

Quality Assurance / Quality Improvement
Internal Quality Review Programme



Quality Improvement Plan

School of Health and Human Performance

16th January, 2018

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This document presents the format of the Area Quality Improvement Plan. Text in blue should be replaced by the corresponding Area response in black.

1 Introduction

Two follow up staff meetings (June 2017 and September 2017) were devoted to the Peer Review Group Report. Each of the Peer Review Group recommendations were discussed at length, and an agreed response was formulated for each recommendation. Individual staff members have been assigned to work on specific areas related to the Peer Review Group Report. The Head of School will schedule regular meetings with these staff members responsible and will provide updates at staff meetings.

2 Responses to the Recommendations in the Peer Review Group Report

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 Area.

Additionally, the PRG indicate the level(s) of the University where action is required: A: Area under review U: University Senior Management

Recommendation Number	Priority	Address	PRG Recommendation	Area Response	University Response
1	P1	U/ A	Restructure the organization, leadership and strategy of the activities of the School, including the enhanced definition of the Deputy Head role, and appropriate committee and consultation structures	<p>A School Management Group will be established. The SMG will consist of the Head of School, Deputy Head of School and the three Programme Board Chairpersons. The SMG group will develop a school organization/leadership structure that will be agreed by all staff members.</p> <p>The School Management Group will meet with a representative from the School of Chemical Sciences to get feedback on how they reviewed their school decision making structures to inform the School of Health & Human Performance plan. This will take place during the first 6 weeks of the Spring semester 2018.</p>	<p>The university welcomes this recommendation, and encourages the School to seek support from relevant faculty and central support units, where applicable.</p> <p>The university notes in recent reviews; similar recommendations have been made. In particular, the university recommendations that the School seek advice on how the School of Chemical Sciences have reviewed their management structures as a result of their recent quality review.</p>

2	P1	U/ A	Develop a comprehensive communication strategy that engages stakeholders within and outside the University with the teaching, research and community engagement activities of the School.	<p>A communication strategy will be developed following a review of the School's engagement with internal and external stakeholders in relation to the teaching, research and community activities.</p> <p>A staff member will be assigned to identify stakeholders (February –April 2018) and meet with the University/Faculty communications departments in May 2018. The School anticipates that the Strategy will be completed by September 2018</p>	The university welcomes this recommendation, and suggests that, where appropriate, the School draw on support from the DCU Communications and Marketing Department for further advice and support in developing this strategy
3	P2	U/ A	Develop a strategic recruitment strategy in line with HR and overall University Strategy to ensure succession plan and to achieve the strategy of the School.	The Head of School in consultation with staff from each of the academic units will develop a strategic recruitment strategy in line with the new faculty strategy and the university strategy 2017-2022.	<p>The university notes that the new Strategic Plan, Talent, Discovery and Transformation, has a specific objective on the development of a comprehensive Human Capital Plan which will include strategic recruitment.</p> <p>The university suggests that the School work closely with the Dean of Faculty with respect to the implementation of this strategy</p>
4	P1	U	Consider the introduction of additional incentives and supports for senior staff to assume the role of Head of School.	While the School is not in a position to offer incentives to future Head of School post-holders in isolation of university policy, the current Head of School welcomes an opportunity to consult with Faculty leadership and HR on discussing the key challenges associated with undertaking this role, particularly for senior staff heavily engaged in leading funded research activities and programme	A number of developments are either in place or under development to support Heads of Schools to carry out their roles successfully. Existing supports include a one-to-one orientation, participation in the University Leadership and Management programme, mentoring

				delivery.	<p>where appropriate and on-going advice from a dedicated HR Officer.</p> <p>Planned initiatives to enhance current support are a redesign of heads' orientation (in conjunction with the Faculty) together with the option of working with a coach. Furthermore, HR is developing a set of Manager Toolkits to support line managers in implementing what is a comprehensive but sometimes confusing array of policies and procedures.</p>
5	P1	U	Staff should be engaged as early as possible in the consultation around the design of the new building to ensure that the building will meet the future needs of the School.	The School is currently awaiting the outcome of a national capital funding application in conjunction with the university's EIB loan facility, which will determine the scale and scope of the new building.	<p>The university is currently awaiting the outcome of a national capital funding application in conjunction with the university's EIB loan facility, which will determine the scale and scope of the new building.</p> <p>Upon confirmation of the outcome of that process in Q1 2018, design on the new building will commence. Consultation with key stakeholders across the university will form a key activity in the design phase. The university welcomes the input of the School as part of this process.</p>

6	P2	U/ A	<p>Develop a workload allocation model to encompass all aspects of teaching, research and engagement</p>	<p>The SMG will develop a workload allocation model that encompasses all aspects of teaching, research and engagement. A final model will be agreed by all staff.</p> <p>School staff had a number of meetings during the summer (2017) in relation to a workload allocation model.</p> <p>The Head of School will assign a member of staff to develop a workload model</p> <p>As part of the process, Head of School will meet with the Dean and other units within the Faculty and university</p> <p>A workload model will be presented to the staff in June 2018</p>	<p>The university notes the DCU framework for workload allocation which outlines the principles for Academic Workload, which are widely available to staff. (https://www.dcu.ie/sites/default/files/hr/Principles%20for%20Academic%20Workload%20Allocation.pdf)</p> <p>It is the practice within the university that these principles are applied in the development of Faculty and School specific models, based on academic discipline. These principles recognise that it is ultimately the role of the Head of School to work with staff in the development of work allocation.</p> <p>The university notes that the School of Biotechnology is currently implementing a new model for workload allocation, based on a model developed by DCU Business School, which may be worth examination by the School.</p> <p>The university encourages the Head of School to seek, where required, the support of the Dean of Faculty in developing an appropriate model for</p>
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					the School.
7	P2	U/ A	Appoint a community engagement coordinator to help develop a coherent strategy for community programs and also to manage and assess the myriad of current community programs.	The decision to appoint a community engagement coordinator will be made following a review of the School's community collaborations. (See No 2)	The university suggests that in the context of a School review of community collaborators, the School consider how their approach aligns to the university's broader Engagement ambitions, as outlined in the DCU Strategy, <i>Talent, Transformation and Discovery</i>
8	P2	U/ A	The School should engage a business expert to assist with the development of a business plan for both MedEx and any future endeavours including costings for programmes to ensure they are financially viable as well as achievable.	<p>The school is currently in discussion with the Director of Invent and the Director of Finance in DCU in relation to the development of a business plan for MedEx.</p> <p>A school let team have met with the Dean in relation to graduate programs</p> <p>School staff attended a number of scheduled meetings between October and December 2017 to discuss the development of proposed graduate programs.</p> <p>The School will seek funding to engage with an expert to assist with the development of a business plan for a number of proposed taught graduate programs.</p>	<p>The university notes that progress has been made in relation to this recommendation. An initial report following an independent review has been submitted, and this has been followed by a request for a business plan to assess a financial sustainable operational model for MedEx.</p> <p>The university further notes that the future development of MedEx should take place within the context of the university's broader strategic agenda.</p> <p>In relation to academic programme development, the university notes that the costing of programmes is an internally led process, with support provided to programme proposers by the DCU Finance Office.</p>

9	P1	U	Review all current equipment in the School. Develop and embark on a rolling renewal programme so as to best utilise current and future funding.	The school has made a submission under the Campus Development Plan (Sept- Dec 2017)	The university notes the current Campus Development Plan which includes considerable investment in teaching infrastructure over the next two years. The university suggests that the School work closely with the Dean of Faculty to articulate equipment requirements.
10	P1	U/ A	Conduct a Teaching Quality Review, a programmatic review and a Research Quality Review to inform current programming and the development of a graduate programme.	<p>The teaching convenor will be tasked with undertaking a teaching review. The research convenor will be tasked with undertaking a research review. Program Chairs for the BSc, Sport Science and Health, and the BSc Athletic Therapy and Training will coordinate programmatic reviews.</p> <p>It was envisaged that the recommendations of the programmatic review of the BSc in Sport Science and Health undertaken in 2015 would be implemented as part of the Quality Improvement Plan. A number of scheduled meetings took place between October and December 2017 to agree on how best to incorporate the 2015 recommendations. However, it was the view of both the Program Chair and the Head of School that a new Sport Science and Health programmatic review should be undertaken in 2018. A programmatic review of the BSc ATT will also be undertaken as recommended by the Peer Review Group.</p> <p>The recent announcement that PE is to be upgraded to an examinable leaving certificate subject is likely to result in some changes to the BSc programs in</p>	<p>The university welcomes this proposal. It notes that similar recommendations in the quality reviews of the School of Biotechnology and School of Chemical Sciences, have resulted in comprehensive reviews of the undergraduate curriculum.</p> <p>The university suggests that, if appropriate, the methodologies applied in other Schools may provide guidance and support to the School of Health and Human Performance in addressing this recommendation. The university also suggests that the School work closely with the Dean of Faculty in realising its ambitions in relation to this recommendation, particularly in relation to postgraduate programme provision.</p>

			<p>Physical education biology/mathematics. The Head of School has been in regular communication with the Program Chair of both PE programs.</p> <p>The Head of School will seek funding to allow for a member of staff to commit time to oversee overarching programmatic reviews in both Sport Science and Health and Athletica Therapy and Training. It is envisaged that this review will begin in February 2018 and be completed by the end of August 2018.</p> <p>The adoption of the new Junior cycle physical education curriculum and the proposed introduction of a new Leaving Certificate physical education curriculum will necessitate changes to the PEB and PEM programs. The changes will be undertaken in collaboration with the Department of Education and Skills.</p> <p>Along with the other reviews undertaken in response to the Peer Review Group Report, the teaching quality, programmatic and research reviews will be used to develop a new School strategy.</p>	
11	P1	U/A	<p>Engage in internationalisation in order share best practice and secure future teaching and research opportunities.</p>	<p>The School will develop a strategy to recruit foreign students to the BSc, Athletic Therapy and Training and graduate students to current research programs (MSc and PhD) and our planned taught graduate level degrees.</p> <p>DCU welcomes this recommendation, and encourages School of Health & Human Performance to work closely with the VP External Affairs, International Office, VP Research and Innovation and the newly established</p>

					Strategic Partnerships Office to support the School's ambitions in this area.
12	P1	A	The School should prioritise the expansion of its postgraduate teaching to embrace taught Masters and (structured) Ph.D components.	<p>The expansion of taught graduate level programs is a major priority for the School. A template for a suite of taught graduate programs will be submitted to the Dean of the Faculty and discussions regarding financial models will take place with appropriate units within the university. The roll-out of taught graduate level programs will require the development of an appropriate financial model that appropriately rewards the School.</p> <p>Talks are ongoing with the Dean and the finance office</p>	<p>The university suggest that the School work closely with the Dean of Faculty in scoping future postgraduate programmatic offerings</p> <p>Proposals for new programmes should be considered within the context of strategic planning within the Faculty and the goals of the new DCU Strategy.</p>
13	P2	A	Plan for and anticipate the research dividend that will be realised when it is provided with a new School space/building.	The new School Research (See no 15) Strategy will include a plan to maximize the anticipated research dividend associated with the new building.	<p>The university welcome this recommendation, and encourage the School to work closely to the Dean and other relevant departments in anticipating future research opportunities and needs.</p> <p>In Q1, 2018, consultation with key stakeholders across the university will form a key activity in the design phase on the proposed building. The university welcomes the input of the School as part of this process.</p>
14	P2	A/ U	Capitalise on the research potential of MedEx.	With the understanding that MedEx is primarily a service to the public, the Schools new research	The university welcomes an exploration of the research potential

				<p>strategy (See no 15) will aim to capitalise on its research potential.</p> <p>Implementation: This is ongoing and every effort is being made to ensure that the MedEx research is aligned with FSH and DCU's Research Strategy, particularly under the research theme of Health</p>	<p>provided through the School's investment in the MedEx programme.</p> <p>We note that research opportunities may be explored in the broader context of DCU's Research Strategy and Faculty Research prioritisation planning, particularly under the research theme of Health.</p>
15	P1	A	<p>Conduct an audit and evaluation of its current research output and capacity with a view to identifying new and expanding current research capacities, developing synergies, establishing targets and priorities both for the School as a whole and all its members, and identifying and locating needed areas of expertise. The terms of reference of the audit should address the issue of the re-designation of the Centre for Preventative Medicine.</p>	<p>An audit and evaluation of the current research outputs will be overseen by the research convenor.</p> <p>A new School research policy will be developed</p> <p>The new School research policy will identify emerging research areas, develop synergies, identify deficiencies and establish short, medium and long-term targets.</p> <p>Implementation; The Head of School had met with the Research Convenor in relation to undertaking a comprehensive review of the research activities in the school. It is envisaged that this review will begin in February 2018 and be completed by the end of September 2018.</p>	<p>The university notes the plans to develop a new Health Research Strategy which will be aligned with the University's Research and Innovation Strategy. This strategy will include an emphasis on collaborative and interdisciplinary approaches, and the university considers that the School of Health and Human Performance has the opportunity to play a key role in the identification of specific research themes and the implementation of the strategy.</p> <p>The university notes that clear criteria exist for the designation of university research Centres. The university suggests that the School work closely with Dean of Faculty and the Office of the Vice President of Research and Innovation in forwarding proposals on future research centres.</p>

16	P2	A	<p>Identify and pursues research collaborations with pertinent medical facilities in the city and other Schools and centres in the University.</p>	<p>The School of Health and Human Performance is currently one the most connected and collaborative schools in DCU. In addition to extensive research collaborations with other Centre and Schools within DCU, the School is engaged in research collaborations with other national and international third level institutions and with Medical schools and hospitals in the Greater Dublin area.</p> <p>The School will continue to develop relationships with external collaborators, based on identified opportunities aligned to our discipline strengths, and strategic priorities.</p> <p>Implementation: This is an ongoing process. Between September and December 2017 the School has been successful in developing further collaborations with Hospitals in the Greater Dublin region.</p>	<p>The university supports this proposal to continue to build on the School's current research collaborations. The university notes that the newly established Strategic Partnerships Office may be able to provide support to the School in achieving its ambitions in this regard.</p>
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3 Summary of the One Year Plan

The area has developed a number of YR 1 priorities in response to recommendations made by the PGR. These priorities include;

- The establishment of a School Management Group (SMG) to further developing the organisation and leadership structures within the school.
- The development of a comprehensive Communications Strategy with a key focus on the level of engagements with internal and external stakeholders in the areas of teaching, research and community.
- Continue high level of engagement between the School Faculty and university leadership regarding the scale and scope of new infrastructure design.
- Development of a Workload Allocation Model which will involve consultation with the Dean and other units within the Faculty, with the final proposal presented to all school members in June 2018 prior to approval and implementation.
- A review of the current equipment suite within the school to ensure the provision of sufficient support through current and future funding allocations for all activities (submission made under the Campus Development Plan Sept-Dec 2017 to assist in this endeavour).
- A comprehensive quality review of teaching, research and the programme portfolio will be carried out. Priority will be afforded to the Sports Science & Health and Athletic Therapy programmatic reviews. The Head of School will seek funding to enable a member of staff to focus on completing these reviews by end August 2018.
- The development of taught graduate level programs will be prioritised by the school. A proposed suite of programs will be submitted to the Dean and will be followed by discussions with other university units regarding the development and implementation of a sustainable financial model to support this expansion.
- An all-inclusive audit and evaluation of the current research outputs will be carried out in anticipation of the new research facility. This process will be overseen by the School research convenor, in close consultation with the Head and carries a projected completion date of September 2018.
- The development of a Research Policy which will identify emerging research areas and possible deficiencies, develop synergies and outline short, medium and long-term milestones. This process will be supported by the faculty and VPRI.
- Continue to prioritise engagement with external medical collaborators in order to further enhance the school's performance.

4 Summary of the Three Year Plan

The area has responded to PGR recommendations for its Three Year Plan as follows;

- Develop a Strategic Recruitment Strategy which is closely aligned to the University's Strategic Plan, Talent, Discovery and Transformation. This will enable the development and retention of fundamental expertise within the school to ensure continued performance and growth.
- Appoint a Community Engagement Co-ordinator following a progress review of the portfolio of community collaborations which will form part of the schools' Communication Strategy.
- Develop a Business Plan which will review and restructure a number of postgraduate programmes including MedEx and future potential ventures. The school will seek funding to engage with an external expert who can assist in the development of this plan.
- Conduct a comprehensive quality review of teaching, research and the programme suites which will be carried out by the school convenors and programme chairs with priority afforded to core programmes (Yr1 plan). These reviews will take into consideration the adoption of the new Junior Cycle physical education curriculum as well as the proposed introduction of a new Leaving Certificate physical education curriculum and will be carried out in close consultation with the Department of Education and Skills.
- Develop a strategy to increase the number of International students particularly to the BSc Athletic Therapy & Training with a strong focus on graduate students to research programs (MSc, PhD).

5 Appendices

5.1 Quality Committee (for the Self-Assessment Report)

- Prof. Niall Moyna, Head, Professor, Chair
- Dr. Bróna Furlong, MedEx Research Officer, Co-ordinator of self-assessment report
- Dr. Ronan Murphy, Deputy Head of School, Co-ordinator of self-assessment report

5.2 Peer Review Group members

- Prof. Mark Yeckel, Associate Dean for Admissions, Prof of Medical Sciences, Quinnipiac University (Chair)
- Dr. Fiona Chambers, Director of Sports Studies and Physical Education, University College Cork
- Mr. James Galvin, Chief Executive, Federation of Irish Sport
- Ms. Karen Johnston, Institutional Research & Analysis Officer , Dublin City University
- Prof. James Kelly, Head of School, History & Geography, Dublin City University