addition much of the routine work will be allocated to student help. The additional burden of the evening and Saturday workloads (in the distance education programmes) will also be taken	The Department needs to continue to work towards fully implementing the previous recommendations. To this end, a complete review of all teaching programmes (UG and PG) across the entire department is required as a matter of extreme urgency with a view to exploring synergies or consolidating offerings to

Finding/Recommendation of PRG		Recommendation of QPC following consideration of departmental views	Follow-up – October 2003	Follow-Up Report November 2010
			into consideration.	become more efficient and reduce teaching loads.
2.	That the Department should continue to work towards increasing student FTEs	QPC endorsed recommendation and suggested the Department consider the possibility of changing the name of the Department having regard to the marketing possibilities. The Department was also asked to consider possible strategic alliances with other departments in the Faculty of Commerce.	<p>The Department does have relationships with other Commerce departments and with Process Engineering but none of these lead to significant increases in FTEs.</p> <p>The Department is very concerned about the current model for calculating student FTEs. Teaching 10 credits to First Commerce students \approx 25 FTEs, the same as supervising 25 PhD students with no equivalence in workload.</p> <p>The Department has proposed a new undergraduate degree programme in “Development” and is currently going through the course approval process in the Faculty of Commerce. Issues of the title of the degree have arisen which must be addressed urgently by the Department and the Faculty of Commerce.</p> <p>The Department has also successfully launched the MBS (Food Marketing).</p> <p>It should be remembered that the Department is also teaching 130-140 FTEs in the distance education programmes, and that this important activity is not included in any picture of activities derived solely from on-campus FTE comparisons.</p>	Work is always on-going in relation to active student recruitment

Finding/Recommendation of PRG		Recommendation of QPC following consideration of departmental views	Follow-up – October 2003	Follow-Up Report November 2010
3.	<p>In Postgraduate programmes greater emphasis should be given to:</p> <ul style="list-style-type: none"> interactive teaching; regular personal supervision for research projects; training in research methodology 	QPC endorsed recommendation and noted that the Department is already planning to implement it.	<p>Implemented.</p> <p>The Department seeks to maximise opportunities for interactive teaching, where appropriate. A log is now being kept of date/time and topic of all meetings with postgraduates.</p>	<p>The Department should continue to explore opportunities for more student centred learning.</p> <p>Postgraduate and final year undergraduate students should be required to make presentations to their own cohort.</p> <p>The amount of supervisory contact at module level needs to be reviewed to enable students to engage in self-directed learning and to alleviate the supervision burden on staff.</p> <p>Postgraduate students should be employed for seminar and tutorial work to assist in alleviating teaching workloads and provide additional transferable skills to students.</p>
4.	Further development of research is desirable in areas of importance to support of community, regional and national development.	Recommendation endorsed; for action by Department	<p>Implemented.</p> <p>In the period October '02 – March '03 the Department brought in €198,868 of the total of €236,088 earned by the 7 departments (Economics, Accounting & Finance, Management & Marketing, Government, MIS, Commerce Faculty and FBD) in the Faculty of Commerce (≅ 84%). This total does not include the substantial sums</p>	<p>A regular staff - postgraduate student seminar series should be established which would facilitate the development of a research culture and sharing of experiences amongst all staff and postgraduate students, especially research students.</p> <p>A system of research mentoring</p>

Finding/Recommendation of PRG	Recommendation of QPC following consideration of departmental views	Follow-up – October 2003	Follow-Up Report November 2010
		allocated to the Department through the Dean of the Food Science & Technology Faculty for participation in the Department of Agriculture and Food Projects.	for early career staff should be put in place immediately. Time and thought needs to be given to how all staff can be supported to develop and enhance research capability.
5. Staff should be encouraged to take sabbatical leave to develop research.	SEDC committee of AC and HR Committee are currently discussing conditions for leave, in particular leave of absence for academic purposes. Perhaps clarification of conditions for leave, etc. may assist staff and the Department. The committee noted the willingness of the Department to facilitate leave where possible.	<p>The Department is doing everything to encourage staff to apply for sabbatical leave while recognising it is not always easy for individuals to arrange.</p> <p>The Dean of Commerce and the Department are concerned about the change in ambience of the sabbatical leave scheme which (in their view) ought to be regarded as a central focus in academic staff development.</p>	PRG noted that the University has put in place in 2009 a revised sabbatical leave policy to be implemented by the Colleges.
6. Staff should be encouraged to publish more in international journals	Recommendation strongly endorsed; for action by Department	<p>Implemented.</p> <p>An increasing number of departmental articles are being accepted by international journals. A contract has been signed with Oak Tree Press for a series of five books in co-operative/social studies.</p>	The department should improve its research profile by increasing its research output in peer reviewed journals by approving the division of staff into clusters with a leader to assist and support development of research excellence in these clusters.
7. That the issue of inadequate access to computer and related facilities for students be	QPC noted that this issue arises in all reviews. There is no easy solution and the problems of ageing computer equipment is increasing college wide while resources are	<p>Implemented.</p> <p>The Department secured significant funds from the University and from the retailing Programme offered by the Department to</p>	

Finding/Recommendation of PRG	Recommendation of QPC following consideration of departmental views	Follow-up – October 2003	Follow-Up Report November 2010
addressed	becoming scarcer.	re-equip the computer laboratory to an appropriate standard. The Department and Dean of Commerce would also support the need for additional open-access PCs within O’Rahilly Building.	
8. That the Department be associated with the Faculty of Food Science & Technology for budgetary purposes.	The QPC agreed that action on this recommendation be deferred pending discussions between the Head of Department and the Dean of Commerce.	Currently the funding allocations are inequitable. The Department of FBD is central/essential to the development and enhancement of business education in UCC. Strategic discussions are planned between the Head of Department and the Dean of the Commerce Faculty for this term. A report will be made to the QPC in due course. Funding arrangements must take account of the Department’s major role in two faculties.	The Department is now a member of the College of Business & Law for budgetary purposes.
9. The University should consider the implications for postgraduate education and training arising from the reduction in FTE weighting for PG students	The QPC noted that the weighting of PG students as 1 rather than 3 is a matter of policy and mirrors the HEA policy and practice. The university cannot unilaterally change the practice. However the university is actively considering means of resource allocation that are not based solely on FTEs.	See comment under recommendation 4 above. There are serious implications for strategic planning in academic departments with the current resource allocation model which considers weighting of PG students as 1 rather than a larger weighting.	On-going.
10. The university should develop a coherent policy on distance learning.	The QPC endorsed the recommendation and referred this to the SNCDC of AC for initial consideration, recommending that input from the Department among others be	The SNCDC is actively working on this. A workshop has been held in October 2003 and a report will be made within the next month to faculties and Academic Council.	Policies on distance education are under active consideration by the University.

Finding/Recommendation of PRG		Recommendation of QPC following consideration of departmental views	Follow-up – October 2003	Follow-Up Report November 2010
		sought.	Financing of distance education programmes by Government and by the University will have significant implications for the future of such programmes.	
11.	That the library budget be increased from 4% to 6%	The QPC noted that the library budget is under active consideration by the Deans-EMG currently. The QPC commented that departments should be considering the purchase of research journals from research income rather than from the core library budget.	The Department is currently using some of its own research funds to enhance the meagre funding available from the University for library resources.	
12.	The university should review the fee structure for non-EU PG students	The QPC noted that this issue is under active consideration currently.	Comment from Department: There is some confusion currently about the nature and implementation of the decision to charge 150% of EU fee to students from developing countries.	The fee structure is always under review by the University

Recommendations for Improvement

The Peer Review Group considered carefully all the recommendations for improvement contained in the Self-Assessment Report. The Group commended the department for their engagement with the exercise and for the thoroughness of the self-reflection. The PRG incorporated the recommendations for improvement made by the Department in the recommendations made in this report and as summarised below.

1. That there should be a streamlining of management structures, with a reduction of number of committees.
2. A departmental management team should be established with a small number of academics and a representative of administrative support.
3. That the Head of Department and senior staff should avail of all opportunities for in-house leadership/ management training and staff development offered by UCC.
4. That the Performance Management Review System in place in UCC be implemented within the Department.
5. The Senior Lectureship post recently filled following interview should be released and the appointment completed as a matter of urgency.
6. A review of administrative arrangements within the Department should be undertaken with a view to enabling a more flexible assignment of tasks.
7. The budget allocated by the College of Business and Law for administrative support backfill arrangements should be availed of for special projects.
8. A complete review of all teaching programmes (UG and PG) across the entire department is required as a matter of extreme urgency with a view to exploring synergies/consolidating offerings to become more efficient and reduce teaching loads.
9. A Director of learning should be appointed within the Department to ensure the implementation of these recommendations.
10. Opportunities for more student centred learning should be explored.
11. The amount of contact and supervision at module level needs to be reviewed.
12. Postgraduate students should be employed for seminar and tutorial work to assist in alleviating teaching workloads and provide additional transferable skills to students.
13. Ensure that students have appropriate prerequisites for modules undertaken in the programmes.

14. Provide feedback on assessments in a timely and appropriate fashion.
15. Institute a system of regular feedback and module assessment from students.
16. Focus on the skills set being acquired by students and the extent to which this fits the needs of future employers.
17. Provide training to students on writing skills, particularly in relation to reports.
18. Provide a module on communication and problem solving.
19. Provide appropriate career and postgraduate advice.
20. Placement procedures should be reviewed, in particular in relation to timetabling, guidelines for students and employers.
21. A regular staff - postgraduate student seminar series should be established which would facilitate the development of a research culture and sharing of experiences amongst all staff and postgraduate students, especially research students.
22. A system of research mentoring for early career staff should be put in place immediately. Time and thought needs to be given to how all staff can be supported to develop and enhance research capability and priority should be given to staff completing their doctorates.
23. The department should improve its research profile by increasing its research output in peer reviewed journals by approving the division of staff into clusters with a leader to assist and support development of research excellence in these clusters.
24. The external marketing of programmes offered by the Department needs to be improved.
25. The Department should review the range of its programmes in line with external requirements and in response to market opportunities and to staff workload.
26. Both undergraduate and postgraduate programmes should be promoted in the context of demand for food graduates nationally & internationally.
27. There is a need to leverage opportunities across the three areas covered by the department currently, especially in food sector with a particular focus on food business areas.
28. There is a need to engage with other leading universities around the world (in food and food development).
29. The Department is advised to renew and strengthen links with the College of SEFS, especially the food-related disciplines. The Group suggested regular meetings/away

days with staff in food science as one means of achieving this objective. Further engagement with Teagasc should also be considered a priority.

30. An advisory board with external input should be established to assist in the development of strategy and curriculum, facilitating links with external agencies, employers and other stakeholders.
31. External stakeholders should be invited to provide guest lectures, workshops etc.

Appendix A

DEPARTMENT OF FOOD BUSINESS & DEVELOPMENT

PEER REVIEW GROUP SITE VISIT TIMETABLE

In Summary

- Monday 8 November The Peer Review Group (PRG) arrives at the River Lee Hotel for a briefing from the Director of the Quality Promotion Unit, followed by an informal meeting with departmental staff members.
- Tuesday 9 November: The PRG considers the Self-Assessment Report and meets with departmental staff and student and stakeholder representatives. A working private dinner is held that evening for the PRG.
- Wednesday 10 November: The PRG meets with relevant officers of UCC. An exit presentation is given by the PRG to all members of the department. A working private dinner is held that evening for the PRG in order to finalise the report. This is the final evening of the review.
- Thursday 11 November: External PRG members depart.

Monday 8 November 2010	
16.00	Meeting of members of the Peer Review Group Briefing by Director of Quality Promotion Unit, Dr. Norma 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.
17.30	Professor Paul Giller, Registrar & Senior Vice-President
19.00	Dinner for members of the Peer Review Group
21.00	Informal meeting for members of the Peer Review Group, Head of Department of Food Business & Development and Departmental staff Department of Food Business & Development Staff: Ms. Bridget Carroll Dr. Nick Chisholm Dr. Seamus O'Reilly Professor Michael Ward (Head of Department)

Tuesday 9 November 2010

08.30	Convening of Peer Review Group	
09.00	Professor Michael Ward, Head of Department	
09.30	Group meeting with all departmental staff	
10.30	Tea/coffee	
11.00	<p>Private meetings with individual staff members</p> <p><u>Group 1</u></p> <p><i>Dr. Janet Haddock-Fraser</i></p> <p><i>Professor Ken Higgs</i></p> <p>11.00: Mary McCarthy 11.15: Mike Fitzgibbon 11.30: Aoife Sammon 11.45: Noreen Byrne 12.00: Edward Lahiff 12.15: Bridget Carroll 12.30: Stephen Onakuse</p>	<p>Private meetings with individual staff members</p> <p><u>Group 2</u></p> <p><i>Professor Chris Curtin</i></p> <p><i>Mr. Conor Healy</i></p> <p><i>Dr. Deirdre Madden</i></p> <p>11.00: Nick Chisholm 11.15: Seamus O'Reilly 11.30: Alan Collins 11.45: Monica O'Brien 12.00: Brid Drake 12.15: Mary O'Shaughnessy 12.30: Pat Enright</p>
13.00	Working lunch	
14.00	Professor Irene Lynch-Fannon, Head of College, Business & Law	
14.45	<p><u>Representatives of 1st and 2nd Year Students</u></p> <p>Ms. Kate Barry, 2nd Year FM & E Mr. Chris Coffey, 1st Year BFDFP Ms. Helen Fleming, 2nd Year FM & E Mr. James Hanafin, 1st Year FM & E Mr. Mark Kernan, 2nd Year BFDFP Ms. Ellen Kinzer, 2nd Year BFDFP Mr. Gavin O'Rourke, 1st Year FM & E Mr. Rueben Rose, 1st Year BFDFP</p>	
15.40	<p><u>Representatives of 3rd and 4th Year Students</u></p> <p>Mr. Luke Casey, 3rd Year BFDFP Ms. Alayna Fenton, 4th Year BFB Ms. Olivia Haentsch, 3rd Year BFB Ms. Ciara Nevin, 3rd Year BFB Mr. Maxwell Osonokwu, 3rd Year BFDFP Ms. Amy Stapleton, 4th Year BFDFP Ms. Heather Steacy, 4th Year BFDFP Mr. John Walley, 4th Year BFB</p>	
16.20	<p><u>Representatives of Graduate Students</u></p>	

	<p>Ms. Ciana Aspell, MBS Mr. James Cronin, MBS Ms. Jackie Delacy, MSc FB Mr. Eoin Gallagher, PGDIP Ms. Grainne Greehy, PhD Mr. Mark Newcombe, MSc Mr. Alan O'Brien, MSc FB Ms. Amy Jane Troy, PhD</p>
17.00	<p><u>Representatives of stakeholders, including past graduate and employers</u></p> <p>Ms. Laura Flanagan DePui, Johnson & Johnson Mr. Colum Hegarty, Pfizer Ireland Mr. Ryan Howard, CEO, South & East Cork Area Development Ltd. Ms. Mary O'Reilly, Lough Credit Union Mr. Ted O'Sullivan, Tutor Ms. Kathleen Prendergast, Clonmel RAPID Co-ordinator Mr. Liam Ryan, Supervalu Togher</p>
19.00	<p>Meeting of Peer Review Group to identify remaining aspects to be clarified and to finalise tasks for the following day, a followed by a working private dinner.</p>
<p>Wednesday 10 November 2010</p>	
09.15	<p>Convening of Peer Review Group</p>
09.15	<p>Visit to UCC Library, meeting with Ms. Margot Conrick, Head of Information Services and Ms. Ger Prendergast, Business & Social Sciences Librarian, Q+2, Boole Library.</p> <p><i>Dr. Janet Haddock-Fraser</i> <i>Professor Chris Curtin</i></p>
10.00	<p>Visit to core facilities of School, escorted by Professor Michael Ward & member of staff from the Department of Food Business & Development</p>
10.30	<p>Tea/coffee</p>
10.45	<p>Mr. Cormac McSweeney, Finance Office</p>
11.00	<p>Senior Management: Professor Peter Kennedy, Vice-President for Research Policy & Support Professor Grace Neville, Vice-President for Teaching and Learning</p>
11.45	<p>Preparation of first draft of final report</p>
13.00	<p>Working lunch</p>
14.00	<p>Continuation of work on preparation of first draft of final report</p>
16.40	<p>Professor Michael Ward, Head of Department</p>
17.00	<p>Exit presentation to all staff made by Professor Curtin, Chair of the Peer Review Group,</p>

	summarising the principal findings of the Peer Review Group. This presentation is <u>not</u> for discussion at this time.
19.00	Working private dinner for members of the Peer Review Group to complete drafting of report and finalisation of arrangements for completion and submission of final report.