



Irish Council for International Students



# 2010

## Annual Report

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ICOS gratefully acknowledges the support of Irish Aid.



# Irish Aid

Department of Foreign Affairs  
An Roinn Gnóthaí Eachtracha



## FOREWORD

### Nicola Carroll, ICOS Chairperson

In my capacity of Chair of the Irish Council for International Students (ICOS), I am pleased to share details of our activities and achievements in 2010 in the broad context of ICOS' overall aim to make Ireland a welcoming place where international students will enjoy a quality educational experience.

An important development in that context was the release in September 2010 of *"Ireland's International Education Strategy 2010-15, Investing in Global Relationships"*. While the strategy focused strongly on growing the numbers of international students who would chose Ireland as a study destination, there was also a significant emphasis on measures to protect students and on enhancing the quality of the student experience. These were issues on which ICOS had strongly campaigned throughout the year. The publication of the Government's long awaited *"New Immigration Regime for full-time non EEA Students"*, also in September, meant that ICOS was busy as it responded to questions from member institutions, students and the media on the implications of the new measures.

As always, ICOS hopes it has stuck the right balance in its representation, working with the Government and its agencies but at the same time ensuring that the students' voice is heard. The Union of Students in Ireland (USI) and international students were strongly represented in ICOS' Annual Seminar in June on the theme, "What do Students Really Need?", and at the USI-ICOS regional students' forum in Dublin in January. The forum provided an opportunity for international students from different colleges to meet and express their views on their experience of Irish higher education and was generously hosted by the Lord Mayor of Dublin in the Mansion House.

2010 was a good year for the Irish Aid Fellowship Training Programme which ICOS is contracted to manage. The number of fellowships increased with continuing positive indicators of success in relation to academic achievements of study fellows as well as significant contributions on return to their home countries. The achievements of the fellowship programme are captured not just in the tracking research reports completed by ICOS as part of its service contract with Irish Aid but also in the very human and uplifting stories of the fellows themselves who are featured in the case studies compiled by ICOS and now available on our website.

ICOS remains committed to providing relevant and up-to-date training and information support to its members and, despite resource limitations in 2010 which are likely to continue as the recession bites deeper, we managed to deliver nine training courses and three information workshops over the year. ICOS' regular e-bulletins, website and Facebook page are the main vehicles for information dissemination and our audience shows steady growth.

ICOS continues to attract new institutional members who bring new insights and talent to the organisation and we are also fortunate to have a hardworking staff team that is flexible and open to change.

It is on this foundation that we look forward to building on our achievements into the future.

ICOS' **vision** is that all international students who come to study in Ireland achieve their educational aims and are valued and treated equitably by the institutions that host them and by the wider society in which they live and work.

**INTERNATIONAL  
EDUCATION  
POLICY  
AND  
STANDARDS**

**IRISH AID  
FELLOWSHIP  
PROGRAMME  
DEVELOPMENT AND  
AWARENESS**

**ICOS  
STRATEGIC  
GOALS**

**SERVICES TO  
ICOS MEMBERS  
AND STUDENTS**

**ORGANISATIONAL  
DEVELOPMENT**

ICOS' **mission** is to be the leading independent organisation advocating for the rights of international students in Ireland. Working with its members, student organisations and government agencies, ICOS will strive to achieve a political, operational and social environment where international education will thrive and be respected.

## POLICY AND STANDARDS



**Goal: To influence national and institutional policies so as to offer greater protection to international students and enhance their experience in Ireland**

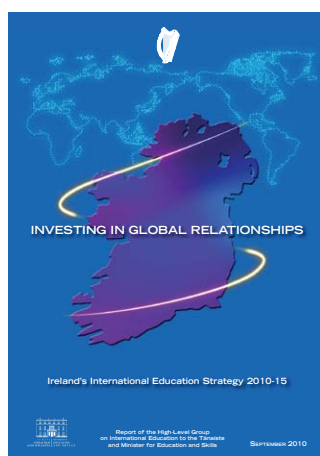
**“The educational interests of international students, their safety and security, their integration with the wider student body and their general experience of Ireland are central to our concerns”**

*- Investing in Global Relationships, p12*

### Education Policy

Promoting quality standards for institutions hosting international students is a key component of ICOS' strategy and the organisation contributed in 2008-09 to the development of a Code of Practice and Guidelines for the Provision of Education to International Students. In 2010, the focus shifted to ensuring that the pursuit of quality would be enshrined in Ireland's new International Education Strategy and throughout the year ICOS was represented by the Director at key meetings of the High Level Group (HLG) which was appointed by the Minister of Education and Skills to advise the Government on the development of the new strategy.

The Strategy, when it was launched in September 2010, was generally very favourably received and ICOS was pleased that the issues including quality and the students' voice on which it had made submissions were reflected in the final document.



With Irish Aid, ICOS had also made a submission seeking the proper recognition, in the new strategy, of the Irish Aid Fellowship Training Programme as an integral part of Ireland's Foreign Policy and as an important contributor to internationalisation in

our HEIs. This point was duly reflected in the final report.

Equally, the report recommended, as Irish Aid and ICOS had suggested, that HEIs should reconsider their policies of charging non-EEA fees or full fees for students who were sponsored by the Irish Aid Fellowship Training Programme.

### Immigration Policy

In tandem with the release of its International Education Strategy in September, the Government also produced the Final Report and Recommendations of the Interdepartmental Committee on a “New Immigration Regime for Full-Time Non-EEA Students” which had been long anticipated. While broadly satisfied with the general direction of the report, ICOS had reservations about specific elements and submitted a formal response on this and the Internationalisation strategy in December 2010. This response and all the organisation's formal submissions are available on the ICOS website.

ICOS also continued its quarterly meetings with both the Garda National Immigration Bureau (GNIB) and Irish National Immigration Service (INIS) under the umbrella of the Immigrant Information Network (IIN). This arrangement has allowed ICOS to assist members with questions on immigration issues and ensured that lines of communication are kept open.

### Annual Seminar

In June, ICOS' annual seminar, also pursuing the general theme of quality and service to students, addressed the topic “What do International Students really need?” The seminar has become an important networking and good practice sharing event on the ICOS calendar and in 2010 the format was changed and more time allocated to allow for workshops on selected issues. The new format was deemed a success and will be repeated in 2011.

# FELLOWSHIP PROGRAMME DEVELOPMENT AND AWARENESS



**Goal: To work with Irish Aid and higher education institutions to develop the Fellowship Training Programme as an effective tool for capacity development in Ireland's partner countries and to contribute to a better understanding of the programme in Ireland**



New Ireland-based Study Fellows at the 2010 orientation

Work on the Irish Aid Fellowship Training Programme (FTP) remains the cornerstone of ICOS activity and the main basis on which the organisation is funded.

The number of fellowships awarded (42) by Irish Aid in 2010 was 40% up on 2009. With an increasing emphasis on the impact of the programme, ICOS has been working closely with Irish Aid on ensuring the candidates selected for the programme are highly motivated individuals who are already working with Government agencies or civil society organisations in relevant development sectors in their own countries and in a position to contribute significantly on their return. A new challenge in the current programme is to ensure that fellows remain connected with each other and to ICOS and Irish Aid and to that end ICOS has been working on the development of an alumni network of former fellows.

The main aim of the FTP is to ensure the selection of high quality candidates who will be successful in their study programmes.

## Services provided by ICOS

- Financial and administrative services
- Coordination of placement of Fellows on academic programmes
- Pre-and post arrival information and briefings to Fellows
- Travel and logistics service
- Links with academic staff and host institutions
- Arrival briefings and orientation programmes including dedicated Fellowship Orientation Day and welcome party at start of academic year
- Immigration assistance and advice
- Social and cultural events



# Irish Aid

Department of Foreign Affairs  
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- Support, advice and information to Study Fellows during the course of their fellowship.
- Monitoring academic progress and welfare of Fellows
- Reporting to DFA on fellowship matters
- Research on the longer term impact of the Fellowship on recipients when they return to their home countries
- Development of an alumni network for the FTP
- Expanding the range of study opportunities through investigations into the quality of regional courses and courses available through distance learning
- Greater visibility of the FTP through the development of case study and other materials and the use of the web

## Fellowship Awards

ICOS processed 126 applications which resulted in the award of 42 new fellowships by Irish Aid for the 2010-11 academic year. 26 fellowships were for study in Irish HEIs, while 16 fellowships were for study in regional institutions. ICOS offers ongoing support to fellows from previous years and in 2010, 23 candidates successfully completed their fellowships.

## Countries of Origin

2010 awards were overwhelmingly made to applicants from Irish Aid's nine programme countries: Ethiopia, Uganda, Zambia, Tanzania, Mozambique, Malawi, Lesotho, Vietnam and Timor Leste. Irish Aid also supports projects in Palestine and there was one awardee from Palestine in 2010.

## Special Events for Study Fellows

ICOS organises special events on an annual cycle for Fellows. This includes a comprehensive Orientation/ Fellowships Day and welcome party for all newly arrived Fellows in late September/early October. At this time of year, ICOS also organises a day-trip for Fellows to a place of interest outside Dublin. These events are a useful opportunity for Fellows to get to know each other and to begin the process of adjusting to living and studying in Ireland. Each year ICOS also hosts both Christmas and St Patrick's Day parties for Fellows and 2010 was no exception. An additional event in 2010 was a trip to Croke Park to see the All-Ireland Camogie Final courtesy of free tickets from the GAA.



## Irish Aid Fellows in Ireland 2010

Country / Institution	DCU	DIT	KDSC	NUIG	TCD	UCC	UCD	Total
Burundi					1			1
Ethiopia	1		1		1		1	4
Malawi			1			1	9	11
Palestine					1			1
Tanzania		1						1
Uganda	1		3	4		1	5	14
Vietnam	1						2	3
Zambia			4		3		6	13
<b>Total</b>	<b>3</b>	<b>1</b>	<b>9</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>23</b>	<b>48</b>

# FELLOWSHIP PROGRAMME DEVELOPMENT AND AWARENESS

## Fellowship Alumni Network

Following work in 2009 on building a database of former Study Fellows, ICOS' focus in 2010 was on developing guidelines for local chapter establishment and support. The fellowship Alumni network was also formally launched in December 2010 with the publication of an 8-page newsletter which included a contribution from the Minister of State. Initial response to the newsletter was very satisfactory and Facebook is also being used as a tool for continued engagement between former study fellows themselves and with ICOS and Irish Aid.

## Fellowship Profiles

James Mlamba, a 2009-10 fellow who gained an MSc in Environmental Resource Management is just one of 5 Study Fellows profiled on the fellowship pages of the ICOS website. James is also featured in Irish Aid's 2009 annual report. ICOS is working with Irish Aid to ensure that the benefits of the Fellowship programme are more widely understood and HEIs who are hosting Irish Aid fellows are encouraged to profile fellows in their own publications.



New Alumni newsletter launched for former fellows

## Irish Aid IDEAS Programme

Since August 2009, ICOS has also been providing logistical and some fellowship support services on Irish Aid's IDEAS Programme which involves the delivery of MBA and MBS courses to Vietnamese fellows at the UCD Michael Smurfit Graduate Business School. 10 candidates were awarded fellowships under this programme in 2010.

## FELLOWS COMPLETING IN 2010 EXPLAIN HOW THEY BENEFITED...

“My research skills are greatly improved and also my use of computers, which has reduced the time I spend in many areas. My confidence is higher and I approach every task from a global perspective - seeking solutions from a wider concept.”

“I am now given more responsibilities, like coordinating nationwide projects. I am more able to analyse policies and participate in their development.”

“I have become more professional in my work, with better planning, better time-keeping and better at critical analysis of issues. My people-skills have also greatly improved.”

“My general outlook towards life has changed. I learnt new things, came across the most recent development paradigms and can better analyse why things are happening the way they are in the development context.”

*All quotes from ICOS' 6 month follow-up survey*



## SERVICES TO MEMBERS AND STUDENTS



**Goal: To strengthen the ability of our members to deliver appropriate and quality services to their international students while also providing independent information and advice directly to international students**

### Member Services

A regular newsletter, emails, Facebook page and website are the main ways in which ICOS provides up-to-date information and advice to staff in member institutions. Subscribers to the ICOS newsletter grew in number during 2010 suggesting that it is a recognised source for regular updates on international education matters. Six issues of the newsletter were produced in 2010. The ICOS Facebook page which had been set up at the end of 2009 achieved steady success, attracting over 200 followers within months of it going live and this grew to 350 by the end of the year.

Despite the recession and ever dwindling budgets, ICOS continued to offer a training service to members and, in 2010, 9 courses were delivered and attended by 96 HEI staff from 8 member institutions. Most of courses were either half-day or full-day programmes on intercultural awareness and communication skills but a course on Teaching and Learning in a Cross-Cultural Environment was becoming increasingly popular as the year progressed with 4 sessions being delivered. Overall satisfaction ratings were excellent with 96% of participants rating ICOS training as either very good (67%) or good (29%). In addition ICOS provided 3 information workshops to international students both in specific colleges and at national careers' events.

### Services to International Students

ICOS provides a largely web-based information service for international students and continued to develop and update its website throughout 2010. The site attracted over 138,000 visitors for the year or an average 378 visits per day up almost 25% on 2009. In addition, the office responded to 278 individual email, telephone or drop in requests for information or support. As well as from individual international students and ICOS' own members, enquiries also came from other NGOs dealing with migrants.

Refund of fees from institutions is a recurring issue and in 2010 there was an increase in immigration related questions, partly reflecting the changes to the student regime announced in September.



### Students' Forum

ICOS has long promoted the idea of organising forums of international students in order to ensure that the student voice is heard and students' needs taken into account in the discussion on international education in Ireland.

After a very successful national event in 2007 and publication of a report in 2008 followed by a forum in UCC in 2009, ICOS was pleased to cooperate with the Union of Students in Ireland (USI) in a successful regional forum in Dublin in January 2010, hosted by the Lord Mayor in the Mansion House.



The forum was attended by over 50 international students who had plenty to say about their experience of both the Irish education and immigration systems.

# ORGANISATIONAL DEVELOPMENT



**Goal: To strengthen ICOS' own capacity to deliver**

## Membership

At the AGM in June, ICOS was delighted to welcome two new members, HSI Limerick Business School, a long established independent college with HETAC designation since 1994 and Champlain College which opened in Dublin in 2008 and is one of the two international campuses of its parent college, Champlain College, Vermont, USA. We also lost one institutional member, Milltown Institute which was undergoing significant organisational change in 2010. At the end of 2010, we were also in discussion with American College regarding its future association with ICOS which was in doubt at that time.

At the end of 2010, ICOS had 28 institutional members, 2 faith/NGO members, 5 honorary individual members and 3 subscribers.

## Executive Committee

In September 2010, Nicola Carroll (National College of Ireland) succeeded Suzanne Buckley (University College Cork) as ICOS Chair, Suzanne having completed her term of office. Kevin Geoghegan (Griffith College Dublin) accepted the role of Vice Chair with Isobel O'Connor (USI) becoming ICOS' Honorary Treasurer for 2010-11.

The Executive Committee met 5 times in 2010 and was strengthened and renewed with the election of 2 new members at the AGM in June. There were also a few changes during the year as different members retired and were replaced.

## Staff

There was just one change in staffing in 2010. In November, we welcomed Niamh Martin as our new Financial Administrator. Niamh replaced Ruary Martin who left ICOS in September to take up a new challenge in another company.



Irish Aid Fellows, staff and friends at the ICOS Christmas Reception.

## National and International Networking

ICOS keeps up-to-date and maintains its international profile through membership of the UK Council for International Student Affairs (UKCISA) and the European Association for International Education (EAIE). Nationally, ICOS is involved in a number of networking fora, including the Immigrant Information Network which regularly meets with officials in the GNIB and INIS. ICOS is also a member of Dóchas and the Wheel and connects with immigrant support organisations such as the Africa Centre, the Migrant Rights Centre of Ireland (MCRI) and the Immigrant Council for Ireland (ICI).

## THANKS

We thank all who contributed to the work of ICOS during 2010, not least the hard working staff who remain at all times professional and dedicated and willingly embrace new challenges. Thanks also to our Chair, office holders and general members who served on ICOS' Executive Committee and contributed to ICOS' events. The organisation could not function without the active support and involvement of our members whose time and commitment is greatly appreciated.

# SUMMARY OF ACCOUNTS

Approved by the Board: 19th May 2011  
Auditors: BFC D Chartered Accountants, 1 Castlewood Avenue, Rathmines, Dublin 6

Income	2010	2009
Irish Aid Administration Grant Received	264,105	274,280
Irish Aid Fellowship Programme Grant Received	928,434	966,000
Irish Aid IDEAS (UCD) Programme Grant Receivable	84,546	24,934
Membership Subscriptions	28,258	27,404
Interest Received	1,012	264
Training Income	7,128	9,211
Other Income	8,445	4,974
<b>Total</b>	<b>1,321,928</b>	<b>1,307,067</b>
<b>Expenditure</b>		
Employment Costs	244,812	262,389
Administration Costs	58,333	54,874
Fellowship Programme Expenses	1,012,982	990,934
<b>Total</b>	<b>1,316,127</b>	<b>1,308,197</b>
<b>Surplus/(Deficit) on Ordinary Activities Before Taxation</b>	<b>5,801</b>	<b>(1,130)</b>
Tax on Surplus/(Deficit) on Ordinary Activities Before Taxation	253	(14)
<b>Surplus/(Deficit) on Ordinary Activities After Taxation</b>	<b>5,548</b>	<b>(1,144)</b>

## Balance Sheet as at 31st December, 2010

	2010	2009
<b>Fixed Assets</b>		
Tangible Assets	195,979	199,916
<b>Current Assets</b>		
Debtors	110,577	25,645
Cash at Bank and on Hand	572,767	558,225
<b>Creditors</b>		
Amounts Falling Due Within One Year	(670,512)	(580,523)
<b>Total Assets less Current Liabilities</b>	<b>208,811</b>	<b>203,263</b>
<b>Capital and Reserves</b>		
Revaluation Reserve	60,327	60,327
Income and Expenditure Account	148,484	142,936
	<b>208,811</b>	<b>203,263</b>

# INSTITUTIONAL REPRESENTATIVES AND INDIVIDUAL MEMBERS

President of Honour

President **Mary McAleese**

## ICOS Council, December 2010

### Individual (Honorary) Members

Ms. Alice Grattan Esmonde

Mr. Don Niall

Prof. Brian McMurry

Prof. Louis Smith

Mr. John Magoye

<b>Athlone Institute of Technology</b>	Ms. Mary Simpson	Manager of International Office
	Ms. Celine Peignen	International Officer
<b>Ballsbridge College of Further Education</b>	Mr. Robert Griffiths	Head of EFL
	Mr. Laurence Cooke	Co-ordinator
<b>Champlain College Dublin</b>	Dr. Stephen Robinson	Director
	Ms. Lilly Johnsson	Operations Manager
<b>Dublin Business School</b>	Mr. Giles Kilcoyne	Admissions Manager
	Mr. Declan Coogan *	Admissions Manager for US and Europe
<b>Dublin City University</b>	Ms. Audrey Byrne *	Exchange Co-ordinator / Assistant International Officer
	Ms. Angela Mitchell	Assistant International Officer
<b>Dublin Institute of Technology</b>	Ms. Caoimhe Mulhall	European Student Co-ordinator
	Ms. Patricia Houston	Student Officer
<b>Dun Laoghaire Institute of Art, Design and Technology</b>	Mr. David Doyle	Academic Administration and Student Affairs Manager
<b>Dundalk Institute of Technology</b>	Mr. Michael Stewart	International Marketing Officer
	Ms. Mary Heffernan	International Officer
<b>Galway-Mayo IT</b>	Mr. Dennis D Murphy	Head of Teaching and Learning
	Ms. Caitriona Cummins	International Officer
<b>Griffith College Dublin</b>	Mr. Kevin Geoghegan	Director of Market Research and Development
<b>HSI Limerick Business School</b>	Mr. Michael McNamara	College Director
	Ms. Lorraine Halpin	Academic Manager
<b>IT Blanchardstown</b>	Ms. Fiona Canning	International Officer
	Ms. Mairead Murphy	Marketing Manager
<b>IT Carlow</b>	Mr. Donal McAlister	International Coordinator
	Mr. Jim McEntee	External Services Manager

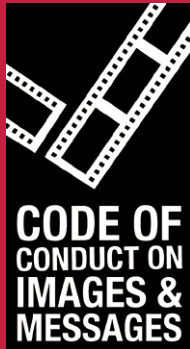
<b>IT Sligo</b>	Mr. Padraic Cuffe	Academic Administration Manager
	Ms. Eileen Gillen	International Officer
<b>IT Tallaght</b>	Ms. Stella Browne	Administrative Officer
	Mr. Vincent Lennon	Head of Student Services
<b>IT Tralee</b>	Mr. Eddie Skully	International Education Officer
<b>International Study Institute Ireland</b>	Mr. Brian Burns	Director
<b>Islamic Society</b>	Mr. Belkacem Belfedhal	Youth Coordinator
<b>Limerick Institute of Technology</b>	Mr. Colin McLean	External Services Manager
<b>National College of Art and Design</b>	Ms. Cecily Grant	Admissions Officer
	Ms. Berna Scanlan	Admissions Officer
<b>National College of Ireland</b>	Ms. Nicola Carroll *	Head of International Office
	Ms. Fiona Mongan	International Communication Officer
<b>NUI Galway</b>	Ms. Anna Cunningham	Director, International Office
	Ms. Louise Kelly *	International Student Officer
	Ms. Louise Coyle	International Officer
<b>Royal College of Surgeons</b>	Mr. Philip Curtis	Head of Admissions and Student Services
	Ms. Corriena Brien	Student Services Manager
<b>Shannon College of Hotel Management</b>	Mr. Phillip J Smyth	Director
<b>Tipperary Institute</b>	Ms. Carolann Bargary	Access Officer
<b>Trinity College Dublin</b>	Mr. John Mc Partland	Director of International Office
	Ms. Susan Phillips	International Student Officer
<b>Union of Students in Ireland</b>	Ms. Isobel O'Connor *	Equality Officer
<b>University College Cork</b>	Ms. Suzanne Buckley *	International Student Support Officer
<b>University College Dublin</b>	Dr. Erik Lithander *	Director of International Affairs
	Ms. Carl Lusby	International Student Officer
<b>University of Limerick</b>	Ms. Josephine Page	Manager, International Division
	Ms. Amanda Glennon	Co-ordinator, International Division
<b>Waterford IT</b>	Ms. Sinead Day *	International Development Officer

\* Executive Committee member

<b>Subscribers</b>	Ms. Maura Gallagher	Langtrain Intercultural Training, Dublin
	Mr. Denis O'Donoghue	English in Dublin
	Mr. Edward O'Loughlin	ECM College

# SUMMARY OF ACTIVITIES 2010

Goal	Main Activities
<p>1 To influence national and institutional policies so as to offer greater protection to international students and enhance their experience in Ireland</p>	<ul style="list-style-type: none"> <li>• ICOS' Director continued to represent ICOS on the High Level Group (HLG) appointed by the Government to support the development of Ireland's international education strategy. The strategy was launched in September 2010</li> <li>• Written joint response on New International Education Strategy and New Immigration Regime (Dec 2010)</li> <li>• Representations and discussions with various Government Depts; meetings with GNIB (4) and INIS (4) on customer service and registration issues affecting international students</li> <li>• Media work including interviews and statements on various issues</li> <li>• ICOS contributions to seminars and conferences Dublin City Council (Jan); Fulbright/ HEA Conference UCC (Nov)</li> </ul>
<p>2 To work with Irish Aid and higher education institutions to develop the Fellowship Training Programme (FTP) as an effective tool for capacity development in Ireland's partner countries and to contribute to a better understanding of the programme in Ireland</p>	<ul style="list-style-type: none"> <li>• Administration of fellowship awards including processing of 126 new applications</li> <li>• Travel, accommodation and insurance arrangements for all study fellows</li> <li>• On-going welfare and support services to deal with illness, bereavements and other problems of study fellows</li> <li>• Compilation and dissemination of list of approved courses</li> <li>• Development work on new fellowship alumni network including launch of first alumni newsletter</li> <li>• Reports delivered to Irish Aid (February) on the quality assurance of regional courses and the potential use of Distance Learning to enhance opportunities available within the fellowship</li> <li>• Development of fellowship pages on website and the research and write up of 5 new fellowship profiles</li> <li>• Tracking studies of returned study fellows</li> </ul>
<p>3 To strengthen the ability of our members to deliver appropriate and quality services to their international students while also providing independent information and advice directly to international students</p>	<ul style="list-style-type: none"> <li>• Delivery of regular e-bulletin to members with 6 issues in 2010</li> <li>• Continued development of ICOS training programme with delivery of 9 courses to 96 participants in 8 ICOS member HEIs</li> <li>• Information sessions (3) to international student groups at request of members, including stand at careers fair - topics included the new immigration regime and employment rights</li> <li>• Cooperation with USI on Dublin region international students' forum held in the Mansion House in January. Over 50 international students attended</li> <li>• Ongoing response to information requests from members</li> <li>• Web based information service – average 378 hits per day</li> <li>• E-mail enquiry service for international students</li> <li>• Support to students with problems with their institutions – on-going case work on fee refunds and other issues</li> </ul>
<p>4 To strengthen ICOS' own capacity to deliver</p>	<ul style="list-style-type: none"> <li>• 2 new institutional members welcomed: HSI Business School Limerick and Champlain College, Dublin</li> <li>• Continued strengthening and renewal of ICOS Board – with new Chair and 2 new members in 2010</li> <li>• Ongoing up grading of ICOS' data management and communications systems</li> <li>• All staff avail of training and development opportunities</li> <li>• Membership of national and international networks to keep up-to-date on best practice</li> </ul>



ICOS has signed the Dóchas Code of  
Conduct on Images and Messages

See [www.dochas.ie/code](http://www.dochas.ie/code) for more information

Please send your feedback to [code@icosirl.ie](mailto:code@icosirl.ie)

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ISBN: 978-0-9539595-8-7