South East Technological University

QQI CINNTE Institutional Review

Quality Improvement Plan

South East Technological University (SETU) embraced the CINNTE review process as an opportunity for collaborative engagement and continuous improvement, underpinned by our quality assurance systems and enhancement strategies[1].

The CINNTE review panel noted the considerable strides since establishment in 2022, towards building a single, cohesive framework for quality assurance and governance to underpin effective and systematic quality assurance processes.

The University has benefitted greatly from the reflective process required in advance of the review and also from the supportive approach adopted by the panel during their visit and in their report, to ensure the approaches taken will lead to the realisation of the University's ambitions.

SETU therefore acknowledges the importance of addressing all panel recommendations, as outlined in the following section. This is a major step toward the core ambition of a united multi-campus university under a single mission, vision, and set of values, all working toward a shared strategic plan.

On a positive note, SETU was pleased to accept the panel's commendation on its multi-campus ethos. This acknowledgment highlights the significant progress made in establishing a cohesive university community and fostering a shared sense of pride in the new identity as SETU. The University was also honoured by the panel's commendation of its role as a regional anchor institution, a crucial step in fulfilling its mission as a unified Technological University. This recognition affirms the commitment to driving the success of the South East of Ireland and establishing the region as a global leader in key sectors of the economy. Equally, SETU welcomes the commendation acknowledging the enthusiasm and commitment of its staff to the success and well-being of its students. This is a consequence of the dedication shown by staff members, who provide students with the support they need reflecting core values of inclusivity and student-centred support.

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[1] https://www.qqi.ie/sites/default/files/2025-04/south-east-technological-university-setu-cinnte-quality-review-report-2025.pdf

SETU Response to the CINNTE PANEL Recommendations

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Academic VP Responsible
	Governance and Structure				
1	The review team recommends that SETU continue its efforts to embed evidence informed decision-making in its structures and processes. This should include the development of robust data governance structures to ensure reliable, secure, and effective data management.	The University recognises the value in a robust data-driven, decision-making framework and is committed continuing its development of data gathering, analysis and governance. The Vice President for Strategy will lead the University Planned Actions.	Develop and execute a comprehensive plan through the Centre for Organisational Research, Data and Analysis (CORDA) to enhance data-informed decision-making informed by, amongst other things, ongoing insights generated as part of the SETU Realising Opportunities and Development (ROAD) programme. Continue to support and enhance CORDA in support of a more comprehensive data informed approach to our decision-making, specifically in the first instance through embedding CORDA in the university ROAD programme to model new approaches to institutional decision-making with regard to the curriculum and resourcing	Academic Year 2025-26 Academic Year 2024-25	Vice President Strategy Vice President Strategy

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Governance and Structure				
2	The review team recommends that SETU further promote the single location for accessing policy and regulatory documents and consider the most appropriate, accessible and effective channels for communicating policy developments to staff, students and other SETU stakeholders.	Clear communication through appropriate channels will help understanding of roles and responsibilities, increasing policy and regulatory adherence and reducing the risk of non-compliance.	The central location has been identified on the SETU website and all University data, policies and reports are located there Resources for internal communications to be identified	Academic Year 2025-26 Academic Year 2025-26	Vice President Governance/University Secretary Vice President Academic Affairs, Teaching & Learning

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Governance and Structure				
3	The review team recommends that SETU establish structures to strengthen the academic governance lines (horizontally and vertically) from senior leadership to Heads of Department, thus empowering Heads of Department as strategic, operational and governance agents	The SETU Realising Opportunities and Development [ROAD] programme is designed to achieve this recommendation. This includes the creation of new academic structures and governance lines, including new Senior Vice Presidents, Academic Executive Deans and Academic Structures.	The University will appoint three new Senior Vice-Presidents.	Academic Year 2025-26	President
			Academic restructuring project including Faculty creation and profiling, and developing the interface between Faculties and PMSS central offices	Academic Year 2025-26	President
			Local redesign and integration proceeding across a number of offices	Academic Year 2025-26	President
			The University to continue its strategy briefings and university-level "Think Tanks", as well as webinar, Change Network, and other initiatives in support of university-level communications and cultural development	Academic Year 2025-26	Vice President Strategy
			The University will offer an enhanced Leadership Development programme supplemented with enhanced management tools and supports.	Academic Year 2026-27	Vice President People, Culture &EDI

			Review and redesign University roles as part of a formal, planned organisational restructuring programme, in order to ensure parity across SETU campuses taking into account the national review of technical grades, the administrative job evaluation scheme, and the OECD report of academic contracts.	Academic Year 2026-27	Vice President People, Culture & EDI

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Strategy				
4	The review team recommends that work on the academic portfolio integration project and the academic delivery framework progress as a matter of urgency, with appropriate support and resources.	The University is committed to review and reshape its Academic Portfolio and to a coherent and consistently applied Academic Delivery Framework.	Complete the Academic Delivery Framework. Appoint Academic Integration Leads and completes an Academic Portfolio Project.	Academic Year 2024-25 Academic Year 2026-27	Vice President Academic Affairs, Teaching & Learning Vice President Academic Affairs, Teaching & Learning
5	The review team recommends that SETU implement a comprehensive, centralised communication strategy to ensure that all students, including undergraduates and postgraduates, are fully aware of the support services available.	SETU recognises the importance of clear and effective communications to all students, especially in relation to support services	Review forums and mechanisms for student communications, especially in relation to support services. Develop and implement a plan to further enhance communications to all students.	Academic Year 2025-26 Academic Year 2025-26	Chief Operations Officer Chief Operations Officer

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Academic VP Responsible
	Strategy				
6	The review team recommends that SETU invest in facilities to keep pace with its strategic goals and ambition levels. These investments would encompass teaching spaces, equipment, licences, and associated supports such as laboratory technicians.	The University will develop new infrastructure to accommodate growth and in support of regional innovation, notwithstanding the limitations of public funding. The University will also develop a comprehensive plan and supporting policies and processes to optimise the use of existing infrastructure in an inclusive, sustainable and efficient manner.	Recruit a Director of Capital Projects	Academic Year 2024-25	Vice President Finance/Financial Controller
			Develop a complete masterplan for SETU for the coming two decades and deliver new physical infrastructure	Academic Year 2025-26	Chief Operations Officer
			Progress new developments including: 1. One Health building on Glassworks site 2. Wexford campus	Academic Year 2026-27	Chief Operations Officer

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Student Experience				
7	The review team recommends that SETU establish structured and routine mechanisms for gathering and responding to student feedback at the institution, programme and module levels, adopting a 'we asked, you said, we did' approach.	SETU is committed to the provision of a supportive learner-centred experience.	Perform an SETU student survey in 2024-25 to continue the studentsurvey.ie canvassing of student opinion.

Widen access to student survey feedback analysis and presentation to all Faculties and programmes, in particular by availing of the iSAID project

Progress modular surveys, to complement data provided through the national studentsurvey.ie data | Academic Year 2024-25

Academic Year 2025-26

Academic Year 2025-26 | Vice President Student Experience

Vice President Student Experience

Vice President Student Experience |

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Student Experience				
8	The review team recommends that SETU fast track the establishment of a dedicated group, drawing from those with knowledge and expertise from across the organisation to address student retention issues. Further data should be gathered to inform the work of this group, such as breakdowns by student cohorts and demographics.	SETU is committed to prioritising retention and progression with the goal of exceeding national norms while preserving academic excellence	Develop a Retention Initiative led by the Student Experience Committee of Academic Council, with representation from management, students, academics and PMSS staff	Academic Year 2025-26	Vice President Student Experience
			Perform a university-wide thematic review of retention, with a subsequent Action Report to address this issue	Academic Year 2025-26	Vice President Student Experience / Vice President Academic Affairs, Teaching & Learning
			Develop a comprehensive dataset through the Centre for Organisational Research, Data and Analysis (CORDA) to inform the work of this group, including survey feedback and breakdowns by student cohorts and demographics.	Academic Year 2025-26	Vice President Strategy

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Student Experience				
9	The review team recommends that SETU give due consideration to providing a consistency of experience for all SETU students across all campuses – including the international student population, outgoing mobility students, research students, part-time and remote learners	The University recognises the need to ensure a consistent, accessible and equitable experience across all campuses	Publish an SETU Teaching, Learning and Assessment strategy.	Academic Year 2025-26	Vice President Academic Affairs, Teaching & Learning
			Continue to survey international students through the International Student Barometer	Academic Year 2025-26	Vice President Global Partnerships
			Publish a Student Charter	Academic Year 2024-25	Vice President Academic Affairs, Teaching & Learning
			Complete an Academic Portfolio Project Programme portfolio project to develop plans to elevate the quality of existing programmes, and to realise new opportunities across undergraduate and postgraduate offerings	Academic Year 2026-27	Vice President Academic Affairs, Teaching & Learning
			Through a cycle of programmatic reviews, create uniform academic structures	Academic Year 2026-27	Vice President Academic Affairs, Teaching & Learning

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Research				
10	The review team recommends that SETU give specific consideration to developing clearer structures for integrating postgraduate students, including formal induction programmes and a centralised role to oversee their experience.	The growth in postgraduate numbers, which is fundamental to the development of the technological university, will happen in a fashion that guarantees the quality of learning, engagement and student experience	Develop a support infrastructure to help postgraduate students from arrival and throughout their period of study.	Academic Year 2024-25	Vice President Research, Innovation & Impact
			Review the postgraduate induction programme with a view to enhancement	Academic Year 2025-26	Vice President Research, Innovation & Impact
			Benchmark feedback data and analysis to inform activities, such as through the National Survey results	Academic Year 2025-26	Vice President Research, Innovation & Impact
			Schedule a quality review of Postgraduate Studies	Academic Year 2025-26	Vice President Academic Affairs, Teaching & Learning

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Research				
11	The review team recommends that SETU consider measures to better integrate research students into the SETU research community.	The University commits to integration measures that recognise the merits inherent in a vibrant postgraduate community	Create mechanisms for the integration of postgraduate students into at least one research group	Academic Year 2025-26	Vice President Research, Innovation & Impact
			Conduct a best practice review exercise regarding the postgraduate representation structures within the Students' Union model and ensure that adequate training is offered to representatives	Academic Year 2025-26	Vice President Research, Innovation & Impact
			Enhance opportunities for cross-sharing of research experience	Academic Year 2025-26	Vice President Research, Innovation & Impact
12	The review team recommends that SETU identify mechanisms to reduce the teaching load of research-active staff to increase opportunities for research involvement, create additional supervisory capacity and increase opportunities to engage in research funding applications	The University should address opportunities for enhanced opportunities for research-active staff, while monitoring and awaiting outcomes from the national discussions on Workload Allocation Model	Offer sabbatical opportunities to staff which permit the buyout of lecturing time.	Academic Year 2024-25	Vice President Research, Innovation & Impact
			Publish an SETU Research Strategy, which includes a commitment to supporting staff access to PhD and professional doctorate study	Academic Year 2024-25	Vice President Research, Innovation & Impact
			Participate in the national conversation on academic contracts and a workload allocation model	Academic Year 2025-26	Vice President Research, Innovation & Impact/ Vice President People, Culture & EDI

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	Research				
13	The review team recommends that SETU ensure the availability of physical space on campus and accessibility to campus out of hours and throughout the year for research students.	Expanding space, staff, and income is fundamental to SETU's vision for success. Funding from TU RISE, the Technological Sector Strategic Projects Fund (TSSPF), and other sources, including industry co-funding and philanthropy, will be pivotal in strategically building the university's research capacity and infrastructure within its financial means.	Conduct a Space Review of existing infrastructure, to assess the availability of physical space and accessibility to campus out of hours and throughout the year for contract researchers and research students, leading to improved research capacity building and culture, allocation of research space and access to resources.	Academic Year 2025-26	Chief Operations Officer/Vice President Research, Innovation & Impact

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	External Engagement and Internationalisation				
14	The review team recommends that the SETU website be used as a centralised platform for publishing comprehensive quality data and improving transparency. This can be achieved by expanding the scope of information available on the website, including detailed evaluation reports, performance metrics, and data from initiatives	The new, award-winning www.setu.ie website has been developed with flexibility and scalability in mind, and it offers a strong foundation for serving as a centralised platform for publishing quality-related content. It has the potential to host comprehensive data, evaluation reports, and performance metrics in a clear and structured format, supporting its transparency goals.	The SETU website will be the location for collating and communicating University data, policies and reports	Academic Year 2025-26	Vice President Governance / University Secretary

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	External Engagement and Internationalisation				
15	The review team recommends that SETU widen its network of partnerships with industry and employers to ensure all students have suitable work placement opportunities, in particular as it works towards the goals of having placements on all programmes by 2028 and expanding its programme portfolio. In this context, SETU should consider proactively engaging with small and medium enterprises in the region to a larger extent than it has done so far through its legacy institutions.	The University is the regional anchor institution and positive change agent on the south east in multiple ways: a) The long-term impact of higher-level qualifications on employability and b) academic and research support to its network of industry and employer partnerships	As part of the planned reviews of the curriculum and of the SETU portfolio, ensure through a cycle of programmatic reviews and other mechanisms, that SETU delivers an engaged curriculum through: (1) Inclusion of work placement or equivalent on programmes, aligned to future careers, as appropriate; (2) Industry-expert involvement in programme design and delivery; (3) Pursuing, securing and sustaining professional accreditation for programmes where appropriate; (4) Creation of advisory industry boards at School/Faculty, Department, and programmes level as appropriate The University will expand opportunities for industry and employers to engage.	Academic Year 2025-26 Academic Year 2025-26	Vice President Academic Affairs, Teaching & Learning Vice President External Affairs

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	External Engagement and Internationalisation				
16	The review team recommends that SETU establish robust mechanisms for supporting students undertaking periods of study or internships abroad, and for monitoring that these mechanisms are consistently applied.	Most SETU major awards support international study options abroad for students and the university sustains a wide range of exchange agreements. SETU wishes to move towards more balanced mobility, by reaching a 35:65 ratio of outgoing to incoming students on international mobility experiences. This is consistent with the renewed focus on outward mobility in Global Citizens 2030.	The University will generate a development plan for Erasmus balanced mobility that expands the number of SETU students and staff participating in mobility programmes, broadens access for under-represented groups, fosters partnerships with prominent HEIs, embraces innovation through digitalisation, and empowers faculties in their IaH endeavours.	Academic Year 2026-27	Vice President Global Partnerships

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	People and Resources				
17	The review team recommends that SETU develop a medium to long-term workforce strategy, to determine and enable adequate resourcing of the university and deliver the ambitions of the strategic plan.	The University accepts the need for and merits of developing a medium to long-term workforce strategy National discussion continues regarding OECD report and related matters	Analyse current workforce against current delivery and identify and prioritise gaps (employee levels and skills) to service future needs, informed by robust data	Academic Year 2026-27	Vice President People, Culture & EDI
			Training Needs Analysis (TNA) system for all staff	Academic Year 2025-26	Vice President People, Culture & EDI
			Learning Management System (LMS) for staff.	Academic Year 2025-26	Vice President People, Culture & EDI
			Leadership Development programme for APO and HoD grades to be enhanced and continued. Leadership training to be extended to all management grades. Executive leadership programmes to be available to senior management	Academic Year 2025-26	Vice President People, Culture & EDI
			Create a workforce development and resource allocation project under the SETU Realising Opportunities and Development [ROAD] programme, in line with the SETU Strategic Plan	Academic Year 2025-26	Vice President People, Culture & EDI
			Develop the SETU Staff Learning & Development Strategy	Academic Year 2025-26	Vice President People, Culture & EDI

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	People and Resources				
18	The review team recommends that SETU appropriately resource the HR digital transformation and fully integrate the HR systems to enhance the employee experience and enable collection and tracking of staff data in a consistent format. Such information is necessary to identify areas which may require additional support and resources, measure performance, provide insights and guide decision making. Collaboration with the CORDA unit should gain specialist knowledge in establishing a comprehensive reporting approach.	SETU is committed to enhancing the employee experience and recognises the value in data-informed decision-making. Full deployment of tools such as HR CORE will enable collection and tracking of staff data in a consistent format	CORE will be fully integrated, including a full staff data cleanse and restructured to support University staff and operations, recognising new faculties and other structures	Academic Year 2025-26	Vice President People, Culture & EDI
			As part of the ROAD project identifying key competencies for progression pathways for PMSS staff	Academic Year 2026-27	Vice President People, Culture & EDI
			Complete the upgrade and unification of SETU's MIS applications for Student Records Management (Banner)	Academic Year 2026-27	Chief Operations Officer/Vice President Academic Affairs, Teaching & Learning

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	People and Resources				
19	The review team recommends that SETU prioritise and expedite the planned establishment of a centralised Learning and Development Unit, and Professional Development Framework.	SETU recognises the need for and merit of meeting this recommendation. The University Strategic Plan, presents this in several Actions: "Ensure competency framework and training needs analysis programme for all staff is put in place and informed by a detailed training needs analysis aligned to organisational priorities", and to "Create a unified, centralised Learning & Development unit and focused process for training, ensuring access for all"	Establish a resource Centre for Academic Practice to support training, sharing of best practise and the creation of a community of practice in relation to staff development in teaching and assessment, and with a view to becoming a national leader in research in teaching and learning at third level	Academic Year 2024-25	Vice President Student Experience

	Recommendation	Commentary	Planned Actions	Planned Completion Date	Executive member Responsible
	People and Resources				
20	The review team recommends that SETU develop a mechanism for monitoring and supporting workload and employee wellbeing, particularly during the transition period and change agenda	SETU has circa 1,500 academic, technical, and professional support staff. The value placed on Staff is evidenced by its recognition in the SETU Strategic Plan, where it states that SETU will "Establish and implement a Healthy SETU plan to promote health and wellbeing within SETU, reflecting locally identified needs and national health and employment framework priorities". The plan also acknowledges the need to "Build a unitary university culture that cultivates a strong sense of shared community, acknowledges and values employees, and fosters wellbeing and happiness".	Review grades and workloads for PMSS staff, in line with University restructuring	Academic Year 2025-26	VP People, Culture & EDI
			Contribute to the PMSS job evaluation through submissions to the national evaluation scheme for review	Academic Year 2025-26	VP People, Culture & EDI
			Contribute to the development of an enhanced Workload Allocation Model and pilot same	Academic Year 2025-26	VP People, Culture & EDI
			Promote the availability of the Spectrum Employee Wellbeing Support through the Employee Assistance Programme	Academic Year 2025-26	VP People, Culture & EDI
			Establish a Healthy Campus Committee recognising the importance of staff wellbeing.	Academic Year 2024-25	VP People, Culture & EDI
			Sign up to the Healthy Campus Charter	Academic Year 2024-25	Vice President Student Experience / VP People, Culture & EDI