

Quality Assurance / Quality Improvement
Programme for Administrative Units
2006-2007



Quality Improvement Plan

School of Health and Human Performance

October 26, 2007

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Appendix One

INTRODUCTION

Give a very brief introduction to the approach taken in the development of the Quality Improvement Plan

The Head of the School of Health and Human Performance set up a Quality Improvement Plan committee (Appendix). The role of the Committee was to respond to the recommendations of the Peer Review and formulate a one and three year plan. The final Quality Improvement Plan was discussed and agreed by all staff members during a specially convened meeting.

The Peer Review Group made a total of 19 recommendations under the following headings.

- Organization and management (3)
- Program and Instruction (3)
- Scholarship and Research (4)
- Social and Community Service (3)
- Staffing Accommodation and Resources (6)

Each recommendation was given a priority score between 1 and 3.

The School of Health and Human Performance developed a Strategic plan 2007-2010 as part of the Self Assessment Report. The Strategic plan 2007-2010 was based on an in depth analysis of the 4 key working areas in the school.

- Organization and management
- Teaching and Learning
- Scholarship and Research
- External links and community relations

Eleven of the 19 recommendations outlined by the Peer Review Group were included in SSH Strategic plan 2007-2010.

The Quality Improvement Plan was finalised in a meeting on 26th October 2007. The meeting was attended by

- Members of Senior Management
 - Deputy-President, Prof Anne Scott
 - VPR, Prof Eugene Kennedy
 - Secretary, Mr Martin Conry
- Members of the Peer Review Group
 - Mr Brendan Hackett, CEO Athletics Ireland
 - Dr Regina Connolly, Rapporteur
- Representatives of the School
 - Head of School, Prof Niall Moyna
 - Chair of Coordination Committee, Dr Kiearan Moran
 - Representative Exercise & Sports Psychology, Dr Catherine Woods
- Director of Quality, Dr Heinz Lechleiter (chairing)

1. RESPONSE TO RECOMMENDATIONS IN THE PEER REVIEW GROUP REPORT

Recommendations for Improvement for SCHOOL/UNIT/CENTRE

The following notation is used in the recommendations for improvement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important, but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Unit.

Additionally, the PRG indicate the level(s) of the University where action is required:

A: Administrative Unit

G: Group Action

U: University Executive/Senior Management

S: School

Item	Addressee	Priority	PRG Recommendation	Response
			Organisation and Management of the School	
1	F	P1	Urgent appointment of senior staff to provide additional leadership and support to School staff. <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Organisation and Management – Objective 2: No 4]</i>	An appointment had been made at senior lecturer level to provide additional leadership to the school
2	F	P1	Urgent appointment of additional support staff particularly teaching assistants or similar appointments to support increasing teaching and administrative demands on staff and facilitate development of school research profile. <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Program and Instruction – Objective 3: No 4]</i>	The Head of School and the Dean of the Faculty have discussed the role of the teaching assistants. It was agreed that this would be welcomed, but would have to be managed within the overall school complement.
3	F	P1	Appointment of a dedicated placement coordinator for the ATT and PEB programmes. This will require development of a placement and monitoring system. There is an existing system on campus (i.e. Nursing) that might be adapted. <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Organisation and Management – Objective 1 No 1 and Social and Community Services 1 No 1]</i>	The Faculty will assess the needs for a placement coordinator and the most appropriate means whereby they can be met. Any additional resources will be subject of a submission to budget committee in the normal fashion.
			Programs and Instruction	
4	S/F	P1	Consolidate current undergraduate programmes: Freeze enrolment at current levels until 2010	It has been agreed to freeze enrolment at 40 students for SSH and PEB and 25 students for ATT until 2010.
5	F	P2	Seek external facilitator to review market demand for new postgraduate programme(s) by 2010. Postgraduate programmes should be pump-primed to allow time for programme design without taking time from current staff's research and teaching responsibilities. <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Program and Instruction – Objective 1 No 1]</i>	The Head of School will meet with the Dean of the Faculty and the Director of Graduate Research to formulate a plan to address the issues outlines in item 5 and 6 by the end of the academic year 2007-08. Any further investment must be weighted against new income generated and sustainability

Item	Addressee	Priority	PRG Recommendation	Response
6	S	P2	Seek national alliances to consider potential development of “graduate school” in physical activity and health area.	<p>issues.</p> <p>S: Staff members in the school will identify and seek to develop potential national alliances with national governing bodies of sport, health agencies, educational institutions, etc with the view to developing a “graduate school” in physical activity and health area.</p> <p>U comment: University management is supportive of exploring this potential. It suggests that it may also be worth considering the involvement of Prof Anthony Staines, Prof of Health Services Research, and other colleagues from within DCU who have interests and collaborations in the health promotion field.</p> <p>S: Contact with Prof Anthony Staines has been established.</p>
			Scholarship and Research	
7	S	P1	Design new structures (research committee) to support staff in achieving dedicated time for research and effective responses to relevant funding opportunities (IRCSET, IRCHSS, HRB). <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Scholarship and Research – Objective 2 No 1-5]</i>	<p>The development of a research program is viewed as the single most important priority in the School during the next five years. The research areas of staff are diverse and while projects tend to be developed within specific disciplines, there have been a number of multi-disciplinary grant applications. The Head of School of School will work with the research convenor:</p> <ul style="list-style-type: none"> • To identify funding sources/initiatives from the monthly OVPR bulletins, and to pursue potential funding opportunities in research areas where funding is not traditionally available • To increase the number of staff who apply for a grant on an

Item	Addressee	Priority	PRG Recommendation	Response
				<p>annual basis. The goal is to increase the number of grant applications by 100% and to increase grant funding by 25%.</p> <ul style="list-style-type: none"> • U comment: University management is keen to see the school supported in this initiative. However it would advise on the need to work out an appropriate time frame within which this ambitious target is to be achieved. It may also be useful to set out the current annual level of competitive research grant income generated by staff in the School, in order to project targets and time line effectively. Engagement with other schools that have relevant successful track records, and with the OVPR, would likely prove useful in setting realistic targets in this area. • Following consultation with the Head of School, and where possible, teaching and administrative loads will be decreased for an agreed period to support new researchers/research areas and major grant applications • The research convenor will report on matters relating to research at monthly staff meetings. In addition, a bi-annual research forum has been established. • Time-line to be supplied by HHP
8	S	P1	Establish a process to enhance and (selectively) utilize the staff's wide array of external networking linkages to deepen its range of applied and translational research activities.	The staff will review the large number of external linkages and prioritise those that offer the best opportunity to deepen the range of applied and translational research activities. This response is linked to Recommendation 3, above.
9	U	P1	DCU needs to ensure that both university and faculty metrics for	The research convenor and Head of School will make

Item	Addressee	Priority	PRG Recommendation	Response
			<p>research adequately reflect the specific features of an emerging interdisciplinary field in the Irish HE context. <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Scholarship and Research – Objective 5 No 1]</i></p>	<p>representations to the OVPR to ensure that metrics reflect the unique nature of the biomedical/psychosocial research involving human subjects that is undertaken in the SHHP. U comment: University management is fully supportive of this recommendation – one which is relevant for a number of emerging areas with in the university – and which has been flagged in other PRG reports. It is at the forefront of work currently being undertaken for the DCU research assessment exercise.</p>
10	S	P2	<p>In reviewing external activities staff should identify which activities align best with research goals and metrics (applied or translational).</p>	<p>This recommendation is similar to no 8. The staff will review the large number of external linkages and identify those that offer the best opportunity to deepen the range of applied and translational research activities.</p>
			Social and Community Service	
11	S	P2	<p>Build administrative costs into external service contracts.</p>	<p>All future service contracts will include an agreed administrative cost element where appropriate.</p>
12	S	P2	<p>Identify target projects for each member of staff based on their research interests, or areas of expertise, and ensure that this work is recognized for promotion purposes.</p>	<p>The School will continue to foster existing external links and community relationships.</p>
13	S	P2	<p>Set up formal process for evaluating and incorporating feedback from external sources</p>	<p>A system for gathering of regular feedback from external associates and partners will be implemented.</p>
			Staffing, Accommodation and Resources	

Item	Addressee	Priority	PRG Recommendation	Response
14	F	1	Allocate dedicated research space. <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Scholarship and Research – Objective 1 No 1]</i>	A new physiology research laboratory (XB-25) has been completed and equipment provided through the HEA call. The Head of School will meet with the Dean of the Faculty to discuss the provision of further dedicated research space.
15	U	1	Urgently provide appropriate laboratory teaching space for laboratory modules delivered to students across all three programmes. <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Program and Instruction – Objective 4 No 1]</i>	F comment: The Faculty continues to provide laboratory space when required for undergraduate programs, but as space within the Faculty envelope is committed, the University needs to allocate more appropriate space to take care of the needs of this growing school. University management have recently been appraised of the continuing and growing space needs for the Faculty of Science and Health, due to recent success in both the research and new course provision areas. As space is becoming a key issue in a number of faculties, university management is in the process of reviewing the institutional Space Policy and space provision across the university; as a matter of urgency. The university is also pursuing state funding for a new building for the school going forward.
16	F/U	1	Immediately identify more appropriate office space for the Head of School <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Organization and Management – Objective 4 No 1]</i>	F: The Head of School has met with the Dean of the Faculty and the Manager of Facilities and Associated Services and appropriate measures are being implemented. The Head of School will seek assurance from the President of the University that the provision of office space for the Head of School will not be financed from the School's recurrent budget. U: University management accepts that there are significant space requirement for this growing school and work is ongoing to try to resource and ensure appropriate space for both staff

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				and students. The Head of School should work through the normal channels to progress his concerns and obtain progress reports on these issues – i.e. Dean of Faculty and the Head of Estates.
17	U	1	Identify and allocate teaching space for new programmes in PE & Biology (microteaching room and practical skills teaching area), and Athletic Therapy & Training (second clinical training room).	S comment: The BSc programs in Physical Education and Biology and Athletic Therapy and Training are currently utilizing space in the Albert College building, the Sports Centre and the basement of the X building. This is not a very acceptable arrangement and is unfair to both staff and students. The current arrangement with the Sports Centre is totally unsatisfactory and the future of both the PEB and ATT programs are in serious doubt unless suitable teaching space is urgently provided. The Head of School will meet with the President of the University to seek an immediate solution to these space issues. University management response is as to recommendation 15 above.
18	U	2	Identify appropriate office space for all new staff hires. <i>This recommendation was included in the SHHP Strategic Plan 2007-10 [Organization and Management – Objective 4 No 3]</i>	S comment: HHP staff are currently housed in different buildings throughout the campus. Three new staff members are currently sharing a single office (with no natural light) in the Albert College building. Two other part time (50%) members of staff have no office space. THIS IS NOT AN ACCEPTABLE SITUATION. The Head of School will meet with the President of the University to seek an IMMEDIATE solution to this problem. The Head of School will also seek assurance from the President of the University that the provision of office space for HHP staff

Item	Addressee	Priority	PRG Recommendation	Response
				<p>members will not be financed from the School's recurrent budget..</p> <p>From the perspective of university management the normal line of engagement and interaction on such issues is from the Head of School to the Dean of Faculty and the faculty Facilities Manager; who following audit etc would normally engage with the university Estates Office on issues of both staff office space and identification of new teaching space. It is recognised that with the development of executive faculties difficulties have arisen in managing space issues around both growth in certain areas of the university and retraction in others. As indicated in response to recommendation 15 above the university space policy is currently under review, and the university is also seeking state funding to build a building to house this growing school.</p>
19	S/F	2	<p>Provide all new staff with a start-up package to support the development of their research programme.</p>	<p>The Head of School will meet with the Dean of the Faculty to negotiate an increase in the non pay budget in order to assist new staff members develop their research programs.</p>

2. PRIORITISED RESOURCE REQUIREMENTS

This section should only contain a list, prioritised by the unit's Quality co-ordination Committee, of resource requirements necessary to implement the recommendations outlined in the Self- Assessment and Peer Review Group Reports. Estimates of the cost involved should also be included.

Resources for Quality Improvement will be allocated by the University under 2 separate funds:

- A. The HEA Quality Assurance Programme (funded under the National Development Plan) has a sub measure for *Quality Improvement following Quality Review*. Each year, the HEA allocate a sum of money to the University to be used to fund some of the recommendations from Quality Review Reports. In total the University received €80K in both 2005 and 2006 for this purpose.
- B. In addition, the University sets aside a portion of its core Budget, under the sub-heading: *Quality Promotion and Strategic Development Fund* to fund Quality Improvement measures arising from the recommendations in Quality Review Reports.

Staff members in HHP have made great efforts during the past 5 years to develop external links that have contributed significantly to the overall aims of the School, especially in terms of providing quality industrial experiences and job opportunities for students, developing research opportunities and raising the profile of the University. There is now a need to enhance and (selectively) utilize the wide array of external networking. The school requests funding (€15-20k) to hire an external consultant for a 6 month period to assist with targeting external linkages that offer the best opportunity to deepen both applied and translational research activities. This person will also help to establish an administrative cost structure, and a system for gathering regular feedback from external associates and partners.

3. SUMMARY OF THE ONE-YEAR PLAN

Organization and Management

Establish a new position of Deputy Head of School **(Done)**

Appoint senior staff to provide additional leadership and support to School staff **(Done)**

Schedule monthly staff meetings. Matters addressed will include standing orders, reports from organization and management position holders, and policy and strategic issues **(Done)**

Organise meetings of specific staff members as required - e.g. teaching programme issues to be dealt with by Programme Coordinators, Teaching Convenor and Head of School **(Done)**

Program and Instruction

Consolidate current undergraduate programs. This will involve freezing enrolment at current levels until 2010 **(Done)**

Appraise the current teaching and assessment modalities employed in the SHHP programs **(by end of 2007)**.

Scholarship and Research

Identify and discuss funding sources/initiatives at monthly staff meetings **(Done)**

Review the large number of external linkages, and identify those that offer the best opportunity to develop both applied and translational research activities, depending on funding from the Quality Improvement Fund. **(End of academic year 2007-08)**

Social and Community Services

Develop guidelines and criteria on the basis of which external projects are identified, budgeted and evaluated. **(End of academic year 2007-08)**

Set up formal process for evaluating and incorporating feedback from external sources. **(End of academic year 2007-08)**

Staffing, Accommodation and Resources

Identify the short and long-term requirements of the School in terms of both staff and teaching resources. **(In progress)**

Secure office accommodation that allows staff members to be in close proximity to each other. **(In progress)**

Secure a dedicated physiology research laboratory **(Done)**

SUMMARY OF THE THREE-YEAR PLAN

Organization and Management

Appoint a staff member with responsibility for coordinating the ATT and PEB placements and providing administrative support for external relations

Program and Instruction

Seek an external facilitator to review market demand for new postgraduate programs.

Seek national alliances to consider potential development of a "Graduate School" with an emphasis on physical activity and health.

Agree job specifications and appoint teaching/research assistants to assist with the practical teaching elements of the three undergraduate degree programs.

Agree on the appointment of appropriate technical staff to assist with research activities and the delivery of academic programs.

Scholarship and Research

Increase the number of grant applications by 100%, grant funding by 25%, and publications in peer reviewed journals by 50%

All staff members to have at least 2 MSc students, and staff members with a terminal degree to have at least 1 PhD student.

Pursue potential funding opportunities in research areas where funding is not traditionally available (e.g., sports research: by prioritising NGB's and seeking Irish Sports Council and Irish Institute of Sport support for research projects).

Social and Community Services

Play an active role in increasing awareness of the role of physical activity in developing and enhancing the health and well-being of the local and wider community

Play an active role in the promotion, development and enhancement of athletic performance in the local and national sporting community

Staffing, Accommodation and Resources

Secure appropriate teaching/laboratory space for modules delivered to students across the 3 BSc programs

Secure school based (rather than individually designated) research laboratories for pedagogy, sport and health psychology, sports medicine and rehabilitation, biomechanics, clinical exercise physiology, and motor learning.

Secure funding, and proceed with the design and construction of a building that will allow realization of the teaching, research and external relations objectives of the School, and facilitate efficient management and communication within the School.

APPENDIX

Please list the members of:

- **Unit Quality Committee (for the Self-Assessment Report)**

Dr Kieran Moran (Lecturer) – Chair
Mr. John Kerrane (Lecturer) - Vice Chair & 'Organisation and Management' Coordinator
Dr Siobhain McArdle (Lecturer) – 'External Links and Community Relations' Coordinator
Dr Donal O'Gorman (Lecturer) – 'Scholarship and Research' Coordinator
Dr Catherine Woods (Lecturer) – 'Programme and Instruction' Coordinator
Dr. Sarah Megan (Lecturer)
Dr. Giles Warrington (Lecturer)
Dr. Noel Mc Caffrey (Lecturer)
Mr. Enda Whyte (Lecturer)
Mr.
Mr. Javier Monedero (Technical officer)
Mr. Paul O'Connor (Technical officer)
Ms. Aisling Scally (Secretarial staff)
Professor Niall Moyna (Head of School)

- **Peer Review Group**

- Prof. John Kirwan, Associate Professor of Molecular Medicine, Cleveland Clinic Foundation and Case Western Reserve University (Chair)
- Prof. Mary O'Sullivan, Professor of Physical Education and Youth Sport, University of Limerick,
- Prof Paschal Preston, Senior Academic Communications DCU
- Mr. Brendan Hackett, CEO Athletics Ireland
- Dr. Regina Connolly, Business School, DCU (Rapporteur)

- **Unit Quality Committee (for the Quality Improvement Plan)**

Prof Niall Moyna (Head of School)
Dr. Kieran Moran
Mr. John Kerrane
Dr. Siobhain McArdle
Dr. Donal O'Gorman
Dr. Catherine Woods