



UCC

Coláiste na hOllscoile Corcaigh, Éire  
University College Cork, Ireland

UNIVERSITY COLLEGE CORK  
COLÁISTE NA hOLLSCOILE CORCAIGH

# QUALITY PROMOTION COMMITTEE

Annual Report  
2009





### Membership

- Mr. Diarmuid Collins, Bursar
- Dr. Maeve Conrick, College of Arts, Celtic Studies & Social Sciences
- Professor Paul Giller, Registrar & Vice-President for Academic Affairs
- Mr Eoin Hayes, President, Students' Union (2009/10)
- Mr. Cal Diolúin, President, Students' Union (2008/09)
- Mr. Martin Hayes, Director, Computer Centre (retired December 2009)
- Cllr Tom Higgins, Governor (from January 2009)
- Professor Ken Higgs, College of Science, Engineering & Food Science
- Dr. Anne Mills, Admissions Officer
- Mr. Paul Moriarty, Head, Student Counselling & Development Service
- Dr. Michael B. Murphy, President (Chair)
- Mr. John O'Callaghan, Governor
- Dr. Seamus O'Reilly, College of Business & Law
- Dr. Norma Ryan, Director of Quality Promotion (Secretary)
- Professor Helen Whelton, College of Medicine & Health

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The UCC approach to quality is based on sound policies, principles and on best international practice. It reflects a holistic view of quality in the University, involving all of the major stakeholders as well as external experts in the process, preserving institutional autonomy and emphasising quality improvement.

This Annual Report 2009 of the Quality Promotion Committee to the Governing Body of UCC is primarily an account of the

- report on quality reviews conducted in the academic year 2008/09;
- progress made in quality improvement of activities arising from the findings and recommendations from reviews conducted in 2007/08;
- plans for the future; and
- recommendations from the Committee to the Governing Body.

### **Quality Improvement – Progress on Implementation of Recommendations**

Follow-up reviews are conducted on all quality reviews after a period of 12 to 18 months has elapsed following a review. Very good progress has been made in the implementation of recommendations for improvement, with a very serious commitment by the University as well as by departments and units to ensuring that recommendations are implemented where at all possible, and that resources are provided for the implementation of recommendations, where possible. Regular reports are made to the University Management Team of the key issues arising from quality reviews and, where possible, management is working to bring about the necessary improvements, in particular where these are directly linked to the strategic objectives of UCC.

Notwithstanding these efforts there are some issues remaining to be addressed and acted upon. These are discussed in some detail in the body of this report with accompanying recommendations for action.

### **Quality Reviews 2008/09**

A University-wide quality review of all research activity in UCC was conducted in 2008/09. This was a very significant undertaking which entailed extensive preparation by all academic units, including research centres and institutions. The review was the first of its kind to be conducted in an Irish University and was innovative in its design. UCC's purpose in conducting such a review was to assist UCC in its strategic focus on research development and in the improvement of the quality of research in UCC in all disciplines. The Review Panels were composed entirely of international experts and judgements were made based on comparisons with international norms and best practice and against a set of criteria established by the Academic Council. This Research Quality Review was the main focus of activities for 2008/09.

### **Plans for the Future**

The second cycle of quality reviews commenced in 2007/08, and quality reviews continue to be conducted. A considerable emphasis is placed on links of all activities of units to the strategic plan of the University and also on implementation of recommendations for improvement. A particular quality improvement focus in 2009/10 will be the development of revised research strategies across all areas of the University informed by the outcomes of the Research Quality Review.

### **Recommendations**

1. That the Governing Body approves this report and its publication on the university web site.
2. That the Governing Body approves the schedule of reviews planned for 2010/11 and the draft schedule for subsequent years 2011 - 2015

### **Acknowledgement**

The Committee wishes to acknowledge the financial assistance received by the University from the HEA under the Targeted Initiatives/Strategic Initiatives Quality Assurance Programme funded under the National Development Plan 2007-2012.

### Introduction

The focus of the quality improvement and quality assurance procedures in UCC extends well beyond maintaining the academic standard of programmes, which is recognised as a vital element in meeting the needs of its students, to include all areas of the university's operation. This includes, inter alia, teaching and learning, research and all administrative and support services provided. UCC recognises that all areas of the University's operation will affect (directly or indirectly) the quality of the totality of the student experience and ultimately may have an impact on student achievement. The University is conscious that students make a valuable contribution to the assurance and assessment of quality within the University and is committed to seeking the views and contributions of students, as well as of other stakeholders, including employers, alumni and professional bodies, and to using this feedback to improve the quality of the students' experience. The primary aim of UCC in conducting the quality reviews is to ensure that the University provides the best possible student experience and that an ethos of quality improvement is fostered at all levels in the University.

Quality is the responsibility of every member of staff of UCC. Everybody has a contribution to make. In order for this approach to be successful, there must be clear lines of responsibility and accountability for each area of operation and adequate support to enable the staff to achieve their quality objectives. All staff are encouraged to participate fully in the preparation for the quality review and in the conduct of the review itself.

It is recognised that one important factor in assuring quality involves constant re-examination of one's own approach against those of one's peers. In this way the University can be assured that it is maintaining appropriate standards and also demonstrates accountability to external bodies for the use of public funds.

Thus, the University is committed to the involvement of external peers in its quality improvement and quality assurance procedures. (In this context 'peer' is broadly defined to incorporate academics, practition-

ers and potential future employers.) The benchmarking exercise that all departments and units undertake also assists in the achievement of this aim.

This Report follows on previous Reports and will focus on quality reviews and the outcomes of these reviews conducted in the academic year 2008/09, together with the follow-up reports on implementation of recommendations in reports from quality reviews conducted in 2007/08. There are many findings and comments in the detailed reports of the peer reviewers that are not detailed in this report. The reports are published in full on the Quality Promotion Unit web site (<http://www.ucc.ie/quality>), following their consideration by the Quality Promotion Committee, in accordance with a previous decision of the Governing Body to delegate approval for publication of the reports to the Committee. It should be noted that the overall findings in the majority of quality reviews were of satisfaction with the activities undertaken by the department or unit concerned. In most cases there were both excellent and very good features commented on by the reviewers.

### Quality Promotion Committee (QPC)

The Quality Promotion Committee (QPC) continues, as heretofore, to present an Annual Report to the Governing Body and, in addition, reports quarterly to the University Management Team of the University. The terms of reference remained unaltered. The appointment of members to the QPC continues to be a matter for the Governing Body.

### The Quality Promotion Unit

The Quality Promotion Unit, led by its Director, Dr. Norma Ryan, and assisted by a support team of three administrative staff, is primarily responsible for facilitating the implementation of quality improvement and quality assurance procedures in UCC. The Unit assists departments in preparing for reviews, including analysis of surveys and management of an electronic system for the conduct of surveys, carries out all the logistical arrangements, liaises with the members of the peer review groups, receives the peer review group reports and prepares reports for the Quality Promotion Committee on each review. The



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Director also leads the monitoring of implementation of recommendations for improvements made by Peer Review Groups and the follow-up reviews of actions arising from reviews.

All procedures, guidelines and sample questionnaires are published in paper format and on the Quality Promotion Unit web site (<http://www.ucc.ie/quality>). In addition the Unit is a partner in a number of European EC-funded Tempus and Erasmus projects focussed on aspects of quality assurance and quality enhancement.

### **Quality Reviews 2008/09**

The following departments and units all completed, successfully, a quality review in 2008/09, following the guidelines approved by the university.

#### **Academic Units**

##### **Department of Government**

#### **Centres and Administrative/Support Units**

#### **Research Quality Review**

##### **All academic units and research institutes**

The Department of Government prepared a comprehensive Self-Assessment Report, including undertaking a detailed self-critical analysis (SWOT) and a benchmarking exercise in relation to the activities of the unit. This was the second quality review and the review incorporated a review of implementation of recommendations for improvement made in the first review report.

A Peer Review Group was appointed for the review and visited UCC for a period of three days to meet with staff, students and other stakeholders in order to assess and evaluate the unit. Following the visit a report was submitted to the University and considered by the Quality Promotion Committee. Key extracts from the review report for the Department of Government<sup>1</sup> are given in Section B.

### **Findings**

The findings on this occasion mirror those reported on previously for other similar units. The reviewers included in their reports a review of the actions and developments since the first quality review. It was notable that the majority of the recommendations made in the first review reports had been implemented in full and that the primary reasons for non-implementation of the remainder were (i) the lack of alignment with the University strategic plan; and/or (ii) the level of resource required to implement the recommendation(s).

### **Research Quality Review**

Please note attached separate report on the Research Quality Review for details of the process followed and the reports.

In 2007 it was decided to undertake a Quality Review of all research activities in the University. It was the first time that such an exercise has been undertaken in any Irish university and it required much discussion and consideration before the process to be used was eventually agreed.

The outcome was an extensive and thorough review of the quality of research activity at UCC, carried out over the 2008-09 academic year by 15 international review panels addressing 67 academic units and research Institutes in the university (full details of the panels and their visits are posted to the Quality Promotion Unit web site, <http://trans.ucc.ie/quality>). The Committee acknowledges the enormous effort made by academic and research units in collating the information required for the review, the expertise and commitment dedicated by the Quality Promotion Unit in coordinating the review process and the invaluable input by the international colleagues on the review panels. It is clear that the process itself, in energizing and focusing staff on a consideration of research output and quality, has already led to a greater awareness of the value of research throughout the University. The review has provided a deep and broad independent overview of the state of research throughout the University, which will be invaluable in future strategic planning. In addition, the very significant body of data gathered in the process will be of considerable assistance in developing improved research information systems at UCC.

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<sup>1</sup> Published in full at <http://www.ucc.ie/quality>

The Committee is conscious that this is the first time that UCC has conducted such a review and, although a pilot had been a part of the developmental process, it is recognized that, whilst it may not have been possible to perfect every element of the process, the review was conducted in accordance with the agreed guidelines. The expertise brought to the entire process by the impressive array of external reviewers gives confidence that the process is a very good starting point for UCC in shaping future internal reviews of research quality and perhaps a national scheme.

The panels provided both narratives and scores for each unit assessed. The narrative has been circulated to the academic units and has been posted on an intranet site and thus made available to all those with access to the University network. The Committee recognizes that measures of quality in research are complex and multi-dimensional and that appropriate strategic planning will take into account all aspects of the panel scores and commentaries. The numerical scores and the detailed commentaries and advice of the panels will provide an extremely valuable resource in strategic planning of research at all levels in the university (from Schools to University Strategic Planning) and in the allocation of resources, including capital investment, appointment of new staff and annual resourcing of units.

A simplistic use of overall scores for units is not recommended as it is clear that crucial information regarding the state of research in units is contained in other scores and that all scores must be interpreted in light of the panels' comments. How various review scores inform particular policy and resourcing questions will depend on the question under consideration (e.g. decisions regarding annual resourcing of units may emphasize particular scores differently from decisions regarding capital investment).

Several aspects of research output, quality and activity were scored by the review panels for the various academic and research units reviewed. It is clear, both intuitively on cursory examination of the scores and on formal statistical analysis of the entire data set, that substantial independent information is contained in each of the scores returned in the evaluation of units. Thus, the overall score is not simply a

summary of information contained in detailed scores, but is also informed by the judgment by the panels of overall quality in the research efforts of the units. Conversely, detailed scores, such as the quality profile of published output, contain important information not present in the overall score.

## Findings

One of the very encouraging aspects of the review has been the independent evaluation and validation that many parts of the University are performing at the highest level, a significant number of units at a very good level, but some improvement is required in other areas. This process should recognize what has been achieved at UCC thus far and will encourage all to do better in the future. A baseline has now been established and will inform and enable the University to assess improvements in the future.

The range of different aspects of research scored and the associated panel comments gives robustness to the evaluations provided in the review, especially when all data and comments are taken into account. Analysis of anonymous scores gave no indication that panels differed in their rating tendencies and use of rating scales.

## Key issues and findings arising from Research Quality Review

A number of key issues and recommendations common to many of the panels have been identified, including (in no particular order of importance):

- **Sabbatical leave** as a means of facilitating development of research agendas and outputs. The recent curtailment in provision of sabbatical leave, in particular in the humanities disciplines, was criticised as being short-sighted and inevitably leading to a decrease in the quality of research undertaken.

**Action by UCC:** Academic Council has recently approved proposals for a revised sabbatical leave scheme which essentially devolves the responsibility for the recommendations for leave to the College level.



- The quality of journals the academic staff publish in and the need to ensure that **publication in journals of international standing** is supported and encouraged.

**Action:** this is an on-going activity. Many of the academic units, in their responses, committed to improving the quality of journal that staff publish in and to increasing focus on the internationalisation of their publications.

- That the **investment in facilities**, which has taken place in a number of disciplinary areas across UCC, does result in excellence in terms of research outputs and achievements. This is evident in the excellent results achieved by the research institutes and an examination of the achievements of the academics and researchers in these units. The research institutes reviewed all received excellent grades and comments, both on the facilities and on the quality of the research outputs from the work conducted in the institutes.
- That across many areas of the University the **teaching workloads are significantly higher than the norms internationally** and that this poses a challenge for the achievement of research excellence in those disciplines. Some of the panels commented on the impact that the very high (compared to international norms) workloads would have on the quality and amount of research output.

**Action by UCC:** a Working Group has been established tasked with examining international models of academic workload models (encompassing all academic workload of teaching, research and administration) and with devising a model for consideration by UCC. This group is due to report to the University management before the end of the year.

- Support for early career researchers is a necessity if aspirations are to be achieved. The panels determined that the evidence for the return on the investment in such support is overwhelming, and they strongly advocated the need for enhancing the level of support already available.

**Action:** all areas have been asked to consider this and will address the issue in the quality improve-

ment plans being developed. It is also strongly recommended that all new appointees be mentored and supported. This is now part of the policy approved for all new appointees to academic positions in UCC and the implementation will be monitored by the University Promotion & Establishment Committee.

- The panels determined that in the sciences, technology and medical disciplinary areas there is some **support from the Research Office** for grant applications and proposals, whereas in the humanities the same level of support is not in place. The panels strongly advocated the advantages of central and professional support for academic researchers in this area of activity.
- The need for the University and the funding agency to continue the support for **access to international journals and books**. The IReL model of supporting access was highly commended by panels and the risks to the quality of research outputs, should the access be diminished, were referred to by many of the panels in the reports. The successes of the **research institutes** (Tyndall National Institute, Alimentary Pharmabiotic Centre, Analytical & Biological Chemistry Research Facility, Environmental Research Institute, Boole Centre for Research Informatics) was recognised by the high scores achieved and measures of esteem. These institutes are all extremely well funded, attract major funding from within and external to Ireland and publish in the most widely recognised international journals. The investment by the State, funding agencies and the University in the excellent infrastructure and the high quality of staff in these institutes was recognised as one of the key factors in their successes.
- **Inadequacies in space and facilities** were noted in many instances. Allocation of space and other facilities remains a serious issue for an institution that is expanding in terms of student numbers more rapidly than plans for new facilities can be implemented. All space is at a premium in UCC and there is a real need to develop a proper space allocation policy and to implement it. Issues such as retired staff holding offices, provision of adequate facilities for the increasing number of postgraduate students in all Colleges, health and safety in labora-

tories, all require attention and financial resources in particular. New buildings are being resourced and planned but the need is outpacing provision all the time. It is recognised that it is difficult to cater for rapidly changing student populations in different disciplines in a constructive manner that is not overly disruptive of departmental activities.

**Action by UCC:** the University Management Team Space Allocation Committee is responsible for the allocation / re-allocation of space. Every effort is made to ensure maximum use of available facilities.

- The inadequacy of the current **research information system**, as a means of informing decision making in UCC, of supporting academic staff in grant applications, of identifying areas of excellence, and of identifying those areas in need of particular support, was clearly identified by most of the panels.

**Action by UCC:** in 2009 UCC approved the acquisition of a dedicated research information database. It is anticipated that the dataset will be fully established by the end of the 2009/10 academic year with all research staff on the system. The system will also link into the UCC web site and so information on researchers will be easily accessible from departmental web pages, inter alia. The Research Quality Review required the submission of all evidence of research activity to the University and the panels. This data has been used to populate the research information system, thereby ensuring that the value of collecting the data has extended well beyond the purposes of the research quality review itself.

The University supplied additional support to the Computer Centre to assist in the initial entering of data into the database. Researchers will be required to update their information annually following the initial setup.

- Although all units had been requested to include their **strategic plan for research** in the submission to the relevant panel, it was clear that not all units have a well-thought out strategic plan for research and that in some cases, where there is a

strategic plan for research, it is not always aligned with the University Plan.

**Action:** all units have been requested to update/write a research strategic plan as part of the quality improvement following the review. In addition the four Colleges have been asked to revise their strategic plan informed by the reports.

- The need for **research leadership** and the development of a **consistent research culture** in academic units with the aim of facilitating and encouraging scholars in realising their potential to the full.

**Action:** all areas have been requested to consider and address the recommendations in this area.

- The need for implementation of the University guidelines for **support of PhD students**, including annual reviews of progress, joint supervision arrangements and engagement with seminar programmes and activities arranged by academic units for the benefit of staff and students.

**Action by UCC:** Over the past two years Academic Council has been working on establishing many approved policies and guidelines and regulations of all aspects of doctoral programmes. Full account has been taken of the recommendations arising from the Research Quality Review in the development of these policies and guidelines.

The University is committed to the continuous improvement of the environment and support for all students including doctoral students.

### Review of Research Quality Review Process

The University has begun to conduct a thorough retrospective analysis of the review process, extracting valuable lessons for future reviews and highlighting general trends or particularly important conclusions emerging from the current review. Appropriate publicity will be given to strong positive messages, such as the outstanding conclusion that approximately 10% of the UCC research output reviewed was rated as “world-leading” by our international peers, with almost 40% of the research output being judged to be “excellent” or better.

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## Quality Improvement

With respect to all reviews conducted to date QPC noted that some of the issues can be addressed within the current resources of the university and that some will require significant funding which may be even more difficult to acquire in the present financial circumstances.

The QPC acknowledged the very significant commitment of the University community to quality improvement, but also that, within the context of the current financial difficulties, it will not always be possible to implement those recommendations requiring considerable resources.

The University Management Team, in its consideration of such recommendations, has prioritised actions based on alignment with the University Strategic Plan and commits to continuing to do so in the future.

It is important to realise that the focus of the quality reviews is not merely quality assurance but also embraces quality improvement. Thus there will always be identification of areas for improvement, notwithstanding some excellent progress that has been made in implementing recommendations from previous reviews and similar exercises. The following paragraphs briefly describe some key areas and issues which have generic application across many similar units in the University and also describe progress towards improvement.

### General Comment

The QPC recognises that the implementation of resource-requiring recommendations is not an easy task at any time and is particularly challenging in the current financial climate. Nonetheless the Committee considers it important that the issues remain at the forefront and that efforts, already on-going, continue to address them. Not all of the recommendations require additional resources for implementation and the expectation is that all of these will be implemented as soon as possible. The QPC notes and welcomes the fact that the University management makes progress reports regularly to Governing Body on implementation of recommendations for improvement requiring decisions

at management level, in addition to the Annual Report made by the QPC.

### Follow-up Reports on Implementation of Recommendations by Departments and Units

Approximately twelve to eighteen months following completion of the report of the reviewers on a department or unit and its consideration by the Quality Promotion Committee, a report on the actions taken and progress on implementation of the recommendations is submitted by the Head of the Department/Unit to the Quality Promotion Committee following discussion and agreement with the relevant Head of College/Dean of Faculty/ Vice-President to whom the Department/Unit reports.

Section C of this report details the follow-up reports on the remainder of the quality reviews conducted in both the Academic year 20/07/08. Reports on follow-up reviews for the quality reviews conducted in previous years have been made before to Governing Body and are published on the University web site.

The Quality Promotion Committee considered the reports and was satisfied that in the majority of cases the schools, departments and units worked hard to implement the recommendations of review reports as endorsed by the Committee. It was also evident to the Committee that relevant budget holders had made efforts to allocate resources, in particular financial resources, to assist schools, departments and units to implement resource-requiring recommendations arising from quality reviews. Such recommendations included the filling of academic and administrative posts, allocation of Library and other budgets, replacement/provision of equipment, etc.

### Appointment of external reviewers to quality review panels

In 2007/08 the QPC considered the process for appointment of reviewers to quality review panels. The present system, whereby departments/units nominate a panel from which the QPC chooses reviewers, is considered to be less than ideal and requiring amendment.

The EUA, in its report<sup>2</sup> to the Irish Universities in 2005 following the conduct of institutional reviews in all seven Irish universities, said:

*“concern was expressed at the practice apparently accepted in all universities of the unit under review nominating a shortlist of its own candidates as peer reviewers.*

### **Selection of Members of Peer Review Groups (PRGs)**

*The EUA teams urge the Irish universities to ensure that any direct link between the unit under review and the choice of peers for that review is cut.”*

The QPC proposed a change to the process to ensure that a greater distance is maintained between the unit under review and the choice of peers. This was considered by Academic Council and Governing Body and the final process was agreed as follows.

<b>Previously approved process</b>	<b>Process approved and operations for 2010/11 onwards</b>
<p><b><u>Chair:</u></b></p> <p>Appointed by the members of the PRG on convening on the first evening (prior to the commencement of the review). It is expected that the Chair will normally be appointed from among the external members of the PRG. However this is not an absolute requirement.</p>	<p><b><u>Chair:</u></b></p> <p>No change to process</p>
<p><b><u>Internal members:</u></b></p> <p>Nominated and appointed by the Quality Promotion Committee.</p>	<p><b><u>Internal members:</u></b></p> <p>No change to process</p>
<p><b><u>External members:</u></b></p> <p>Panel of at least five nominees per category is nominated by department/unit. Those nominated should not be closely associated with the unit to be reviewed (e.g. should not be a current external examiner). Panel will be submitted to external expert (e.g. previous external examiner) for selection of members of final PRG. The external expert may also suggest additional names, if s/he so deems appropriate. Additional names may also be suggested by the Quality Promotion Committee.</p>	<p><b><u>External members:</u></b></p> <p>The Unit to be reviewed, in consultation with the Head of College/Vice-President/Reporting Officer will nominate an external advisor. The Quality Promotion Committee will invite the external advisor to nominate a panel of national and international external experts from which the Quality Promotion Committee will source potential reviewers. Consultation may also take place with current and/or former external examiners, and/or with other QA offices in Ireland and abroad, and/or with universities abroad that have links to UCC and/or with members/chairs of quality reviews, including the research reviews held in 2008/09. The Quality Promotion Committee will have final approval over all members of Peer Review Groups.</p>

<sup>2</sup> Published at <http://www.ucc.ie/quality>

<b>Previously approved process</b>	<b>Process approved and operations for 2010/11 onwards</b>
<p data-bbox="225 331 821 376"><b><u>Consultation with Unit:</u></b></p> <p data-bbox="225 405 821 439">Unit nominates</p>	<p data-bbox="821 331 1359 376"><b><u>Consultation with Unit:</u></b></p> <p data-bbox="821 405 1359 629">Before finalisation of the membership of the Peer Review Group, the unit to be reviewed is asked if they have any concerns/potential conflicts with any of the members proposed. The Quality Promotion Committee will consider the response of the Unit in this regard.</p>

### **Recommendations to Governing Body**

That the Governing Body approves this report and its publication on the university web site.

That the Governing Body approves the schedule of reviews planned for 2010/11 and the draft schedule for subsequent years 2011 - 2015.

### **Acknowledgement**

The Committee wishes to acknowledge the financial assistance received by the University from the HEA under the Targeted Initiatives/Strategic Initiatives Quality Assurance Programme funded under the National Development Plan 2007-2012.

## Section B: Reports on Quality Reviews 2008/09

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### Academic Units

- Department of Government



## Peer Review Group

- Professor John Benyon, Institute of Lifelong Learning, University of Leicester, UK
- Professor David Denver, Department of Politics & International Relations, University of Lancaster, UK (Chair)
- Professor Yvonne Galligan, Director Centre for Advancement of Women in Politics, Queen's University Belfast, UK
- Mr. Martin Hayes, Computer Centre, UCC
- Dr. Pat Finnegan, Business Information Systems, UCC

## Site visit

The site visit was conducted over 2.5 days from 28-30 October 2008 and included visits to departmental and library facilities in UCC and meetings with:

- Dr Seamus O'Tuama (acting for Professor Neil Collins, Head of Department) and staff of Department as a group and individually
- Professor Neil Collins, Head of Department (via conference call)
- Representatives of undergraduate and postgraduate students
- Representatives of employers, past graduates and other external stakeholders
- Professor Paul Giller, Registrar & Senior Vice-President Academic
- Professor M. Peter Kennedy, Vice-President for Research Policy & Support
- Professor Irene Lynch-Fannon, Head, College of Business & Law
- Mr. Cormac McSweeney, Finance Office

An exit presentation of the principal findings of the Peer Review Group was made to staff of the department in the afternoon of the second day.

## Description

Head of Department: Professor Neil Collins

No. of Staff: 13 full time academic staff; 2 part time College Lecturers, 3 Administrative staff

Location of Department: O'Rahilly Building

Degrees/Diplomas offered: BSc, BComm, BComm (international), BA Politics, MBA, MBS, MComm, MSc & PhD

No. of Students (2008/09): Department has 308.68 Student FTEs: 246.51 UG and 62.17 PG

FTEs distributed as follows:

## Undergraduate Student FTEs

Years 1-4	Visiting	Total U/G
220.39	25.96	<b>246.51</b>

## Postgraduate Student FTE

Master Taught	Master Research	PhD	Total P/G
33.58	7.67	20.41	<b>62.08</b>

**Mission Statement:** The broad aims and objectives of the Department are reflected in its mission to provide quality undergraduate and postgraduate programmes that enhance students' knowledge of politics and government and to conduct relevant research in the areas of government, and politics to enhance this mission. This mission serves as a quality template for improvements, additions and course corrections in the Department and provides the basis for an ongoing reflection about whether 'quality' is being achieved or if the standards for quality within the Department need upgrading or brought in line with changing realities.

## Aims and Objectives

### Short-term and long-term goals

**Short - term goals:** Achieving a core, permanent and recognised status in the University is the primary short-term goal of the Department as it seeks full funding for its core operations. Additionally, the Department has these additional short term goals: (a) improving relationships with other university departments and

gaining recognition of the goals and objectives of the Department; (b) maintaining student base; (c) grant-writing and other forms of revenue raising; (d) facilitating internal and external dialogue through improved communications including an updated Department web page; and (e) securing adequate space and equipment to support staff.

**Long-term goals:** (a) to continue to build on the Department's international reputation and become recognised as a leader in providing curriculum and research that integrates a traditional politics and government curriculum with innovations suited for a new age of global, multi-level governance; (b) to maintain a high level of financial viability; (c) to be on a par in terms of resources and staff with other political science departments in Ireland; (d) to increase the Department's capacity to offer consultancies and conduct groundbreaking research; (e) to build a sustained record of outstanding service to the University, the discipline, and to society generally; and (f) to maintain high standards of quality and integrity.

### General Comment on Quality Review

The last peer review of the Department (March 2004) reported as follows:

*"It is of some concern... to find that the Department's members identify issues of recognition, status and standing within UCC as a major problem. This...relates to the professional self-image and confidence of the members of staff, and to their perception of the reaction of key sectors of the University to the Department and its activities".*

With regret, we must report that these comments apply a fortiori to the situation in 2008. Despite this the Peer Review Group is highly impressed by the overall quality of the Departmental staff and of the work that they do – in teaching, in research and publication, and in the local community, region and further.

### Self-Evaluation Report

The self-evaluation report (SER) was a self-critical and reasonably reflective report, and the Department provided a comprehensive set of accessible documentation. Nevertheless, the Peer Review Group formed

the view that there was an element of repetition in the report, and that it failed to highlight all the significant issues that became evident during the site visit – particularly in the areas of research leadership and governance.

The Peer Review Group believes that the mission statement provided in the SER deserved more consideration by staff prior to finalising the report. In addition, Peer Review Group would have liked to have seen more consideration of (i) the improvement of research administration in the Department and (ii) overseas placement opportunities, which is clearly a significant strength of the Department.

### Benchmarking Exercise

The Department compared themselves to the Department of Politics at the University of Exeter. The Peer Review Group did not find the benchmarking statement particularly useful to the review exercise, and believes that choosing one of the many UK politics Departments with approximately twelve staff would have been more appropriate given the staffing profile of the Department of Government.

### SWOT Analysis

The SER provided a very detailed list of strengths, weakness, opportunities and threats. However, there was relatively little analysis of these items.

The Peer Review Group believes that greater refinement of the SWOT analysis would have provided a more insightful picture of how the Department views itself and the issues that it faces. Based on the SER and the site visit, the Peer Review Group see the key strengths, weaknesses, opportunities and threats as outlined in the following paragraphs.

### Strengths

The most significant strength of the Department is its strong and committed academic staff. This is reflected in various ways, such as the Department's ability to attract PhD students and the very positive postgraduate research culture evident in the Department. It is also evident in the excellent staff/student relationships (characterised by an 'open-door' policy) and the quality of the programmes offered. The Department

provides a very thorough grounding in the study of politics, combined with a number of attractive options. The Department has an attractive work-placement programme as part of the BSc (Government), especially overseas, and has maintained a significant contribution to the local community (e.g. public engagement with local government, work with prisoners, and activities with recent immigrants). In addition, there is a growing research output amongst academic staff as well as an impressive level of engagement with professional organisations.

### Weaknesses

Research is not always given sufficient priority in internal arrangements and structures in the Department, and there appears to be a need for more proactive research leadership. Consequently, academic staff members (particularly early-career staff) have not been sufficiently purposeful in ‘guarding time’ for such work and this is in some ways reflected in research funding acquisition and research output, although we note that the Department has been successful in raising research grants in the past. There is some evidence of a need for improved communication within the Department to reflect its increased size and workloads.

### Opportunities

The Department could develop external partnerships (working with colleagues in UCC and elsewhere) to enhance research and funding competencies as part of a staff development initiative. There are also opportunities to rationalise undergraduate offerings while expanding postgraduate, JYA, and continued professional development (CPD) programmes.

### Threats

The most significant threat is the continuation of the existing disputes regarding the Politics discipline in UCC which is the cause of some incredulity elsewhere. In addition, the falling level of the CAO entry points for the BSc (Government) is a matter for concern, as is the uncertainty created by restructuring, financial cutbacks, and the lack of space for postgraduate students.

### Teaching and Learning

The programmes offered by the Department of Government are of at least a comparable standard to other Politics programmes in the UK and elsewhere, and in line with what would be expected from a reputable Politics Department. There are many innovative aspects to the programmes – for example, the placement opportunities in the BSc (Government) and the work with immigrant groups at Masters level. In addition, the Peer Review Group commends the variety of the programmes that are offered.

### Research and Scholarly Activity

Staff members in the Department have publications in various reputable journals such as *Contemporary Politics*, *Comparative European Politics*, *Representation*, *Journal of European Policy*, *Politics*, *Parliamentary Affairs*, *Irish Political Studies*, and *Regional and Federal Studies*. Staff members have also had books published by leading publishers (e.g. Gill & Macmillan, Palgrave Macmillan, Routledge, Longmans, Sage, Yale University Press, and Manchester University Press).

Staff members are also active contributors to leading international conferences including those of the Political Studies Association of the UK (PSA), European Consortium for Political Research (ECPR), American Political Science Association (APSA), Elections, Public Opinion and Parties Specialist group (EPOP), and the Political Studies Association of Ireland (PSAI). The level of this activity is highly commendable and compares very favourably with the best Departments elsewhere.

### Specific Recommendations for Improvement

#### Abbreviations

<i>PRG: Peer Review Group</i>
<i>QPC: Quality Promotion Committee</i>
<i>HR: Human Resources</i>
<i>CBL: College of Business &amp; Law</i>
<i>VP: Vice-President</i>
<i>QIP: Quality Improvement Plan</i>
<i>CACSSS: College of Arts, Celtic Studies &amp; Social Sciences</i>

PRG Finding/Recommendation	QPC Recommendation
<b>Recommendations to the University</b>	
<p>Resolve the identity of the Department, particularly in relation to research and teaching in the Discipline of Politics</p> <p>We believe that the Department of Government has the potential to become one of the leading Departments of Politics in Ireland, with a strong international reputation. The University might seek to make the most of the political scientists that it employs by establishing a School of Politics and inviting Politics academics outside the Department to join.</p>	<p>QPC strongly endorsed recommendation.</p> <p>The QPC concurred with the need to establish structures to respond quickly to external demands in the areas of politics and political sciences. The Committee agreed that it is imperative that the internal difficulties causing blocks to developments in these areas be resolved and that progress be made rapidly in formation of a School of Politics, incorporating academics from a number of disciplines. The Committee noted that there is now a precedent for such a cross-College School and requested that the matter be resolved in good time to allow students wishing to enter UCC in 2010/11 be informed of all options in these areas available to them.</p>
<p>Consider re-branding both the Department of Government and the BSc (Government) with a view to reflecting more accurately their relevance within the discipline of Politics to external stakeholders (including potential students) and amongst the wider University community</p>	<p>QPC recognised the need to resolve these issues but were of the opinion that action on this should be deferred until the implementation of the recommendation above is resolved. Actions appropriate to deliver on this recommendation should be considered subsequent to the resolution of the formation of a School of Politics.</p>
<p>Resolve the structural position of the Department within the College of Business and Law. In particular, it is recommended that the Department should seek to enhance co-operative relationships with other Departments in the College in relation to programmatic and research collaboration. If a Business School were to emerge from ongoing restructuring, it is recommended that the Department of Government should <u>not</u> be incorporated into such a School. It is believed that such form of restructuring would hinder the development of the Politics discipline in UCC.</p>	<p>QPC noted that this recommendation is linked closely to the earlier recommendation and that in the resolution of the means to implement the recommendation above this recommendation also be considered.</p>
<p>That the College of Business and Law should make a strategic investment in new senior staff (Senior lecturer/Professor) in the Department with a view to (i) leveraging the expertise of the Department to enhance the competitive positioning of the College,</p> <p>(ii) improving research mentoring for early-career staff, and</p> <p>(iii) reducing the leadership burden on the existing senior staff</p>	<p>QPC strongly endorsed recommendation.</p> <p>QPC would anticipate that discussions and decisions on this issue would be expected to follow on from the development of the School of Politics referred to above.</p> <p>QPC noted the response of the Department which was considered to be unsatisfactory. QPC would anticipate submission of a plan setting out specific developments prioritised and costed.</p>
<p>Increase the administrative support available to the Department by</p> <p>(i) securing the tenure of the temporary executive assistant,</p> <p>(ii) provide training for administrative staff, and</p> <p>putting in place a process for securing the services of a full-time Departmental Manager</p>	<p>QPC noted recommendation.</p> <p>QPC would anticipate that discussions and decisions on this issue would be expected to follow on from the development of the School of Politics referred to above.</p> <p>QPC noted the response of the Department which was considered to be unsatisfactory. QPC would anticipate submission of a plan setting out specific developments prioritised and costed.</p>

<b>PRG Finding/Recommendation</b>	<b>QPC Recommendation</b>
Ring-fence some of the income from Continued Professional Development (CPD) programmes and programmes such as the JYA Certificate in Irish Politics Today, for staff development and support	QPC strongly endorsed recommendation. QPC noted the analysis of the PRG that there is a huge potential in this area for income generation and delivery on needs of public.
<b>Recommendations to the Department</b>	
Reduce the unnecessary non-academic administrative burden on college lecturers, particularly in relation to finance and placements	QPC endorsed recommendation. QPC noted the comment of the department with respect to the EA and commented that in the current economic climate this issue should be resolved within current resources.
Regularly review the number of modules taught	QPC strongly endorsed recommendation. QPC recommended that curriculum be regularly reviewed with a view to maximising use of available resources and a focus on delivery of CDP with resources freed up by this means, in addition to increasing the research activity of staff
Devise and implement a strategy for staff development, particularly in relation to research and publications	QPC strongly endorsed recommendation. QPC noted the response of the department and commented that it would have expected a research committee to be in place prior to the quality review and that meetings would occur more frequently than once per term. Implementation of the PMDS in place in UCC would also assist staff development in all areas
Formalise the process of visiting positions to ensure that students are exposed to disciplinary experts in leading Politics Departments internationally	QPC strongly endorsed recommendation. QPC found the response of the Department to be wholly inadequate and insufficient. QPC advise the Head of department to consult with heads of other departments who have implemented this approach successfully to improvement of the quality of the student experience.
Liaise more closely with ISS 21 in relation to the expertise available on writing research grants in the social sciences.	QPC strongly endorsed recommendation to support and enhance research grant writing skills. QPC recommended that a more vigorous approach to implementation be taken than that indicated in the departmental response.
Secure a more effective strategy for sabbatical leave that will ensure that all staff (but particularly early career staff) can  (i) develop funding linkages with politics researchers and networks abroad and  increase the level of research collaborations	QPC strongly endorsed recommendation. QPC did not consider the response of the department to be a serious response and is concerned at the lack of leadership exhibited by the response. It was not clear if the recommendation was accepted or not by the department and what the implementation date for action would be. QPC expect that this information will be provided in the quality improvement plan to be prepared and sent to the QPC.

<b>PRG Finding/Recommendation</b>	<b>QPC Recommendation</b>
<p>Formalise the position in relation to promoting awareness of the BSc Government degree in secondary schools (see PRGR for details)</p>	<p>QPC endorsed recommendation.</p>
<p>Continue growth at postgraduate level. Increase the amount of structured education on the PhD programme in line with UCC guidelines for 30-90 credits to be taken as part of the programme. In particular, we recommend additional modules on both qualitative and quantitative research methods in political science. Such modules could be offered in conjunction with other Departments in Business and Law and/or Social Science. We also recommend that a Masters opt-out be offered for students who complete 60 credits but do not submit a doctoral thesis. Such credits may include taught modules and/or a dissertation (e.g. M. Res model).</p>	<p>Recommendation strongly endorsed</p> <p>QPC noted that formation of the School of Politics will greatly facilitate delivery of this recommendation with closer links established to other areas of interest within UCC.</p> <p>The issue of a Masters opt-out should be explored.</p> <p>QPC noted that resources follow students and expressed grave concern at the recommendation to halt intake of postgraduate students until more resources are obtained.</p>
<p>Pursue the Space sub-committee to secure long-term dedicated space for PhD students and staff</p>	<p>Recommendation endorsed</p> <p>QPC noted the importance of supporting graduate students and the quality of their experience, and also that additional space will be made available in the next few months which the department, if interested and able to demonstrate sufficient need for, could apply for via the Head of CBL to the Space Committee.</p> <p>QPC also noted that the postgraduate dedicated spaces in the Boole Library are available and in the interim could be used by students.</p>
<p>Generate additional income by offering more Continued Professional Development (CPD) and programmes such as the JYA Certificate in Irish Politics Today</p>	<p>Recommendation strongly endorsed.</p>



## Section C: Follow-up Reports

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### Follow-up Reports on Quality Reviews 2007/08

- Chaplaincy
- Department of Classics
- Department of Economics
- Department of German
- Department of Student Health
- Drama & Theatre Studies
- UCC Dental School & Hospital

# Chaplaincy

## Peer Review Group

- Fr. Michael Paul Gallagher, Dean of Theology in Gregorian University, Rome (Chair)
- Fr. Diarmuid Hogan, Head Chaplain, NUI Galway
- Sr. Teresa Kennedy, Coordinator for Catholic Chaplains in Higher Education, UK
- Professor Mary McCaffrey, Associate Professor of Biochemistry, Biosciences Institute, UCC
- Mr. Paul Moriarty, Head, Student Counselling & Development, UCC

## Site Visit

The site visit was conducted over 2.5 days from 17-18 April 2008 and included visits to departmental and library facilities in UCC and meetings with:

- Head and staff of the department as a group and individually
- Representatives of undergraduate and postgraduate students and Student Union
- Representatives of employers, past graduates and other external stakeholders
- Representatives of Chaplaincy Student Team
- Representatives of Student Support Services
- Representatives of UCC Staff
- Mr. Michael Farrell, Corporate Secretary
- Professor David Cox, Head of College of Arts, Celtic Studies and Social Sciences
- Professor Patrick Fitzpatrick, Head, College of Science, Engineering & Food Science
- Mr. Michael Hanna, College Manager, College of Medicine & Health (representing Professor Robert McConnell, Acting Head)
- Mr. Cormac McSweeney, Finance Office

An exit presentation of the principal findings of the Peer Review Group was made to staff of the Chaplaincy in the afternoon of the second day.

## Description

Head of Department: Fr. Joe Coughlan

Chaplaincy Location: Iona House, College Road, Cork & Honan Chapel

Staff: 9 Staff

## Mission Statement

*“The Chaplaincy team at IONA accompanies staff and students on their spiritual journey. In a welcoming and caring atmosphere we offer a listening ear. Inspired by the Scriptures we provide opportunities for a deepening of faith, for service of others and for worship. We seek in this way to be a Christian presence at UCC.”*

This Mission Statement has been found to be in harmony with that of the University, it has enabled the formulation of clear aims which focussed the energy and commitment of staff. Critique of functions and activities in the light of this mission has led to ongoing developments, outstanding among which has been the creation of the student team, whereby a number of students is invited each year into collaboration with the Chaplaincy bringing their own youthful energy and ideas.

## Aims and objectives

- A liturgical and worship programme in the Honan Chapel
- Opportunities for staff and students to develop and express their personal prayer lives and spirituality
- Opportunities for the inculturation of faith and the evangelisation of culture
- A welcome and hospitality service
- Opportunities for community service and collective action for common good
- Support for vulnerable staff and students
- An ecumenical environment
- An interfaith environment
- Wedding services, reception tours, musical venue/cultural events

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## General Comment on Quality Review

At the outset the Peer Review Group wishes especially to acknowledge the professionalism and dedication of the staff of the Chaplaincy. The quality of service which such a unit is capable of delivering is ultimately dependent on the quality of the individuals available to deliver that service.

The Self-Evaluation Report was comprehensive and well presented and was carried out in accordance with the guidelines as set out by the Quality Promotion Unit. It was clear and concise, particularly in outlining the findings from the SWOT analysis. The section on analysis of stakeholders' views both internal and external was thorough and reflective and contained valuable feedback as well as a series of very useful ideas and recommendations. The Appendix section was informative, detailed and focused. The Peer Review Group would like to compliment everyone involved in producing the Self-Evaluation Report and for their efforts in gaining the views and ideas of the broad range of users of the Chaplaincy including students, staff, graduates and bishops. The Peer Review Group especially noted the surveying of the views of those attending weekday and Sunday liturgies in the Honan Chapel.

## Progress made on the Implementation of PRG Recommendations

The Chaplaincy finds itself in a very difficult position since the quality review took place. There has been a significant decline in resources available to the Chaplaincy for the funding of staff positions and activities. Furthermore the moratorium on the filling of vacant staff positions, imposed by the Government Department of Finance, has created huge difficulties for the Chaplaincy which has lost a number of Chaplains due to retirement in the past academic year. The inability to fill these positions has led to the necessity to reduce the level of service offered to the University and has required very difficult choices to be made by the Head of the Chaplaincy. It is hoped that the position can be improved in 2009/10 but without additional staff it is unlikely that many of the recommendations for improvement can be implemented just yet.

## Abbreviations

<i>PRG: Peer Review Group</i>
<i>QPC: Quality Promotion Committee</i>
<i>HR: Human Resources</i>
<i>VP: Vice-President</i>
<i>QIP: Quality Improvement Plan</i>
<i>VPSE: Vice-President for the Student Experience</i>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report October 2009</b>
<b>Recommendations to the University</b>		
Appointment procedures for Chaplains be regularised as a matter of priority	Recommendation strongly endorsed	Implemented.  A new process for appointment of future Chaplains with a revised job description has been agreed with the Diocese of Cork, the Department of HR in UCC and the VP for Student Experience.
An additional Full-time Chaplain be appointed as a matter of urgency, with	Recommendation referred to VP Student Experience for consideration	Not implemented.
a. due consideration be given to the importance of age and gender balance in a Chaplaincy setting.	Recommendation endorsed	
b. an increase of staff be linked to the refocusing of priorities including self-review of all activities.	Recommendation strongly endorsed	Not implemented
c. job descriptions be established for all Chaplaincy personnel.	Recommendation strongly endorsed	Implemented
d. job descriptions and process for appointment of members of student team be established.	Recommendation strongly endorsed	Not implemented
The University authorities recognise that Chaplaincy is very different to other departments; that many of its activities are difficult to quantify and contain the elements of spirituality and confidentiality.	Recommendation endorsed	Ongoing  More work needs to be done in this area.
The structure of the Chaplaincy budgets be examined with a view to:  a. redressing the imbalance between the Temporary staff budget and the Permanent staff budget and  b. moving the Chaplain's salary from the Consumables to the Pay budget.	Recommendation endorsed	Not implemented  There is still confusion re the respective roles and budgetary responsibilities of the UCC Chaplaincy and the Honan Trust Board. Discussions are ongoing with UCC, the members of the Honan Trust Board and the Diocese of Cork & Ross.
The University be much more overt in recognizing the substantial financial contribution of both the Honan Chapel and the Honan Trust to the Chaplaincy and thereby to the students and staff of the University.	Recommendation endorsed	Not implemented  There is still confusion re the respective roles and budgetary responsibilities of the UCC Chaplaincy and the Honan Trust Board. Discussions are ongoing with UCC, the members of the Honan Trust Board and the Diocese of Cork & Ross.
Supervision for pastoral care offered by Chaplains be explored and, where possible, implemented.	Recommendation endorsed	Not implemented  Action on this recommendation has been deferred pending appointment of Chaplains.

PRG Recommendation	QPC Recommendation	Follow-up Report October 2009
<b>Recommendations to the Unit</b>		
The Chaplaincy review all space allocation within its control as a matter of urgency and consideration be given to the following:	Recommendation endorsed.  The QPC welcomed the commitment of the Chaplaincy to making the best use of all available space resource and wished to reiterate that the QPC will support the Chaplaincy in its decisions in this regard. QPC recognised and acknowledged the issues raised by the Head of Chaplaincy with respect to the possible use of Hillside and the other specific recommendations under this heading.	Head of Chaplaincy
the possibility of moving major chaplaincy functions to Hillside;		
the possibility of relocating the reception and administration office to the front of the building;		It has been decided not to re-organise the reception area.
the provision of office facilities for the part-time chaplains to enable them to meet students and staff in a private and dignified setting;		The part-time chaplains are satisfied with the current arrangements.
specific times and space be allocated exclusively for staff;		Not implemented.  Current resources do not allow implementation of this recommendation.
the possibility, as part of the University's Student Services' plans, of moving the functions of both Iona and Hillside to one larger venue;		Not implemented.  Action on this is impeded by the current financial restrictions.
the allocation of an alternative, modern, student-friendly, flexible, interdenominational, multipurpose space in the planned new Student Centre.		Not implemented.  There is no new Student Centre.
The Chaplaincy reviews and asserts its core identity and subsequently embarks on a process of re-branding	Recommendation strongly endorsed	Implementation deferred until more staff are appointed.
That immediate attention be given to how Chaplaincy publicises its presence, its message and its services. The Peer Review Group recommends greater use of information technology as well as other forms of media within UCC and the wider community to further this cause	Recommendation strongly endorsed	Partially implemented.  The Chaplaincy has a modern web site which has been redesigned and is updated weekly.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report October 2009</b>
More definite systems of self-review and data collection be put in place where possible which would provide valuable information about trends and effectiveness of certain activities	Recommendation endorsed	Not implemented.  Action on this recommendation awaits the filling of the vacant posts.
The spiritual and academic nature of university ministry be strengthened.	Recommendation endorsed	Ongoing.  Plans are in place for a conference. A book club has been established together with a discussion group.
The Chaplaincy should continue to build relationships with students of non-Christian denominations.	Recommendation endorsed	Ongoing.  This is very dependent on participation by the student team.
Given the nature of the restructuring of the University, consideration be given to the importance of establishing more definite links with each of the four Colleges.	Recommendation strongly endorsed	Not implemented.  Action on this recommendation is awaiting the filing of the vacant posts. This function is incorporated into the new job descriptions of the vacant posts.



### Peer Review Group

- Professor Anna Chahoud, Professor of Latin, Trinity College Dublin
- Professor Kathy Hall, Department of Education, UCC
- Professor Mark Humphries, Professor of Ancient History, Swansea University (Chair)
- Ms. Rosalie Moloney, School Principal, Cork
- Professor Alan Titley, Department of Modern Irish, UCC

### Site visit

The site visit was conducted over 2.5 days from 10-12 March 2008 and included visits to departmental and library facilities including library special collections in UCC and meetings with:

- Dr. David Woods (Acting Head) and staff of the department as a group and individually
- Professor Keith Sidwell, Head of Department (conference call to Canada)
- Representatives of undergraduate and postgraduate students
- Representatives of employers, past graduates and other external stakeholders
- Professor M. Peter Kennedy, Vice-President for Research Policy & Support
- Professor Grace Neville, Vice-President for Teaching and Learning
- Professor David Cox, Head, College of Arts, Celtic Studies and Social Sciences
- Ms. Carmel Cotter, Finance Office

An exit presentation of the principal findings of the Peer Review Group was made to staff of the department in the afternoon of the second day.

### Description

Head of Department: Professor Keith Sidwell

No. of Staff: 6 full time academic staff; 1 College Language Teacher, 1 Administrative staff

Location of Department: O’Rahilly Building

Degrees/Diplomas offered: BA, BEd, BMus, HDip, MA, MPhil, PhD

No. of Students (2008/09): Department has 73.15 Student FTEs: 65.07 UG and 8.08 PG

FTEs distributed as follows:

Undergraduate Student FTEs

Years 1-4	Visiting	Total U/G
62.93	2.15	<b>65.07</b>

Postgraduate Student FTEs

Master Taught	Master Research	PhD	Total P/G
4.0	.58	3.50	<b>8.08</b>

### Mission Statement

*“The Department aims to provide a centre for the study of all aspects of the ancient Greco-Roman world and its influence on the cultures and languages of Europe. Our teaching and research reflect this broad sweep across language, literature, history, philosophy and art. Research interests range from the earliest artefacts of the Mycenaean period to Renaissance Latin texts and the influence of the classical world on 18th and 19th century Europe. The Department thus sees itself also as a focus for interdisciplinary activities (such as Medieval and Renaissance Studies).”*

The Mission Statement of the department does reflect that of the University in so far as it stresses the need for teaching and research, the primary functions of a university, or of any academic unit within that university. Much more importantly, the actual practice of the departmental embodies all the aims and values of the modern university described in UCC’s Mission Statement.

### Aims and Objectives

The aims and objectives of the department include, but are not necessarily limited to, the provision of a broad undergraduate education in each of the 3 subjects which it teaches, the provision of a more specialised

postgraduate education in accordance with the research interests and abilities of its staff at any particular time, and the promotion of the study of Classics among both the wider university community and the general public. The department aims to support staff and students in other departments within the university, not least through the provision of high-quality language classes which will enable them to pursue their postgraduate or research work in such fields as medieval or renaissance studies, as well as supporting the research activities of its own staff in accordance with their strengths and interests.

In all of these ways, it seeks to promote the reputation of UCC as a leading national university. These aims and objectives include the necessary measures to ensure the high quality, and the improvement of this quality where possible, both in existing courses and in any new courses in accordance with best practice internationally and the provision of the requisite resources and training from the university support services. The aims and objectives are in strong accord both with the Mission Statement reported above and the Mission Statement of the university. The department contributes to any mechanisms concerning the long-range planning for and development of the department, college, or university, when invited to do so, but is severely limited in its own scope for activity in this regard.

### **General Comment on Quality Review**

While the Peer Review Group concentrated on the review period 2002–2008 it also considered the longer-term history of the Department and the extent to which this has informed Departmental culture in terms for instance of staffing, teaching and learning, and research activity. It is clear that for much of its history the Department of Classics at UCC has experienced problems of staffing, curriculum development, and strategic planning.

Since 1998, with the re-establishment of the Chair in Greek and Latin, the Department has visibly had a more coherent strategy overall. Evidence for this is provided by a number of facts: the Summer School in Greek and Latin; the Centre for Neo-Latin Studies and its associated activities including the Neo-Latin seminar, postgraduate students and a programme of research and publication that will shortly come to fruition; collaboration with other Departments; the impressive

research output of some staff; the continued and sizable number of students who take Greek and Roman Civilisation particularly in First Year; the high standard of teaching and learning indicated by the exceptionally positive reports from external examiners and by the enthusiastic responses of present and past students; promotion of Departmental research through the hosting of international conferences; and a renewed general sense of purpose and direction in the Department. Largely owing to staffing uncertainties and questions of institutional support, the Department's capacity for strategic planning at present is limited; consequently, the recommendations for improvement made by the Peer Review Group address the University as well as the Department.

### **Progress made on the Implementation of PRG Recommendations**

A meeting was held on 17th February 2010 to discuss progress of the Department of Classics and the College of ACSSS in implementing the recommendations for improvement arising from the quality review of the Department of Classics.

Present: Dr. David Woods, Head, Department of Classics

Dr. Norma Ryan, Director, Quality Promotion Unit

### **General Comment**

Since the quality review was held the Department has decreased in size having lost 3 academic staff due to resignations/retirements. This is placing a very significant strain on the resources and the energies of the remaining staff are focussed primarily on the teaching and research activities. The availability of some excellent part-time members of staff is facilitating the maintenance of the quality of the programmes. However the Government moratorium on employment of additional staff and the lack of financial resources due to the recession and the cutbacks is making long-term planning is very difficult. Until these issues are resolved it is impossible for the Department to implement strategies for expansion.

*Abbreviations*

<i>PRG: Peer Review Group</i>	<i>VP: Vice-President</i>
<i>QPC: Quality Promotion Committee</i>	<i>QIP: Quality Improvement Plan</i>
<i>HR: Human Resources</i>	<i>CACSSS: College of Arts, Celtic Studies &amp; Social Sciences</i>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report February 2010</b>
That the title be changed from 'Professor of Greek and Latin' to 'Professor of Classics'.	Recommendation endorsed subject to the strategic objectives of the College ACSSS and sufficient resources being made available.	Not implemented.  Due to financial restrictions and the employment moratorium imposed by Government
That approval be given for the Chair be filled immediately	Recommendation referred to Head of College ACSSS for consideration.	Not implemented.  Due to financial restrictions and the employment moratorium imposed by Government
The University give firm commitments about staffing levels within the Department.	Recommendation was endorsed by QPC and referred to the Head of College for serious consideration	Not implemented.  The Department has lost 2 full-time academic staff since 2008. The 1 year temporary contract lectureship will not be renewed at the end of the contract. This will leave 2 permanent full-time academic staff plus 1 College Language Teacher and 1 administrative support staff. It will only be possible to deliver programmes with the use of part-time staff.
The management of the College of ACSSS should actively encourage joint-appointments between different departments or disciplines, even where these are finally located in different schools	QPC noted this recommendation and that the University supports inter-disciplinary, interdepartmental and inter-institutional collaborations.	Not implemented.  The Department would welcome the possibility of joint-appointments with History of Art, Religious Studies, and/or Philosophy in particular.
There must be a commitment to language teaching in whatever arrangement is made about the progression from Department to Discipline within a School structure.	QPC noted this recommendation and that this is an academic matter. QPC referred this recommendation to the College of ACSSS	Not implemented.  This is now agreed in principle and the Department is presently drawing up a memorandum of understanding in preparation for entering into a School structure.
Management should reach a firm decision as soon as possible concerning the degree to which they will allow non-language departments within the College of ACSSS to support the activities of language departments, so that language departments are set clear and feasible financial targets	QPC strongly endorsed recommendation and referred it to the Head of College ACSSS for consideration and action	On-going.  The College of ACSSS is developing a process whereby this can happen.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report February 2010</b>
Management should encourage the Departments of History and English to reconsider their position not to accept the Department of Classics as part of a larger school	QPC noted the recommendation and determined that this is an issue for the College of ACSSS to resolve.	On-going.  This is now in the process of being implemented. It is hoped that the issue will be resolved within the next 3 months.
The University view sabbatical leave for research as a buttress, rather than a privilege, in the building of high-standard academic profiles.	The QPC recognised the importance of sabbatical leave as a developmental tool for academic staff – especially in the development of research. The QPC recommended that the Sabbatical Leave Committee of AC considers this recommendation as part of its on-going review of the sabbatical leave system.  QPC noted the current requirements which insist that senior members of staff in departments not be considered for sabbatical leave in the year their department is undergoing a quality review.	The sabbatical leave system is presently under review. Only very limited sabbatical leave is given at the moment.
Possibilities should be actively explored as to how the Department might bring this project forward in collaboration with the new Professor of Renaissance Studies.	QPC endorsed recommendation, and noted that the Head of Department and relevant members of staff will actively pursue this matter with the new Professor of Renaissance Studies as soon as s/he takes up his/her post.	Because of the retirement and non-replacement of key staff there is no longer any staff with an interest in Neo-Latin studies.
That the holder of the position of Professor of Renaissance Studies should have appropriate qualifications and expertise in the Classical languages and in the specialised skills that are necessary for advanced research on the original texts in this area.	QPC noted that the appointment has now been made.	-----
The University needs to take seriously the support it offers to the Department of Classics.	QPC noted the recommendation and referred it to the Head of College ACSSS.	Not implemented.
That departments or disciplines have the option of not running undersubscribed modules if in line with standards recommended by College policy;	QPC strongly endorsed recommendation.  QPC noted that Academic Council has already approved a policy on this and related issues and the Department and College is referred to these policies for guidance and implementation.	Implemented in principle.  There is now a regulation that 8 students must be registered to allow a module to run. However flexibility is being operated for some modules, where deemed essential.
The management of the College of ACSSS should consider such adjustments to the College timetable as would demonstrably increase student numbers in First Year.	QPC endorsed recommendation that the timetable for the BA programmes should continue to be reviewed. The QPC strongly supported the principle that the Colleges continue to support flexibility of student choice as a primary objective, to facilitate all students to study the subjects they wish to study.	There has been no change to the College 1st Year timetable. There are unfortunate clashes remaining, e.g. Classics and History of Art. However flexibility is being implemented where possible to allow maximum student choice possible.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report February 2010</b>
The Space Committee should allow the Department to retain the office due to be vacated by C. McCallum-Barry as a Part-Time Lecturer' Office	QPC referred recommendation to the Head of College ACSSS to decide what recommendation, if any, will be made to the Space Allocation Committee	Implemented.
To retain the office due to be vacated by Professor K. Sidwell for the continued use of whoever should act as Head of Department;	QPC referred recommendation to the Head of College ACSSS to decide what recommendation, if any, will be made to the Space Allocation Committee	Implemented.
To use the room released by the staff member acting as Head of Department as the Departmental Postgraduate Room.	QPC referred recommendation to the Head of College ACSSS to decide what recommendation, if any, will be made to the Space Allocation Committee	There has been a re-organisation of the space available to the Department. Overall the department has lost the use of one room since the review.
The Department should continue to play an active role in the cooperation between classical and historical scholarship that is necessary to advance, promote and publicize the work of the Centre for Neo-Latin studies.	QPC endorsed recommendation.  Department strongly agrees, not least because of the potential of this area to grow PhD numbers if properly resourced and managed.	This has been discussed above.
A research project element, in the form of an extended essay on an assigned historical or literary topic, be offered in Third Year in place of a taught module.	QPC endorsed recommendation.	Implemented for the academic year 2010/11.  A new module GR3026 has been approved consisting of a minor dissertation.
Module descriptions in the College Calendar need not be as prescriptive as they currently are, to allow for greater flexibility; full details of course content would be provided in the Department's Student Handbooks;	QPC endorsed recommendation.	Implemented.  Modules have been reviewed and revised. Descriptions have been amended, including adoption of a learning outcomes based approach in line with University policy.
Possibilities of combined teaching of shared elements in literature and language modules should be explored with a view to enabling further flexibility; cyclical teaching should be investigated;	QPC endorsed recommendation.  QPC noted that the Department will explore all these possibilities when it seeks to revise its modules at the next occasion in January 2009. At first glance, however, this recommendation seems to be predicated on the belief that there is a significant overlap between certain literature and language modules. This is not the case. Furthermore, the language content of the language modules cannot be diminished without seriously undermining their whole character and purpose. The Department wishes to pursue more cyclical teaching, but the current time-tabling system does not facilitate this.	Implemented and on-going.  The department has conducted a review of all modules, including a consultation with students as ascertaining student preferences. Some cyclical teaching has been implemented and the possibility of more is being investigated.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report February 2010</b>
The offer of Greek and Roman Civilization modules (e.g. ancient history) to other departments should be formalised; potential for reciprocal arrangements with other Departments should also be explored.	QPC endorsed recommendation.  QPC strongly recommended that all participation of students in all modules should be formalised and exploration of these issues is fully supported.	Implemented and on-going.  The participation of all students in modules has been formalised. The Department, together with some cognate departments, is continuing to explore options and increased flexibility in module choices.
That the Department entertain closer liaison with the library in order to resolve issues of accessibility and organisation of fundamental resources. The appointment of a departmental Library Liaison person other than the Head of Classics is desirable.	QPC endorsed recommendation.  The Department accepts the desirability of appointing a Library Liaison person other than the Head of Department, as had always been the case until the strained circumstances of the current year (when ongoing negotiations concerning accessibility to the T&T collection required that the acting HoD continue to serve as Library Liaison also).	Implemented and on-going.  Full liaison is taking place. However the key issue is access to the resource of Transmission of the Ancient World, which is locked away in the basement. Both the PRG and the Department feel very strongly that this resource should be available on open shelves and thus available to staff and especially students.  With only 2 permanent members of academic staff there is no option but that the Head of Department is also the Library liaison.
The Department must develop a system of proactive recruitment of students into Second and Third Year programmes and into postgraduate programmes.	QPC endorsed recommendation.	Implemented and on-going.  The Department has revised its range of modules offerings to provide clear and attractive 'pathways' for students (of History, English, and Religious Studies in particular) who wish to take it as a Minor Subject, and is advertising this fact more heavily to the First Year Students (e.g. by distributing information sheets). It will continue to explore ways to develop its recruitment strategy. The current shortage of staff is making it difficult to implement all the strategies the department would like to put in place.
The Department should consider expanding the Greek and Latin Summer School, subject to feasibility in terms of staffing, finance and space.	QPC endorsed recommendation.  The Department is willing to consider expanding the Summer School subject to assurances concerning staffing levels and the retention of an equitable portion of the proceeds.	The Summer School is as big as it can be. It is noted that other international Schools are in the process of development elsewhere and that the current recession is affecting the number of applications for places.
The Department needs to be more active in promoting its own activities within and outside the University.	QPC endorsed recommendation.  The Department is willing to entertain any concrete proposals in this area. New activities already planned for next year include active participation in the Latin Academy of Cork and Kerry being planned by the local branches of the Irish Association of Latin Teachers. The Department may also try to arrange some 'revision' lectures for Leaving Cert students of Classical Studies or Latin, suitably advertised in the relevant schools	On-going.  With only 2 permanent academic staff the Department is now very limited in what it can achieve.



### Peer Review Group

- Professor Bernadette Andreosso-O’Callaghan, Senior Professor of Economics, University of Limerick
- Professor Steve Hedley, Faculty of Law, UCC
- Professor Ken Higgs, Department of Geology, UCC
- Professor Stephen Hill, Head of Staff Development & Research, University of Glamorgan (Chair)
- Ms. Pat Salisbury, Head of Group Human Resources, FEXCO, Ireland.

### Site Visit

The site visit was conducted over 2.5 days from 22-24 April 2008 and included visits to departmental and library facilities in UCC and meetings with:

- Head and staff of the department as a group and individually
- Representatives of undergraduate and postgraduate students
- Representatives of employers, past graduates and other external stakeholders
- Professor Grace Neville, Vice-President for Teaching and Learning
- Professor David Cox, Head of College of Arts, Celtic Studies and Social Sciences
- Professor Denis Lucey, Acting Head, College of Business & Law
- Professor Neil Collins, Dean, Faculty of Commerce
- Mr. Cormac McSweeney, Finance Office
- Ms. Anne Gannon, Recruitment Manager, Human Resources
- Dr. David O’Connell, Office of the Vice-President for Research, Policy & Support (representing the VP for Research, Policy & Support)

An exit presentation of the principal findings of the Peer Review Group was made to staff of the department in the afternoon of the second day.

### Description

Head of Department: Professor Connell Fanning

No. of Staff: 44 Staff, 3 Adjunct Professors, 4 Visiting Professors

Location of Department: Áras na Laoi, Lancaster House, Sheraton Court

Degrees/Diplomas offered: BA, BComm, BEd, BSc, HDip, MA, MBS, MBA, MSc, PhD and Postgraduate Diplomas

No. of Students (2008/09): Department has 821.28 Student FTEs: 617.44 UG and 203.84 PG FTEs distributed as follows:

### Undergraduate Student FTEs

Years 1-4	Visiting	<b>Total U/G</b>
582.73	34.71	<b>617.44</b>

### Postgraduate Student FTEs

H Dip	PG Dip	Master Taught
13.50	15.00	159.59

Master Research	PhD	Practitioner Doctorate	<b>Total P/G</b>
0.75	10.5	4.50	<b>203.84</b>

### Aims and objectives

Increased commitment and support at University level is required to ensure we can deliver on our goals and objectives in an increasingly competitive environment. In turn, we can continue to contribute to the current goal of UCC to “advance excellence in teaching, research and the quality of the student experience [to] make UCC a contemporary university with a global outlook” by continuing to

- innovate in teaching,
- engage in research and consultancy that have practical impact,
- develop doctorally qualified staff through the staff development programme,
- build new and develop existing links with the business community, and



- support Inter-College, Inter-Disciplinary and Multi-Disciplinary activities.

### General Comment on Quality Review

The Department is highly active and effective in teaching and has clear research potential. The staff of the Department have made significant investments of time and effort over the past ten years in developing excellent quality undergraduate and postgraduate taught courses and programmes. The time is now opportune for the Department to realise its research potential alongside this teaching excellence. Most staff are enthusiastic, motivated and highly committed, and have been instrumental in developing new programmes. Staff are committed to the continued development of innovative new programmes and schemes. The Department is a major contributor to the programmes of other Departments and Colleges in UCC, with a healthy student demand for programmes over time. Consequently the Department makes a substantial contribution to the revenues of the University.

The Peer Review Group was supplemented by an extensive collection of documentation.

The Self-Evaluation Report was detailed and provided a comprehensive picture of the activities of Department. Some information was absent from the submitted documentation and the Peer Review Group were subsequently provided with additional information. This included a further set of staff recommendations tabled by the Head of Department during the site visit.

While the documentation provided was reasonably comprehensive, the Peer Review Group found that the analysis of the Department's current situation was sparse, and perhaps not as helpful in identifying opportunities and potential for future development as it might have been.

### Progress made on the Implementation of PRG Recommendations

A meeting to discuss progress made in implementing recommendations for improvement arising from the quality review of the Department of Economics was held on 20 January 2010.

Present:

Professor Irene Lynch-Fannon, Head,  
College of Business & Law

Professor Connell Fanning, Head,  
Department of Economics

Dr Declan Jordan, Department of Economics

Dr Catherine Kavanagh, Department of Economics

Ms Mary Maguire, Manager,  
Department of Economics

Dr Niall O'Sullivan, Department of Economics

Dr Eleanor Doyle, Department of Economics

Dr Norma Ryan, Director, Quality Promotion Unit

Ms Deirdre O'Brien, Administrative Officer,  
Quality Promotion Unit

### Abbreviations

<i>PRG: Peer Review Group</i>
<i>QPC: Quality Promotion Committee</i>
<i>HR: Human Resources</i>
<i>BL: Business &amp; Law</i>
<i>VP: Vice-President</i>
<i>QIP: Quality Improvement Plan</i>
<i>ACSSS: Arts, Celtic Studies &amp; Social Sciences</i>

PRG Recommendation	QPC Recommendation	Follow-up Meeting January 2010
<b>Recommendations to the University</b>		
The proportion of senior staff in the Department needs to increase as a matter of priority. Such a low proportion deprives the Department, its senior management and other staff and students, of experience, expertise and critical debate.	Recommendation endorsed.  QPC recommends that senior management continues to support attempts by department to recruit staff into senior positions in the department.	Ongoing  Interviews for Associate Professor were held, however, no appointments were made.  The process for filling a second Chair in economics is underway.  Two Senior Lecturer posts have been approved and the process of appointment will commence shortly.
That positions at senior levels, already approved by the University, be filled as a matter of urgency.	Recommendation endorsed.  QPC recommended that the University continues to support strategic appointments in the Department	See recommendation above.
Future academic appointments must be both marketed internationally and internationally competitive.	Recommendation strongly endorsed.	Implemented.
The Department needs to retain a greater proportion of its generated revenues.	QPC recommended that Head of College of BL should address this recommendation in line with the University guidelines and policies and the Resource Allocation Model in place.	Not implemented.  The policy of the University is that all generated income is allocated to the Relevant University budget holder – in this case the Head of College of Business & Law. It would require a change of University policy if the generated income from activities such as education of non-EU students was to be assigned directly to departments.
The physical infrastructure available to the Department needs to be improved in order to allow the Department to deliver its agenda.	QPC recommended that the Head of College of BL should consider this recommendation and consult with the Director of Buildings & Estates as to how best to address matters.	Ongoing  Discussions are underway with Buildings & Estates.  The Department is concerned that the entire infrastructure (physical/computer/internet etc) be addressed in order to ensure that they are operating to their full potential.  The Department and the Head of College believe that a published refurbishment cycle would benefit the university.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Meeting January 2010</b>
The University should address the issues arising from the split site operation and its consequences for Departmental effectiveness and cohesion.	QPC recommended that this issue be brought to the attention of the B&E Committee charged with oversight of the University estate plans. The QPC recognised the challenges posed by the split location of staff of the department and in other departments/academic units of the University.	Not implemented.  Due to the current financial circumstances it is difficult for the University to assign additional resources other than those already available to the Department.  The Department wishes this issue be resolved as soon as possible.
The University should make the appointment to the post of Head of College of Business & Law immediately.	QPC endorsed the implementation of this recommendation as soon as conditions are deemed to be optimal for a successful appointment to the post.	Implemented

#### **Recommendations to the Department**

Staff need to be supported and guided in meeting the criteria for promotion in the University.	QPC strongly endorsed recommendation.  All staff should be facilitated and provided opportunities to allow them to meet the criteria for promotion.	Ongoing  There is a staff development programme in place and all members of staff are facilitated and encouraged to obtain PhDs.  High teaching and administration workloads are a factor for some staff, making it difficult for them to meet all the criteria for promotion.
The Department needs to develop a research culture that is consistent with its established excellence in teaching.	Recommendation strongly endorsed.  Implementation of this recommendation would be assisted by the appointment of staff in senior positions in the Department and would also assist in the implementation of the previous recommendation.	Ongoing  The Department is working towards developing a research culture; however, the Department believes that extra funding is required to implement this recommendation. The Department listed a number of proposals to implement this recommendation in its QIP, all of which require funding to implement. The Head of BL has also agreed to consider these proposals for funding via the Faculty of Commerce strategic development fund.
The Department needs to engage fully with the ongoing university debate on role, development and measurement of research in a world-class regional university.	Recommendation strongly endorsed.  QPC noted that two members of the Department are members of Academic Council. The Department is also encouraged to engage with University Officers and support offices in the manner practiced by other departments.	Ongoing  There are now three staff members on the faculty research committee.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Meeting January 2010</b>
<p>The policies, practices and strategies of the Department must be subject to discussion and challenge at regular fora, enabling and facilitating constructive criticism.</p>	<p>Recommendation strongly endorsed.</p> <p>QPC welcomes the agreement of the Department to the implementation of this recommendation. QPC recommends that the Department avail of the central room booking system to book rooms for departmental meetings should the rooms already available to the Department be unavailable at the times required.</p>	<p>Ongoing</p> <p>The department has a three year strategy which has been developed collegially.</p> <p>Response from Nov 08 - The Department does not have the facilities allowing for the whole department to meet at once, regularly and flexibly.</p> <p>The Department works well without a rigid meeting structure. Policies, practices and strategies are discussed over email on a share-point site, in small meetings with interested &amp; relevant parties – e.g. meetings of Programme Teams, meetings of Co-Chairs on academic management committees. Fora, where all members attend, are used when they are relevant and are an efficient use of resources.</p>
<p>Student evaluations should be conducted independently and regularly, and should be considered by the programme directors, with subsequent actions taken and reported back to the students.</p>	<p>Recommendation strongly endorsed.</p> <p>QPC recognised that this is international best practice.</p>	<p>Implemented</p> <p>Economics regularly seek evaluation from their students. There is also a staff student liaison committee which meets regularly.</p>

## Department of German

### Peer Review Group

- Professor Eoin Bourke, Professor of German (retired), NUI Galway (Chair)
- Dr. Sean Hammond, Department of Applied Psychology, UCC
- Professor Fan Hong, Department of Chinese Studies, UCC
- Ms. Maria Lorigan, Senior Inspector, Department of Education & Science, Dublin
- Professor Liliane Weissberg, Professor of German and Comparative Literature, University of Pennsylvania, USA

### Site Visit

The site visit was conducted over 2.5 days from 13-14 March 2008 and included visits to departmental and library facilities in UCC and meetings with:

- Head and staff of the department as a group and individually
- Representatives of undergraduate and postgraduate students
- Representatives of employers, past graduates and other external stakeholders
- Representatives of UCC Academic Staff
- Professor Paul Giller, Registrar & Senior Vice-President
- Professor Peter Kennedy, Vice-President for Research Policy & Support
- Professor Grace Neville, Vice-President for Teaching & Learning
- Professor David Cox, Head of College of Arts, Celtic Studies and Social Sciences
- Professor Denis Lucey, Acting Head, College of Business & Law
- Ms Carmel Cotter, Finance Office

An exit presentation of the principal findings of the Peer Review Group was made to staff of the department in the afternoon of the second day.

### Description

Head of Department: Dr. Manfred Schewe

No. of Staff: 16 staff

Location of Department: Block B, East, O’Rahilly Building, First Floor

Degrees/Diplomas offered: BA, BCL, BComm, BE, BSc, BSocSc, HDip, MA and PhD

No. of Students (2008/09): Department has 75.33 Student FTEs: 61.54 UG and 13.79 PG FTEs distributed as follows:

### Undergraduate Student FTEs

Years 1-4	Visiting	Total U/G
57.75	3.71	<b>61.54</b>

### Postgraduate Student FTEs

H Dip	Master Taught	PhD	Total P/G
1.0	9.25	3.54	<b>13.79</b>

### Mission Statement

The Department sees its educational mission as threefold:

- To train our students to become competent users of German and effective mediators between cultures.
- To promote our students’ intellectual life and stimulate their curiosity; to develop and train their skills in independent analysis and critical interpretation through the study of German literary, artistic and cultural movements in the context of our common European intellectual heritage.
- To cultivate our individual and cooperative research and teaching activities in the various areas of German and comparative literature and culture, linguistics and language education to the highest international standards.

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## Aims and objectives

Based on our mission statement the Department's aims and objectives include:

- i. The formation of students able to communicate in a competent and correct German, both oral and written.
- ii. The development of students' transferable critical skills through the study of the most important and representative German literary movements and figures that have influenced European culture and civilisation from the Enlightenment to our time.

Students are also afforded the opportunity to obtain basic concepts, and, after First Year, specialised knowledge in a variety of subjects, such as German theatre, history, institutions, art, cinema and other media.

Courses in the BComm (International) German programmes have similar aims, but integrate a focus on the world of contemporary German business and commercial language. Courses in the BCL (Law & German) programme also have a special focus on legal and political culture, law and literature, and legal language.

The Department aims to make its subject expertise accessible to as many departments and units across the university as possible, for example by becoming an active player in a range of interdepartmental / interdisciplinary programmes. It also aims to cooperate with the broader community by continuing to participate in joint initiatives with regional, national and international organisations such as Cork City Library, the Irish Film Institute, the Goethe Institute and others.

For its staff, the Department provides – to the best of its ability – an equitable environment, founded on genuine mutual respect, in which staff are able to achieve their full potential in the execution of their research, teaching and administrative duties. Staff in the Department, both individually and collectively, review their activities and the circumstances in which they work as a matter of course, with the aim of maintaining highest standards in teaching, research and administration.

Such reviews are conducted taking into account feedback, from current students as well as from graduates.

We aim to provide research-led teaching in the different areas of German Studies and related interdisciplinary programmes. In line with UCC's strategic priorities we regard it as our duty to guide and encourage the intellectual interests and passions of our students and to encourage our students to think and act in a creative, flexible and responsive manner. By thus producing high quality graduates in its discipline, the Department contributes to cultural, social and economic development at regional, national and international level.

Our teaching and research activities aim at helping students to build a solid educational foundation for their personal and professional futures in the knowledge that employers today are keen to attract good quality Arts students with social, communication and German language skills, analytical abilities and well-developed powers of logic, reasoning and deduction.

## General Comment on Quality Review

The Peer Review Group was very impressed by the German Department. Its productivity is of a very high standard. All three members of full-time lecturing staff are to be commended for their obvious diligence and involvement in research and course development. The college language teachers clearly add to the intellectual rigour of the department and many are research active above and beyond the requirements of their contracts.

Together with highly productive lektorinnen, part-funded by the German and Austrian governments, the members of the department clearly evince enthusiasm for their discipline and a high measure of collegiality, all of which adds immeasurably to the intellectual life of the University. The Head of Department in particular must be commended on his role in fostering the team spirit displayed by the Department under challenging circumstances.

## Progress made on the Implementation of PRG Recommendations

A meeting to discuss progress made in implementing recommendations for improvement arising from the quality review of the Department of German was held on 6 November 2009.

Present:

Abbreviations

Professor David Cox, Head, College of Arts, Celtic Studies & Social Sciences

Dr Manfred Schewe, Head, Department of German

Dr Rachel MagShamhráin, Department of German

Ms Christine Bremer, Department of German

Dr Norma Ryan, Director, Quality Promotion Unit

Ms Deirdre O'Brien, Administrative Officer, Quality Promotion Unit

<i>PRG: Peer Review Group</i>
<i>QPC: Quality Promotion Committee</i>
<i>HR: Human Resources</i>
<i>BL: Business &amp; Law</i>
<i>T&amp;L: Teaching &amp; Learning</i>
<i>VP: Vice-President</i>
<i>QIP: Quality Improvement Plan</i>
<i>ACSSS: Arts, Celtic Studies &amp; Social Sciences</i>
<i>UMT: University Management Team</i>
<i>CLT: College Language Teacher</i>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov 2009</b>
<b>Recommendations to the University</b>		
There is a need for a media room, which should have a facility for German satellite TV programmes and film screenings.	<p>This is a space allocation issue for the Head of College ACSSS.</p> <p>QPC noted that any action on this recommendation should be made in the context of the comments of the Head of College of ACSSS, and recognising the agreement between the Department of German, the Head of College and UMT for the development of the Department of German over the next 10 years.</p>	<p>Not implemented</p> <p>The Head of College is unable to accommodate the department in this regard due to a lack of appropriate space in the O'Rahilly Building.</p> <p>The Department is extremely anxious to secure a media room and is willing to improvise in order to find a solution.</p> <p>The Head of College believes that the incoming Head of School of Languages, Literature &amp; Culture could consider possible alternatives such as a rearrangement of space or a shared media room for all language subjects.</p>
The Chair of German should be replaced when resources permit	<p>The QPC recognised the agreement between the Department &amp; Head of College ACSSS with UMG for the development of German.</p> <p>The QPC also noted the importance of having a leader in the discipline at the appropriate level if the discipline is to develop and deliver on the objectives of the university.</p>	<p>Not implemented.</p> <p>This has not been implemented due to the current HEA moratorium on staffing.</p>



<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov 2009</b>
The Language Laboratory facilities should be reviewed and upgraded	Resourcing and equipping issue  QPC recommended Head of College ACSSS seeks means, in discussion with all language departments, to determine the requirements and possibilities for funding these. This is a major quality issue for teaching and learning.	Not implemented.  This has not been implemented. A decision needs to be taken regarding the equipment needed. The Head of College suggested that the incoming Head of School may take a role in the implementation of this recommendation.  The VP for Teaching & Learning is chairing a sub-committee to look at this issue on a university-wide basis. Dr Ryan will write to the VP T&L to request an update for the department and for Governing Body.
That there is a review and re-evaluation of the role of the College Language Teachers in the University with particular reference to career development and retention	QPC noted that a report on this has been prepared by the Head of College ACSSS and sent to the Registrar. This is an ongoing issue which is being dealt with at the appropriate level in the University.	Not implemented.  UCC cannot change the terms and conditions under which people are employed in the university unless an agreement is reached nationally.  The terms and conditions of the CLTs remain an ongoing issue for morale.  It was noted that there is no difficulty with retention and that the employment contracts provide full security to the CLTs, as for all permanent staff of UCC.
The University should look closely at the criteria applied to the research status of Humanities departments in general.	Endorsed  This is already underway and the Research Quality Review planned for 08/09 and for which preparations are already underway will provide significant evidence of appropriate measures of research activity.  Academic Council has agreed metrics which will also help inform the criteria and metrics for humanities disciplines.	Implemented.  The recent Research Quality Review (2008/09) provided significant evidence of appropriate measures of research activity, as proposed by the AC.
<b>Recommendations to the Department</b>		
<b>Strategic Plan</b>		

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov 2009</b>
<p>The Department should develop a clear strategic plan, including reference to:</p> <p>‘Schoolification’</p> <p>The identity of the Department (e.g. the tension between applied (i.e. language, commerce) and academic (i.e. literature, critical analysis).</p> <p>Funding opportunities</p> <p>Space needs and requirements</p> <p>Staffing</p> <p>Identification of research areas that are attractive to postgraduate students.</p>	<p>Strongly endorsed the recommendation that the Department should integrate its strategic plan with that of the University taking cognisance of the development of a School of Languages and the role of German within that School.</p> <p>QPC welcomed the detailed and positive response of Department to engage with process of strategic planning and noted the need to ensure that the strategic plan is in line with the University strategic plan when it is published.</p> <p>QPC noted the need to make the new appointments in the context of the plan, rather than making the appointments and then developing the plan.</p>	<p>Implemented.</p> <p>The Department have completed their Strategic Plan.</p> <p>The Department are currently in negotiation with Professor Dermot Keogh to develop European Jewish culture and history studies within the department. It is envisaged that a conference on European Jewish culture and history will take place in 2010 followed by a lecture series. The next step will be to develop a centre and an MA programme.</p> <p>Funding remains an issue but the Department is focused on future plans and confident in their ability to attract funding.</p>
<b>Staffing</b>		
<p>The Department should build its team around its strategy and recruit the two new permanent staff accordingly.</p>	<p>Endorsed.</p> <p>The Head of College ACSSS confirmed that one of the posts will be in the area of Commerce and German.</p>	<p>Implemented.</p> <p>2 additional lecturers have been appointed since the review.</p>
<b>Teaching Provision</b>		
<p>The German Department should develop modules that meet the needs of Commerce students more closely in acquiring business German and developing a knowledge of the German business environment.</p>	<p>Strongly endorsed.</p> <p>QPC noted and welcomed the positive response of the Department and the willingness to consider ways to achieve the aim of this recommendation.</p> <p>QPC recommended that the Department also engages with the College of BL in this regard</p>	<p>Implemented and ongoing.</p> <p>New modules have been introduced which are of immediate relevance to commerce students.</p>
<p>In First Year BComm (International with German) there should be an increase in language teaching contact hours from three hours per week to five hours per week. The additional hours should be used for the development of the students’ oral skills. One contact hour should be supervised in the language laboratory.</p>	<p>Endorsed.</p> <p>QPC noted the plans the Department is putting in place to implement the recommendation and recommended that the Department includes discipline-specific language in its language teaching contact hours.</p>	<p>Not yet implemented.</p> <p>The Department is working towards addressing this recommendation in full.</p>
<p>The Department should develop a clear policy on teaching through the target language.</p>	<p>Endorsed.</p> <p>The QPC would welcome details of the policy referred to in the departmental response and requested that it be appended to the quality improvement plan when developed.</p>	<p>Implemented.</p>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov 2009</b>
The Department should find ways to increase student full-time equivalents by extending the provision of popular modules to other students (e.g. Holocaust Studies).	Endorsed.	Partially implemented.  The Department is working hard to introduce modules of interest and to create links with other departments. Modules on holocaust studies and film studies are being introduced. Curriculum innovation is also a focus of the Department with modules in Berlin studies being developed.
The Department should consider making the newly designed MA programme in German Studies accessible to evening students.	Endorsed.  QPC welcomed the commitment of the Department to implementation when students are accepted into the MA.	Not implemented.  This has not been implemented although the Department currently facilitates MA students with timetabling difficulties.  Market research will be conducted to assess the demand for evening courses.
The University should consider changing the name of the degree in Language and Cultural Studies to BA International, a degree course with a built-in Third Year abroad.	QPC recommended that this is examined by College ACSSS	Not implemented.  This is an issue for the School of Languages, Literature & Culture to consider when it is fully established.
The Department should utilise the Erasmus mechanisms to ensure that all students go abroad.	Endorsed	Implemented.  The Department feels that the Erasmus mechanisms already in place are quite satisfactory. The Department has a good network of partner universities and a further cooperation, with the Herder-Institute Leipzig, has been initiated recently.
The Department should ensure that students are aware of library facilities and take part in library tours at the beginning of their courses.	Endorsed  The QPC noted the response from the Department (the Department has a clear policy in this regard as stated under <u>Library</u> in Handbook pages 27–30).	Implemented
The Department should review its H Dip programme and ensure the quality of the structure and of the teaching of the programme.	Endorsed	Not yet implemented.  Discussions as to the involvement of the Department in the H Dip programme will be initiated in the current term 2008.
<b>Collaborative Work</b>		
That the Department, in developing its future strategy, continues to actively pursue links with larger, student full-time equivalent-rich departments/schools in UCC in order to extend their range of interdisciplinary modules and in so doing increase the student full-time equivalent allocation to the Department.	Endorsed in the context of the strategic needs of the university. Only viable modules should be considered.	Ongoing  New modules are being created and contacts in other departments are being explored.  Student numbers have increased this academic year.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov 2009</b>
Department should forge tighter bonds with the secondary schools in the area.	Endorsed	Ongoing  The Department was successful in obtaining funding from Ionad Bairre to finance a project on Berlin. This project will be researched by undergraduate students. The students will prepare a presentation on Berlin and present it to secondary school students.
In the context of the new appointments at Lecturer level, the Department should seriously consider including representatives on the interview panel from stakeholders with an interest in the applied side of the Department's activities such as Commerce and Law.	Endorsed in principle but noted that, in this case, the interview Board has already been established and approved by Academic Board.	-----
The Department should actively consider the formation of an interdisciplinary centre for literary and media research which might attract research funding and appeal to postgraduate students.	Endorsed consideration of this at a School and College level.	Ongoing.  The Department has applied for funding for such a project through PRTLII.
That the Department consider the further expansion of their outreach activities to include other national and international institutions.	Endorsed.  Recommended that implementation of this recommendation must not be at the expense of core departmental activities. Recommended that collaboration in first instance should be with other Departments of German nationally to determine what areas are lacking at a national level and to ensure coverage of the discipline to an excellent standard within the whole of Ireland.	Ongoing  The Department organised a conference recently for third level teachers of German.
Funding	All of the following recommendations were endorsed subject to being within the context of the School and College's strategies.	
That staff apply for external research funding and seek the support of the Research Office in doing so.	Endorsed	Implemented and ongoing  The College of ACSSS has established its own research office and is in process of staffing it. The VP for Research Office has also designated someone with responsibility for Arts and Humanities. The Head of Department has met with the research representative in the CACSSS to discuss the next round of PRTLII.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov 2009</b>
That the Department should seek research funding for library acquisition funds.	Endorsed.	Ongoing.  The Department intends to contact 'Pro Helvetia' – the Swiss academic/cultural exchange service – in order to seek funding for library acquisition funds.
That the Department pursue funding options for national and international students as outlined in the body of the text of this report.	Endorsed	The Department plans to have further discussions with the International Education Office re this recommendation. The Department has also recently been in discussion regarding a possible cooperation with the Herder Institute Leipzig.  For the new "Berlin" module, the Department will try to negotiate with Aer Lingus in order to get funding as a trip to Berlin trip might become an integral compulsory element of the module.
That the Department should actively seek opportunities for funding via the UCC Development Office.	Endorsed in the context of the University strategy. Should be undertaken in collaboration with the Development Office and Departments of German nationally.	Ongoing.  The Department will contact the Development Office and discuss further steps.  Staff will continue to actively pursue external research funding and research grants. The creation of an interdisciplinary centre would help to secure more research funding.
Put together list of alumni in consultation with Alumni Office for professional development.	Endorsed	Partially implemented and ongoing.  The Department are in the process of devising (with the Computer Centre) a data collection system for their website. The students will input their contact details which the Department can then use as a database. The students will be able to keep in touch with the Department and will have access to testimonials and information on the career paths of former students.

## Department of Student Health

### Peer Review Group

- Sr. Christine Hoy, Senior Nurse Practitioner, Edinburgh (Chair)
- Dr. David McGrath, Director of College Health Service, Trinity College Dublin
- Dr. Hilda O'Shea, Medical Officer, Cork Institute of Technology, Cork
- Mr. Denis Staunton, Director of Access, UCC
- Dr. Helen Whelton, Cork University Dental School & Hospital, Cork

### Site Visit

The site visit was conducted over 2.5 days from 19-20 February 2008 and included visits to student health facility in UCC and meetings with:

- Head and staff of the department as a group and individually
- Representatives of Students
- Representatives of UCC Staff
- Professor Paul Giller, Registrar & Senior Vice-President
- Mr. Con O'Brien, Vice-President for Student Experience
- Professor David Cox, Head of College of Arts, Celtic Studies and Social Sciences
- Professor Robert McConnell, Acting Head, College of Medicine & Health
- Professor Patrick Fitzpatrick, Head, College of Science, Engineering & Food Science
- Professor Denis Lucey, Acting Head, College of Business & Law (represented by Dr. Edward Shinnick)
- Ms. Carmel Cotter, Finance Office

An exit presentation of the principal findings of the Peer Review Group was made to staff of the department in the afternoon of the second day.

### Description

Head of Student Health: Dr. Michael Byrne

Number of staff: 3.3 FTE physicians term time; reducing to 1.0 FTE in non term time; 2.0 FTE Nurses in term time – reducing to 0.7 FTE in non term time; 0.2 Consultant Psychiatrist (2 sessions pw) term time only; 1.2 FTE Physiotherapists (term time only); 2.0 FTE Reception/admin personnel – reducing to 1.0 FTE in non-term time.

Location: Ardpatrick House, College Road, Cork

### Mission Statement

“To promote the maintenance of sound bodies and sound minds in a student population which faces increasing challenges each year”

### Aims and objectives

The aim of the Student Health Department is to maintain the health and well being of all our students, so as to ensure they achieve their own personal, social and academic potential.

This aim can be achieved by meeting the Department's objectives of providing a service that

- Is accessible, welcoming and student-friendly
- Targets problems prominent in the University setting
- Has a strong focus on preventative measures, screening, and immunising of at-risk groups
- Represents the health concerns of the student population to the University authorities
- Practices to an international best practice level
- Undertakes regular review of the quality of the care provided
- Is delivered by a team who enjoy their work and who operate in a mutually supportive team.

### General Comment on Quality Review

The Self-Evaluation Report was competently done and carried out in accordance with the guidelines as set out by the Quality Promotion Unit. It was clear and concise, outlining clearly the findings from the SWOT analysis. The factual information presented was informative and up to date. The section on analysis of stakeholders views both internal and external

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was thoughtful and reflective and contained a series of very useful ideas and recommendations. The Appendix section was informative, detailed and focused. Finally, the panel would like to compliment everyone involved in producing the Self-Evaluation Report and for taking such an effort to gain the views and ideas of the users of the service, staff, other relevant support services and departments within the university. The Peer Review Group was particularly impressed with the Department's protocols, guidelines and standard operating procedures which were considered excellent and an example of good practice. The Peer Review Group recommend that the model presented in the Department of Student Health Report could be adopted by other similar service units across the University.

The Peer Review Group noted that all staff engaged with the process of self-evaluation and inspirational benchmarking in preparation for the writing of the self-evaluation report. The Peer Review Group commended the efforts of the Student Health Department in this regard. Evidence of this participatory approach was noted by the committee in the excellent summary of analysis and recommendations for future actions identified by all staff and included in the self-evaluation report. Extensive student and stakeholder surveys were conducted and evidence was included in the Self-Evaluation Report.

The Peer Review Group were very impressed with the commitment of the staff to the ongoing work of the Department. This is reflected in the very positive approach of the staff to working as part of a team under the excellent leadership of the current Head.

It was noted that during the past year many changes in policies and procedures were introduced, but at all times these were managed in a consultative participative approach which ensured a well-planned and easy transition to the continuing development of student health service provision in UCC. The group was particularly impressed with the high level of professional expertise available within the current staff team and the ongoing commitment to provision of an efficient and effective service to UCC students.

## **General Comment**

The Department of Student Health wished to record the fact that the Quality Review was a very positive experience for the department and the department has benefitted greatly from the framework put in place by the review. The department also commended the support given by the Quality Promotion Unit both prior to and during the review itself and the support received from the Vice-President for Student Experience in implementing the recommendations.

Following the initial report from the QPC to the Department on the review the Department was asked to complete a Quality Improvement Plan detailing the actions to take place and those responsible. This was done and the QIP was submitted to the QPC according to the procedures.

## **Progress made on the Implementation of PRG Recommendations**

A meeting to discuss progress made in implementing recommendations for improvement arising from the quality review of the Department of Student Health was held on 1 October 2009.

Present: Mr Con O'Brien, Vice-President for Student Experience

Dr Michael Byrne, Head, Department of Student Health

Ms Chris O'Brien, Senior Executive Assistant, Department of Student Health

Dr Norma Ryan, Director, Quality Promotion Unit

Ms Deirdre O'Brien, Administrative Officer, Quality Promotion Unit

## **Introduction**

Following the completion of the quality review of the Department of Student Health the Quality Promotion Committee commended the staff for their engagement with the process and for the positive endorsement by the reviewers of the activities and the plans of the



Department for improvements. The QPC congratulated the Department on the successful outcome of the review. The QPC noted the detailed recommendations discussed below and that many of these had in fact arisen from the recommendations of the Department itself as an outcome of its reflection and self-analysis.

The QPC also noted the significant number of recommendations which require funding to be implemented. The QPC endorsed almost all of these in principle (see Table for details), but noted that funding may not be available immediately to implement all of these recommendations. The QPC referred all recommendations requiring funding to the VP Student Experience for consideration as to how the funding may be acquired and recommended strongly that the Head of Department consult and work with the VP Student Experience to achieve this.

*Abbreviation*

<i>PRG: Peer Review Group</i>
<i>QPC: Quality Promotion Committee</i>
<i>HR: Human Resources</i>
<i>ACSSS: Arts, Celtic Studies &amp; Social Sciences</i>
<i>PDR: Performance Development Review</i>
<i>VP: Vice-President</i>
<i>QIP: Quality Improvement Plan</i>
<i>MH: Medicine &amp; Health</i>
<i>UMTS: University Management team (Strategy)</i>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Meeting October 2009</b>
<b>Recommendations to University</b>		
<b>Structures</b>		
That the existing building be reconfigured to ensure that the reception area is redesigned to enable improved patient confidentiality, office space for the office manager, self check-in service, introduction of electronic payment/fee collection system.	Endorsed.  QPC noted that this issue is of particular importance in improving the quality of the student experience and recommended that this recommendation be implemented as soon as possible.	Implemented.  The reception area has been redesigned and office space for the office manager has been provided. The self check-in service has not been implemented and electronic fee collection has not been implemented as the amounts are not large enough and the Finance Office in UCC did not recommend this action. However, the fee collection system has been improved.
That the Physiotherapy aspect of the service be relocated to the Mardyke Arena. This recommendation would facilitate the reconfiguration of the current building.	QPC recommends that the VP Student Experience explore this recommendation with the Mardyke Arena and the Corporate Secretary.	Not implemented.  This recommendation has been overtaken by events as the Mardyke Arena now has its own physiotherapy service.
That the room which currently houses the photocopier be re-designated as a staff toilet and shower facility. That a smaller office photocopier be purchased in keeping with modern health and safety ventilation requirements.	Endorsed.  QPC noted the importance of ensuring adequate facilities for staff in such a unit.	Implemented.  A smaller photocopier has been purchased and moved to a more appropriate location. A new staff toilet (though not a shower) has been installed and a new student toilet has also been installed.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Meeting October 2009</b>
That the two consultancy rooms with limited ventilation be provided with air conditioning, to avoid compromising confidentiality by opening windows onto external areas where students congregate.	Endorsed QPC endorsed the need to ensure the confidentiality of the consultations and for appropriate environments	Implemented.
<b>Processes</b>		
That the pay of medical staff be benchmarked with other Higher Education Institutions in the State.	Endorsed.	Ongoing The timetable for completion approved by the QPC in 08/09 is the end of 2009.
The University should have a single death policy.	Endorsed QPC noted that UCC does have a death policy and that it is important that this be communicated widely to staff, in both academic and support units.	Implemented. This policy has been revised; the policy will be reviewed by the Joint Board for the Student Experience.
<b>Staff: Career pathways/training</b>		
That a Deputy Head be appointed.	Endorsed recommendation.	Not yet implemented. This is not yet implemented due to the current financial difficulties. However, leadership roles with increased levels of responsibility have been developed for the doctors and cover for the head is not in place at all times, e.g. deputy head for swine flu and infection control.
The identification of a budget for training and continuing medical education for all staff, with locum provision as appropriate. Staff should not self-fund continuing medical education.	Endorsed QPC noted the importance of continuing health professional education for all professional staff.	Implemented. Staff continuing medical education and training is now funded from within the existing budget.
That consideration be given to the amendment of contracts to include provision for study leave.	Endorsed. QPC noted the need for additional resources to fund this recommendation.	On-going. This recommendation is subject to resources; a decision on this will be made by the end of 2009.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Meeting October 2009</b>
That up-skilling for nursing personnel be recognised as essential and be supported.	Endorsed. QPC noted that this would be welcomed by the nursing staff and would increase the range of services offered and the efficiency of the service. QPC recommended that the Department explore the possibility of developing links with College MH for provision of courses.	Implemented. Nursing staff are now undergoing up-skilling in a number of areas.
<b>Planning</b>		
That support for re-grading when new roles and responsibilities have emerged be provided.	Endorsed	Implemented
That consideration be given to the Department of Student Health taking over Ardpatrik to facilitate the immediate needs of the expanding health service and the change in student demographics.	QPC noted that this recommendation is linked to the integration of student support services and the planned new Student Services Building. However, space challenges have to be addressed in the short term. The QPC recommends discussion on this issue between the Head of Department, Director of Buildings & Estates and the VP Student Experience and awaits their recommendations.	This has not been implemented and there is no plan to change the current arrangement; however, the University's long term strategic aim of an integrated student service centre will fulfil the needs of Student Health in the long term.
That the University should expand the number of administrative staff to ensure adequate continuing support for existing service provision and the planned expansion.	Endorsed in principle. The QPC referred this recommendation to the VP Student Experience and Department for discussion as to how to implement.	Not implemented. This is not possible to implement in the current economic climate.
That there be formal structural relationships between the key student services - to meet regularly with respect to development of ongoing policies, procedures and practices.	Endorsed	Implemented. Collaboration has improved enormously. A student support services group meets fortnightly and there are now scheduled formal meetings between Student Health and Student Counselling where training and procedures are discussed and practice shared. Case fora are also held to discuss the more challenging student cases.
<b>Health &amp; Well-being of Students</b>		
That a planning group be established to input into the design of the planned new Student Services Building and that the Head of the Department of Student Health be a member of that team.	Endorsed QPC recommended that a formal planning group be established with terms of reference developed and including student input.	Not implemented to date. Will be implemented once the planning process commences.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Meeting October 2009</b>
That in addition to the existing services, a Sexual Health Clinic be established, with staff appropriately trained, and appropriate funding be provided, given the high prevalence and increasing incidence in Ireland of Sexually Transmitted Diseases.	Endorsed  QPC referred this recommendation to the VP Student Experience for consideration and for provision of funding to implement in consultation with other experts already in the Cork area.	Implemented.
That a full-time consultant-led psychiatric service be provided linked to the Counselling Service, Disability Support Service and possibly to other institutions (CIT).	Endorsed  QPC referred this recommendation to VP Student Experience for consideration as to how funding might be provided for implementation. QPC recommended that consideration be given to working with the HSE and voluntary agencies exploring the possibilities of provision of outreach services in UCC. The possibility of establishing links with CIT in this regard should also be explored.	Partially implemented.  The service has been increased to 3 sessions per week. Closer liaisons have been developed with Student Counselling and Disability Support Service and CIT have agreed to investigate the possibility of engaging the UCC psychiatrist.
That a full-time health promotion officer be appointed, in keeping with the strategies outlined in the University Strategic Framework 2006-2011 to enhance the quality of the student experience. A Health Promotion policy will promote best practice in regard to smoking cessation, alcohol and drug awareness.	Endorsed  Refer to VP Student Experience for consideration and funding to implement	Not implemented.  The appointment of a full-time health promotion officer was not approved by UMTS; however the UCC health promotion strategy has been greatly improved and is closely linked to the Students Union. There are a number of activities in the planning stage, including a new alcohol and drug use. A cross-University group has been established to deliver these activities.
<b>Recommendations to the Department</b>		
<b>Structures</b>		
That the client waiting room area be redesigned and redeveloped to create a more welcoming, inviting and user-friendly environment.	Endorsed	Implemented.
That within the waiting room area there should be a clear display of the student services on offer and the charges associated with each of the services. It is recommended that this information should be displayed electronically.	Endorsed	Implemented.  The department is currently awaiting delivery of electronic screen to complete the process.
That the urine analysis equipment should be moved from the public toilet to a more suitable spot.	Endorsed  QPC requested that this be implemented as a matter of immediate importance	Implemented.
That the kitchenette be reconfigured and a second fridge installed, thereby resolving the issue of having biological samples stored alongside food.	Endorsed  QPC requested that this be implemented as a matter of immediate importance	Implemented.

PRG Recommendation	QPC Recommendation	Follow-up Meeting October 2009
<b>Processes</b>		
That an effective and equitable system for fee collection, which is removed from the health professionals administering services, be developed immediately.	Endorsed  QPC welcomed the action of the Department in implementing this recommendation immediately	Implemented.
That the administration of the vaccination service, including fee collection, be handled by the relevant schools and that the Department of Student Health provide the clinical service.	Endorsed  QPC stressed the importance of ensuring that the vaccination service is adequate and appropriate and recommended strongly that the relevant schools/academic departments should take full responsibility for ensuring that all students have received the appropriate vaccinations.	Implemented as appropriate.  Ownership of the vaccination service and fee collection has been retained by the Department, as this is a more efficient mode of operation. The service has been streamlined and improved. Departments are happy with the system and are taking responsibility for ensuring that the students attend. The onus is on the academic department to ensure that the students are vaccinated; students are not allowed to progress into clinical years of their programmes without the appropriate vaccinations.
That the Department of Student Health assist the Schools in UCC in developing a protocol to prohibit students who have not had the prescribed vaccinations from registering for their programmes or progressing within the programmes.	Strongly endorsed.	Implemented.
That charges for services be revised to cover costs, to ensure that service provision does not erode the budget of the Department of Student Health.	Strongly endorsed.	Implemented.  Will be reviewed annually.
That a self check-in system for students with appointments be instituted.	Endorsed	Not implemented.  It is not technically possible at the moment.
That a ticketing system to process students through the system (i.e. students take a ticket on arrival at the clinic and sit and wait until called) be installed.	Endorsed  QPC noted the response of the Department and requested that this be addressed, inter alia, in the QIP	Not implemented.  Student Health discussed this recommendation with centres that have implemented a ticketing system. Most centres subsequently abandoned the system and determined that it was unworkable. The confidentiality issues have been addressed. There still remains an issue with queuing and self-check in will remain the ultimate answer when the technology permits.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Meeting October 2009</b>
That an audit be conducted of nursing services and telephone contacts.	Endorsed	Ongoing. This is expected to be completed in December 2009.
That all the team should contribute to the development of in-house protocols.	Endorsed QPC noted the action already taken by the Department in this regard.	Implemented. This is also an on-going activity on a regular basis and will continue to be so.
<b>Staff: Career pathways/training</b>		
A training needs analysis is required for all staff, informed by workload analysis and that all staff should participate in the Staff Performance & Development Reviews.	Endorsed QPC noted that the Department has already progressed the implementation of this recommendation.	Implemented. A training needs analysis has been undertaken. All staff required to undertake the PDR have done so.
That appropriate job descriptions be agreed with staff.	Endorsed	Ongoing. This is expected to be completed in December 2009.
<b>Planning</b>		
That a survey of student health needs be conducted by the Department to inform planning and prioritisation of services and training.	Strongly endorsed QPC recommended that this be implemented as a matter of immediacy and that the outcome may provide support/evidence for the additional resources required.	Not implemented. A university wide survey of students was completed in March 09 by the student services group and it is anticipated that the results, when published, will inform the Department.
That the possibility of job-sharing for all staff positions be explored.	QPC recommended that the mix of staffing arrangements should be reviewed. Best practice arrangements should be considered by the Department. QPC noted that this recommendation was made in the interests of the staff. The Department is staffed primarily by part-time staff who have no access to many facilities and opportunities that would be available if job-sharing was the norm.	Implemented. All possibilities were explored and the Head of the Department confirmed that staff are happy with the current arrangements.
That the timing of transport of biological materials to laboratories be investigated with a view to ensuring same-day collection for afternoon samples.	Endorsed	Implemented. In particular, where same-day collection is necessary.
Revision of current courier services and delivery/collection of medical supplies.	Endorsed	Implemented. Responsibility for ordering supplies has been assigned to a staff member.
That the provision of a medical card for all students under 26 years of age be explored. It is recommended that this be explored in collaboration and partnership with all student health services in Higher Education Institutions in Ireland.	Endorsed	Not implemented Given the current national economic climate it was decided not to pursue this recommendation at this time.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Meeting October 2009</b>
That the Department investigate nurse-prescribing training.	Endorsed	Implemented. A staff member is registered for course in January 2010.
The Department should develop a business plan, along with an annual review of medical inflation.	Endorsed	Not implemented. Student Health is both strictly monitoring and making best use of its budget and therefore has no specific need for a business plan at this point.
<b>Communication</b>		
That consideration be given to the establishment of a Case Forum to enable better identification of student needs. The forum would comprise of cognate professionals from Disability Support Service, Student Counselling & Development, Chaplaincy, Student Welfare Officer.	Endorsed	Implemented. This is currently in place for individual challenging cases and best practice is shared at the Student Services Management Group
That consideration be given to expanding the current level of cooperation with CIT Medical Services. For example the Department may consider a joint application for SIF funding, or the joint appointment of a psychiatrist, etc.	Endorsed	Implemented. There is now an increased level of cooperation and collaboration between CIT and UCC, for example, in coping with the H1N1 pandemic, psychiatric services
Heads of Colleges/Faculties/Schools be invited to visit the Department of Student Health to familiarise themselves with staff and the services offered.	Endorsed	Not yet implemented. Implementation is planned for 09/10.
The web site needs to be updated and regularly maintained.	Endorsed	Implemented.
<b>Health &amp; Well-being of Students</b>		
A mental health policy should be developed.	Endorsed	Implemented.
The alcohol policy be up-dated.	Endorsed	In process. Discussions are taking place with interested groups such as the Student Union. It is anticipated that a revised policy will be put in place during 09/10.
That the service would examine the feasibility of having a female doctor available during the summer months.	Endorsed	Implemented. This was implemented during the summer 2009 and will be implemented in future years subject to budgetary conditions.
That the service examine the possibility of increasing the number of staff qualified in cervical smear taking.	Endorsed	Implemented. The Department has paid for nursing staff to be trained in this area.



## Peer Review Group

- Dr. Carmel Halton, Department of Applied Social Studies, UCC
- Ms. Orlaith McBride, Director, National Association for Youth Drama, Dublin
- Mr. Cormac McSweeney, Management Accounting, UCC
- Professor David Rabey, Chair of Drama, University of Wales
- Professor Carole-Anne Upton, Professor of Drama, University of Ulster (Chair)

## Site Visit

The site visit was conducted over 2.5 days from 21-23 May 2008 and included visits to departmental facilities i.e. Granary Theatre and Studio, Sheare's House, Muskerry Villas, Library, UCC and meetings with:

- Head and staff of the department as a group and individually
- Representatives of undergraduate and postgraduate students
- Representatives of employers, past graduates and other external stakeholders
- Professor Paul Giller, Registrar & Senior Vice-President
- Professor Peter Kennedy, Vice-President for Research, Policy & Support (conference call)
- Professor Grace Neville, Vice-President for Teaching & Learning
- Professor David Cox, Head, College of Arts, Celtic Studies and Social Sciences
- Professor Colbert Kearney, Head, Department of English
- Ms. Áine Foley, Finance Office

An exit presentation of the principal findings of the Peer Review Group was made to staff of the department in the afternoon of the second day.

## Description

Head of Programme: Dr. Ger Fitzgibbon, Director, Board of Studies

No. of Staff: 4 Specific to DTS, 1 p/t Admin, Board of Studies and teaching staff in other associated departments

Location of Programme: Muskerry Villas, Granary Theatre, 3rd Floor Sheare's House

Degrees/Diplomas offered: BA, MA and PhD (Drama and Theatre Studies)

No. of Students (2008/09): Department has 49.58 Student FTEs: 33.58 UG and 16.00 PG FTEs distributed as follows:

### Undergraduate Student FTEs

Years 1-4	Visiting	Total U/G
31.58	2.00	<b>33.58</b>

### Postgraduate Student FTEs

Master Taught	PhD	Total P/G
11.50	4.50	<b>16.00</b>

## Mission Statement

The Board of Drama & Theatre Studies has a formal mission of promoting within the University academic programmes of study and research in the field of Drama & Theatre Studies. In this respect, we see ourselves as significant contributors to the University's own mission of:

*fostering a community of scholarship that values independence of thought and critical enquiry, and enables students and staff to achieve their full potential. In an environment of excellence in teaching, learning and research, the University's central roles are to create, preserve, and communicate knowledge, and to enhance intellectual, cultural, social and economic life locally, nationally and internationally.*

The introduction of the study of Drama & Theatre at undergraduate, Masters and Doctoral levels has clearly promoted the University's capacity to deliver on several of its stated goals: assisting staff and students to achieve their full potential; enhancing the intellectual and cultural life of the local, regional and national communities; creating, preserving and communicating knowledge; promoting excellence in teaching and research.

Within the overall institutional Mission Statement, the Board of Drama & Theatre Studies has formulated its own more discipline-specific Mission Statement. Its Mission, embodied in its programmes and the management of its affairs generally, is:

- To provide students at all levels with opportunities to develop their intellectual and creative capacities in the field of contemporary Drama & Theatre Studies;
- To promote an encouraging, supportive and friendly environment for the personal and academic development of staff and students;
- To foster through our programme design at undergraduate and postgraduate levels the creative interaction of theory and practice in Drama & Theatre Studies;
- To develop and maintain a culture of informed enquiry and personal professional development in teaching and in research in the field of Drama & Theatre Studies;
- To maintain and develop links between the academic study of Drama & Theatre and the work of practitioners in the field.

### **General Comment**

DTS were gratified by the overwhelmingly positive response of the PRG and concurred with the vast majority of their recommendations. DTS undertook to move ahead with the formulation of a Strategic Plan for the development of the discipline, bearing in mind the outcomes of the QR process and the recommendations of the PRG.

Accommodation: The PRG Report identified at several points the inadequacy of the current DTS specialist teaching space (one dedicated studio). DTS agreed wholeheartedly with this assessment and with the rec-

ommendation that a feasibility study be undertaken into development of a purpose-built centre to accommodate DTS on the Pres complex (possibly in conjunction with other disciplines such as Music). In the short term a second, larger, dedicated space needs to be provided as a basic facility as the shortage of appropriate teaching space impacts directly on all DTS undergraduate training, obstructs recruitment of practice-based researchers at MPhil/PhD levels and inhibits the research of staff in practice-based areas.

The PRG Report recommended urgent action regarding the current DTS office provision and that teaching and administrative staff be housed in the one building. Urgent action by the Space Allocation Committee is required.

Headship: DTS fully supported the recommendations that immediate steps be taken to second the current Head on a full-time basis to Drama & Theatre Studies and to seek the establishment of a discipline Chair. DTS felt that such a move is crucial for succession planning within the area.

### **Progress made on the Implementation of PRG Recommendations**

A meeting to discuss progress made in implementing recommendations for improvement arising from the quality review of Drama & Theatre Studies was held on 28 September 2009.

Present: Professor David Cox, Head, College of Arts, Celtic Studies & Social Sciences

Dr Ger FitzGibbon, Chair, Board of Drama & Theatre Studies

Dr Franc Chamberlain, Board of Drama & Theatre Studies

Dr Roisin O'Gorman, Board of Drama & Theatre Studies

Ms Bernadette Cronin, Board of Drama & Theatre Studies

Dr Norma Ryan, Director, Quality Promotion Unit

Ms Deirdre O'Brien, Administrative Officer, Quality Promotion Unit

*Abbreviations*

<i>PRG: Peer Review Group</i>
<i>QPC: Quality Promotion Committee</i>
<i>HR: Human Resources</i>
<i>DTS: Drama &amp; Theatre Studies</i>
<i>VP: Vice-President</i>
<i>QIP: Quality Improvement Plan</i>
<i>CACSSS: College of Arts, Celtic Studies &amp; Social Sciences</i>
<i>SER: Self-Evaluation Report</i>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Sept 09</b>
<b>Recommendations to the University</b>		
That the University should undertake to ensure the complete separation of financial matters (in terms of cost codes, etc.) for DTS from any department.	Recommendation endorsed.	Implemented
That the University develop its policies and workable formulae for budgetary aspects and resource allocation for interdisciplinary degree programmes in the context of the RAM (Resource Allocation Model).	Recommendation strongly endorsed	On-going.  AC has approved a policy framework for interdisciplinary degree programmes. However modification of the RAM is still under consideration in the University.
<b>Governance</b>		
That a dedicated head of unit be appointed.	Recommendation strongly endorsed, noting however that if additional resources are required to implement this that the Head of College will need to allocate these and that this may not be possible immediately.	Not yet implemented.  The Head of CACSSS declined to comment on this recommendation.  The Board of Studies for DTS is being reconstituted along the lines of the AC Policy on Interdisciplinary Studies. The College ACSSS is still considering the issues.
Consideration be given by the University to ways of incentivising the participation of schools and colleges in interdisciplinary degrees.	Recommendation endorsed.  QPC noted that if the funding and governance issues were resolved there would be greater participation	Not yet implemented.  The new UCC Interdisciplinary Studies Policy, approved by AC, should address this recommendation. It was noted that the current funding cut-backs are de-incentivising.
<b>Teaching and Learning/Accommodation</b>		

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Sept 09</b>
<p>That access to specialist spaces is extended to facilitate teaching and learning agendas in DTS.</p> <p>That additional appropriate teaching space is made available to allow scope for expansion.</p> <p>That an immediate housing of all Drama &amp; Theatre Studies staff (including teaching and administration staff) within the one building is essential.</p> <p>That the tension between the demands of the timetable and the need to travel between teaching spaces should be urgently addressed.</p> <p>That a purpose built accommodation would be desirable and important.</p>	Recommendation endorsed.	<p>Not yet implemented.</p> <p>The space currently occupied by DTS is not sufficient for their teaching requirements. It was noted that issues of space allocation are a matter for the Head of College ACSSS in the first instance. The Head of College is a member of the University Space Committee.</p>
<p>That a designated placement coordinator to prepare students and supervisors {for placement} is necessary for optimum results.</p>	Recommendation endorsed.	<p>Not implemented.</p> <p>A designated placement co-ordinator has not been put in place; however, this module is now optional and this has relieved the burden of work somewhat for DTS. The role is shared among the members of the Board of Studies.</p>
<b>Curriculum Development</b>		
<p>That a single honours undergraduate programme in DTS is introduced and that the University seeks to facilitate this development through appropriate resourcing of the discipline.</p>	<p>Recommendation endorsed.</p> <p>QPC noted that this is not solely at the discretion of the Board of Directors or the Head of College and discussions need to take place within the College as to how this is implemented.</p>	<p>Not yet implemented</p> <p>This recommendation has been stalled to due a lack of resources and space; however DTS are still considering this recommendation in the context of developing their 5 year strategic plan.</p>
<b>Research and Scholarly Activity</b>		
<p>That a research officer be appointed with a clear remit to further promote and progress the research agenda, including the 4th level agenda and to increase the number of PhD students</p>	<p>Recommendation strongly endorsed</p> <p>QPC noted that a Research officer is already in place and welcomed positive response of the Board of Studies and the actions planned</p>	<p>Implemented</p> <p>DTS have a research officer in place and will move to extend and define more clearly the remit to include 4th level recruitment.</p>
<b>Staff Development</b>		
<p>That greater opportunities for sabbatical/research leave to pursue research agenda(s) are provided.</p>	<p>Recommendation endorsed in principle</p> <p>QPC noted the request for additional resources necessary to implement this recommendation and recommended that the staff and Board of Studies discuss these with the Head of College.</p>	<p>Not yet implemented.</p> <p>The Head of College is currently considering how to implement sabbatical leave in smaller departments.</p>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Sept 09</b>
That each member of staff is supported in constructing a five year research plan.	Recommendation strongly endorsed	Not yet implemented in full.  The Research Officer is currently drawing up a 5 year plan for DTS; individuals will be supported in contributing to the plan and the plan will reflect individual contributions. DTS was awaiting the outcomes of the research quality review conducted by UCC in 2008/09 to finalise the research plan.
That the issues around the tension that staff experience in terms of their own career advancement are addressed, specifically in terms of balancing research, teaching and professional responsibilities.	Recommendation strongly endorsed	On-going  DTS will continue to seek innovative ways of reconciling these demands in the context of its Strategic Plan.
<b>Staffing</b>		
That a Chair in Drama & Theatre Studies be established.	Recommendation endorsed in principle  QPC noted that additional resources will be required to implement this recommendation and that the decision as to whether a Chair be appointed is for the UMT	Not yet implemented.  DTS strongly support this recommendation which has been re-iterated in the Research Review report. The Head of College is of the view that the Chair is unlikely to be established in the near future due to the current economic situation.
That there is an increase in staffing and other resources for DTS, both as a precondition of single honours provision and to progress the 4th level agenda.	QPC noted the recommendation and the response of the Board of Studies  QPC recommends that the Board continue to progress and develop programmes in DTS, noting the interest and increasing numbers of students registering for the existing programmes. Increases in student numbers will assist in the direction of resources towards the programme	Not yet implemented.  DTS are still in the process of considering the introduction of single honours programme in the context of developing their 5 year plan. DTS are not entirely in agreement that an increase in staffing is a prerequisite for this to occur; amendment of priorities may also facilitate introduction of the single honours programme.
That the current over-reliance on part time and contract staff is redressed.	Noted the recommendation and the response of the Board of Studies	Not implemented.  DTS continue to use contract staff as these working professionals bring valuable skills to the programme.
That a clear succession plan is needed to ensure the ongoing growth and development of DTS	Recommendation endorsed.	Not implemented.  The Head of CACSSS confirmed that there is no succession planning in the College and that this is a very difficult issue at the moment due to the current economic situation. CACSSS is adopting a reactive approach rather than a proactive one.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Sept 09</b>
That additional teaching and technical staff are needed to consolidate developments and to progress DTS profile both nationally and internationally	Endorsed in principle  QPC noted that in the current financial restrictions progress may be slow in this area	Not implemented.  Contrary to international norms, DTS do not employ any technical staff. Some technical support is provided from part-time staff.
That a strategy regarding staff progression and the development of promotional opportunities and career paths for staff in DTS is essential.	Endorsed – applicable to all staff in UCC	Not yet implemented.  The University has incorporated these issues in its strategic plan. Staff in DTS will be able to avail, as all staff in UCC, of any promotional opportunities etc. as they arise.
<b>Recommendations to the Board of Studies</b>		
That DTS develops a strategic plan by the end of 2008, led by someone with appropriate leadership skills and experience such as the current Director, working with the Management Committee	Recommendation strongly endorsed.  This is essential if some of the other recommendations are to be implemented	On-going.  DTS is currently developing a five-year strategic plan.
That the interdisciplinary basis of the taught programme be reviewed and negotiated to address issues of strategic and operational management in the context of structural changes within the institution.	Recommendation endorsed  QPC welcomed response of Board of Studies which included a commitment to development of a strategy for DTS.	On-going.  Will be implemented following development of the strategic plan for DTA and in line with the new policy for governance of interdisciplinary programmes approved by AC in 2008/09.
<b>Governance</b>		
That DTS moves to more formalised structures. The opportunity exists under restructuring to suggest new structures.	Recommendation strongly endorsed  QPC welcomed response and actions already taken	Implemented.  DTS have put formalised structures in place, including a Management Committee, consisting of the Head of Discipline and all fulltime staff. Allocated duties (e.g. appointment of a Research Officer) have also been assigned.
That there needs to be a suitable academic synergy between DTS and future partners.	Recommendation strongly endorsed	On-going.  DTS are currently pursuing potential connections with other HE institutions.
That a five year plan needs to be constructed incorporating specific preferences regarding the alignment of DTS with other departments/disciplines.	Recommendation strongly endorsed	On-going.  School affiliation is being addressed under the five year plan.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Sept 09</b>
That the management committee should make recommendations to the Board of Studies regarding proposals for the strategic development of DTS. Once the position of DTS within the new structures has been consolidated, the new DTS Board of Studies should begin by establishing clear terms of reference.	Recommendation endorsed	On-going.  This is being addressed under the five year plan currently under development.
That students be represented on the Board of Studies and/or a formal staff:student liaison committee be established.	Recommendation strongly endorsed  QPC welcomed action already undertaken in regard to implementation	Not implemented.  Students are not represented on the Board of Studies.  DTS feel that current informal structures re staff:student liaison are working well and that a formal committee is not necessary at this point in time given the small number of students in DTS.  Year coordinators have been appointed.
<b>Teaching and Learning</b>		
That feedback on assignments and performances is more structured. Specific protocols need to be developed and formalised.	Strongly endorsed  QPC welcomed action already undertaken in regard to implementation	Implemented.  The Board has put in place an undergraduate Student Handbook including information on general grade indicators to assist this process and is actively reviewing its arrangements for feedback on assignments and student progress.
That the placement is located in the Easter period.	QPC noted the response of the Board of Studies and recommended that the Board of Studies implement the best practice possible in the light of present resources and circumstance	Not implemented.  DTS do not agree with this recommendation as it is not practicable. The Board are implementing best practice possible in the light of present resources and circumstances.
That there are more formalised support structures within DTS for students including:  Placement coordination and support, including preparing the students in advance.	Recommendation endorsed	Implemented
Induction support for First Year students, particularly mature students on the BA and MA courses.	Recommendation endorsed.  QPC noted and welcomed actions already underway	Implemented.  DTS is providing First year students with orientation sessions and a detailed student handbook to assist induction.
That specific roles and responsibilities of staff are established, including year co-ordinators and research officer.	Endorsed	Implemented



<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Sept 09</b>
Clear mechanisms and protocols are required for feedback on written and practical work and for maintaining ongoing communication with students.	Recommendation strongly endorsed	Ongoing.  Some mechanisms have been formalised in the handbook.
That an exit presentation for students be considered which includes career planning, preparation for interview and construction of CVs and other issues relating to their future outside of UCC.	Recommendation endorsed  QPC noted and welcomed planned actions	Ongoing.  DTS continue to try and improve in this area. Professionals have been invited in to speak to the final year students regarding career options.
<b>Curriculum Development</b>		
That the more technical and administrative areas of the course are further developed.	Recommendation endorsed  Noted comments of Board	Not implemented.  DTS agrees with the recommendation as being desirable but points out that this is dependant on staffing. DTS does not have any fulltime technical staff.
That the issues which emerged from discussions with students around weightings are addressed.	Recommendation endorsed	Implemented.  DTS has taken steps to redistribute some workloads related in particular to Year III and will take this issue into account in reviewing the overall degree structure.
<b>Research and Scholarly Activity</b>		
That the connections between DTS and the VP for Research be extended.	Recommendation endorsed	Ongoing.
That DTS should take an active role in the development of new models of clustered research thereby, building on the existing connections.	Recommendation endorsed	Not yet implemented.  This recommendation will be considered in the context of the five year plan currently under development and incorporating recommendations from the research quality review.
That an integrated research strategy be drafted in Drama & Theatre Studies and that a Research Committee attached to the discipline be established to facilitate this; to explore synergies and common themes in the research of all staff and to explore the potential for the joint submission of applications for research funding.	Recommendation endorsed	Ongoing.  DTS is considering all of these issues in the development of the 5 year plan.

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Sept 09</b>
That Perforum should be further developed. Perforum was identified as a unique contribution that DTS makes to the broader cultural life of Cork and anchors it within this context.	Recommendation endorsed  QPC noted comments re funding requirements	Not implemented.  Due to cutbacks in expenditure. DTS is considering how this can be achieved either through identifying a sponsor or through linking Perforum to research strategy in order to maximise effectiveness.
<b>Communications</b>		
That communicating with other key areas of the university is important and that DTS needs to represent its own interests better – optimally drawing on the wider resources of the university and becoming a more visible presence.	Recommendation endorsed  QPC noted that this is linked to the lack of university –wide management and governance structures for interdisciplinary programmes	Ongoing.  DTS is encouraging its staff to participate, where possible, in university committees.
That the website is upgraded and regularly maintained for optimum profile.	Recommendation strongly endorsed	Ongoing.

## Peer Review Group

- Professor Donald Burden, Dean of Dentistry/Clinical Director, School of Dentistry, Queens University Belfast
- Dr. Michael Byrne, Department of Student Health, UCC
- Professor Jonathan Cowpe, Bristol Dental School, Bristol (Chair)
- Ms. Ann Kennelly, Local Health Manager, PCCC Directorate, Cork
- Dr. Seamus O'Reilly, Department of Food Business & Development, UCC
- Professor Cynthia Pine, Dean of Dentistry, Liverpool Dental School

## Site Visit

The site visit was conducted over 2.5 days from 29 April to 1 May 2008 and included visits to departmental and library facilities in UCC and meetings with:

- Head and staff of the department as a group and individually
- Representatives of undergraduate and postgraduate students
- Representatives of employers, past graduates and other external stakeholders
- Professor Paul Giller, Registrar & Senior Vice-President
- Professor Grace Neville, Vice-President for Teaching & Learning
- Professor Robert McConnell, Acting Head, College of Medicine & Health
- Dr. Deniz Yilmazer-Hanke (Anatomy)
- Dr. Ruth Davis, Research Officer, Office of the Vice-President for Research Policy & Support
- Mr. Cormac McSweeney, Finance Office

An exit presentation of the principal findings of the Peer Review Group was made to staff of the department in the afternoon of the second day.

## Description

Head of School: Professor Finbarr Allen

No. of Staff: 107 Full Time Employees

Location of School: Cork Dental School & Hospital, CUH, Wilton, Cork

Degrees/Diplomas offered: BDS, Dip in Dental Hygiene, Cert in Dental Nursing, Masters Dental Public Health, Doctorate in Clinical Dentistry, PhD's.

No. of Students (2008/09): Department has 159 Student FTEs: 164.75 UG and 22.33 PG FTEs:

## Postgraduate Student FTEs

PhD	Practioner Doctorate	Total P/G
19.33	3.00	22.33

## Mission Statement

“Advancing oral health through excellence and innovation in education, patient care and research.”

## Aims and Objectives

As part of its service remit to the community, CUDSH has had service level agreements with the former Southern Health Board to provide care for Medical Card Holders. More recently, a service level agreement has been agreed with the Health Service Executive (Southern Region) to provide orthodontic care for patients in the North Cork region.

The Oral Health Services Research Centre (OHSRC) opened in 1993, and has been at the forefront of international research on the benefits of Fluoride on oral health. It has also been commissioned by the Department of Health and Children to conduct surveys of oral health of children and adults. The Dental Hygiene teaching programme commenced around this time, and this is a two year Diploma programme.

- Pressure to improve quality in teaching and research
- Increased demand for access to places on the educational programmes at home and from abroad
- Demand for graduate entry

- Increased demand from the Health sector for specialist level dental care
- Decrease in funding from government sources for the University
- Support for lifelong learning
- Creation of flexible learning paths for Higher Education, as per the Bologna process

### **Progress made on the Implementation of PRG Recommendations**

A meeting to discuss progress made in implementing recommendations for improvement arising from the quality review of the Dental School & Hospital was held on 30 November 2009.

Present:

Professor Michael Berndt, Head, College of Medicine & Health

Professor Finbarr Allen, Head, UCC Dental School & Hospital

Ms Sheila Maguire, School Manager, UCC Dental School & Hospital

Dr Norma Ryan, Director, Quality Promotion Unit

Ms Deirdre O'Brien, Administrative Officer, Quality Promotion Unit

### **General Comment**

It is accepted that the Quality Review of the UCC Dental School and Hospital occurred at a time of greater economic stability. As a result of both the HEA staffing moratorium and the reduction in state funding to the university, recommendations that require extra financial input cannot now be implemented.

The UCC Dental School & Hospital also operates under an unwieldy funding mechanism with funding coming in block grants from both the university and the HSE. As state funding has been cut in both sectors, the Dental School is essentially experiencing a double cut in funding and is operating with a large deficit.

### Abbreviations

<i>PRG: Peer Review Group</i>
<i>QPC: Quality Promotion Committee</i>
<i>HR: Human Resources</i>
<i>UMT: University Management Team</i>
<i>CUDSH: Cork University Dental School &amp; Hospital</i>
<i>VP: Vice-President</i>
<i>QIP: Quality Improvement Plan</i>
<i>MH: Medicine &amp; Health</i>
<i>RAM: Resource Allocation Model</i>
<i>CUH: Cork University Hospital</i>

<b>PRG Recommendation</b>	<b>QPC Recommendations</b>	<b>Follow-up Report Nov 2009</b>
<b>Recommendations to the University</b>		
All models for future development and improvement of the funding situation to be explored	Recommendation strongly endorsed	Implemented and ongoing  A business plan was developed and is currently with the Head of College for approval. Income generation initiatives have been included in the plan.  The Business Plan is focussed on ensuring that CUDSH moves towards a budget neutral position.
Education funding streams need to be addressed at the national level	Recommendation strongly endorsed	Ongoing  The President and the Bursar are in regular contact with the HEA with the aim of addressing the disparity in funding between the two national dental schools.  CUDSH was successful in receiving extra funding (€545,000 out of a total €1m fund) under a national strategic HEA scheme. However 2009/10 is the last year that this funding will be allocated and a longer term solution is required.
Establish a Dental School Office – to be fully staffed and operational as soon as possible	Recommendation endorsed	Implemented and ongoing.  The Dental School Office has been established and is operational; however it has yet to be fully staffed.
Adoption of a partnership approach to facilitate a resource-neutral transition in the establishment of a Central School Administrative Office	Recommendation endorsed	Ongoing  CUDSH has approached the establishment of a Central School Administrative Office in consultative collegial manner and progress has been made, however, the process is still ongoing.
Human Resource Dept to take the lead in a process that addresses the outstanding issues related to part time teachers	Recommendation strongly endorsed	Partially implemented  The Labour Court recommendation on part-time teachers is about to be implemented and clarity on contracts has been reached.
Comprehensive manpower plan to be developed	Recommendation strongly endorsed	Implemented  This has been included in the Business Plan.
Specific academic appointments that merit immediate attention:  Professor of Restorative Dentistry (appointment while one of the senior clinical academics is seconded to the Head of School post)  Senior Maxillofacial Surgery position (joint appointment with CUH)  Professor/Senior Lecturer in Oral Biosciences/ Biology	Recommendation referred for consideration to the Head of college MH and UMT	Not implemented  The need for these appointments was also highlighted during the last Quality Review (2001).  CUDSH will continue to pursue these appointments with the university through the Head of the College of MH; however, in the light of the current economic situation these posts are unlikely to be filled.

<b>PRG Recommendation</b>	<b>QPC Recommendations</b>	<b>Follow-up Report Nov 2009</b>
Appointment of a Director of Research and also recommend the establishment of this director as Chair of the Research Committee	Noted and welcomed response	Implemented  A second Director of Research has now taken up the post; Professor Declan Millet has replaced Professor Helen Whelton.
That investment is made in radiology, dental surgery and restorative dentistry.	Recommendation endorsed in principle.  The QPC noted that present financial restrictions will make delivery difficult	Not implemented  The Dental School & Hospital does not have access to sufficient funds to progress this recommendation.
Strategic expansion of the facility to support increased student number in existing programmes, programme development (in particular specialist postgraduate) and research	Recommendation endorsed.  QPC noted that work is already underway to plan for expansion and funding of same	Ongoing  This is part of the Business Plan.
<b>Recommendations to the School</b>		
Cork and Dublin Dental Schools & Hospitals should take an initiative at national level to highlight dental care needs and challenges	Recommendation endorsed.	Implemented and ongoing  Professor Finbarr Allen has met with his counterparts in Dublin and has drafted a proposal recommending that they jointly advocate at national level. Further action on this is expected in January 2010.
That current organisational/operational issues are dealt with in advance of initiating further investment in new programmes and services	Recommendation endorsed.	Implemented  This has been addressed in the Business Plan.
That CUDSH review both the mix and delivery of clinical services with a view to ensuring a supply of clinical cases for teaching purposes and that this is reflected in the organisation's mission statement	Recommendation endorsed.  Noted actions planned	Implemented and ongoing  CUDSH have undertaken a review of clinical services and have identified deficits in the teaching programme. A new plan will be in place by April 2010.
That all future Service Level Agreements (SLAs) with the HSE are agreed within a new strategic framework that aims to deliver the case mix required for teaching purposes and the development of specialist services that compliment strategic educational and research objectives.	Recommendation endorsed.  QPC noted actions planned	Implemented and ongoing  CUDSH have prepared SLAs and are in ongoing discussions with the HSE regarding their implementation.

<b>PRG Recommendation</b>	<b>QPC Recommendations</b>	<b>Follow-up Report Nov 2009</b>
Should the CUDSH develop specialist areas with the primary objective of service provision the PRG strongly advises clear Service Level Agreements based on full economic cost.	Recommendation endorsed.  QPC noted and endorsed response especially emphasis on quality of education	Ongoing  This recommendation is linked to the one above.  CUDSH have also overhauled their IT system to produce better evidence based data for the HSE.
That CUDSH explore and develop links with the adjacent Cork University Hospital (CUH) in order to review their Clinical Governance Programme and create synergies with CUH.	Noted response of Dental School and endorsed efforts of Head of School to continue discussions and to attempt to progress discussions.	Ongoing  An Acute Services Reconfiguration Project is in place which provides an opportunity to address this recommendation. A Maxillofacial Working Group chaired by Professor Allen will form part of this project.  An overarching regional governance structure is proposed and should be implemented early in 2010.
That the Student Liaison Committee is constituted as a Student-Staff Committee as outlined by UCC regulations and that this Committee address areas such as: regular student-staff committee meetings, academic contact person/coordinator for each year, student handbooks, coordinated timetabling, balanced student workloads and feedback procedures	Recommendation strongly endorsed.  QPC welcomed and endorsed response and actions planned	Implemented  A Student Liaison Committee is in place and is linked into the Teaching and Curriculum Committee.  CUDSH have also implemented a mentoring system for all students.
That the Chair of the standing committee for teaching and curriculum be reclassified as Director of Teaching and be positioned at a more senior level within the management structure.	Noted that the Dental School has a senior academic in the position of Chair of the Teaching and Curriculum committee	Implemented
Explore ways in which the dental students can experience four-handed dentistry with appropriate nursing support and provide opportunities for closer interaction in the clinics between the trainee dentists and hygienists.	Recommendation endorsed  QPC noted the comments on the difficulties in implementing this recommendation and endorsed support for the Head of School in working towards implementation of this recommendation.	Implemented and ongoing as part of the Clinical Services Review.



<b>PRG Recommendation</b>	<b>QPC Recommendations</b>	<b>Follow-up Report Nov 2009</b>
Use of mechanisms and structures that support the full involvement of staff at all levels. These mechanisms should clarify roles, enhance participation of staff and support feedback.	Recommendation strongly endorsed  QPC noted and welcomed actions planned by Dental School	Implemented  1. Staff handbook created -particularly useful for part-time staff.  2. Three staff meetings held a year in order to brief staff on relevant issues.  3. An orientation programme has been developed for new staff.  4. CUDSH committee structures were reviewed. Committee representation was revised where necessary to ensure a broader base of representation.
That staff are given advice as to suitable professional development programmes – particularly important for administrative and nursing staff	Recommendation endorsed  QPC noted and welcomed actions planned by Dental School	Implemented and ongoing  Continuing education programmes are held in the summer and participation in university courses is encouraged.
That various options are explored in the development of an academic career path in dentistry, and endorsing the strategy to pursue joint appointments with other academic units.	Recommendation endorsed  Plan of action endorsed by QPC	Not implemented  This recommendation has not been progressed due to the current economic situation.  There is no defined clinical academic path at present and staff inevitably join CUDSH at a very senior level. However, in an attempt to address this issue two clinical fellowship posts were created recently which have proved successful to date.
That a clear strategy is used to prioritise development in establishing the Doctorate programme in Clinical Dentistry, Clinical Research Fellowships and to attract non-clinicians to PhD studies.	Recommendation strongly endorsed	Implemented  A research strategy was developed for the Research Quality Review. This strategy is currently being revised as it is felt that the goals expressed may not be practicable from a workload point of view.  PhD numbers have trebled in the past five years.
In seeking research funding we encourage joint submission of proposals with other academic units in UCC, inter-institutional research activity and strengthening linkages with the Dublin Dental School and Hospital.	Recommendation endorsed	Ongoing  As discussed in earlier recommendations, talks are ongoing re inter-institutional linkages. The new research strategy also emphasises working across departments within the university and exploratory talks are taking place. Formal arrangements are also in place with the University of Nijmegen, Netherlands.

## Appendix 1

### Quality Promotion Committee

**Reports to:** Governing Body and University Management Team

**Aim:** To assist in the provision of outstanding education in undergraduate and professional and graduate areas by fostering the improvement of quality in education and all related services provided by the university.

#### Terms of Reference

#### Responsibilities

The Quality Promotion Committee is responsible to the Governing Body for the overseeing of all matters, which have an impact on maintaining, and where possible, improving and enhancing the quality of the student experience in UCC. It aims to ensure that there are appropriate procedures for the assurance of quality within the University and for the promotion of quality improvement in both teaching and non-teaching areas.

- Promote collective responsibility for quality improvement and assurance throughout the University.
- Recommend to Governing Body/Academic Council policy in relation to Quality Assurance
- Educational development in relation to teaching, learning and assessment
- The quality of the students' learning experience
- Promote innovation and development, which will enhance the quality of the student experience, in both teaching and non-teaching areas.
- Oversee University procedures for the identification and dissemination of good practice.
- Keep under review policy and procedures for ensuring the integrity of various forms of academic association with external organisations including the franchise of University programmes and the recognition, accreditation or validation of programmes offered by other organisations.
- Promote and encourage equal opportunities practice to enhance the quality of the student experience.
- Keep under review the requirements of national agencies, which have a remit for quality in educa-

tion such as the HEA and ensure that University policy and procedures are consistent with national guidelines where appropriate.

#### Operational Procedures

In order to fulfil these responsibilities the Committee will:

- Approve all significant developments in policies and practices relevant to quality improvement in all aspects of the University, including the design, development and review of guidelines and procedures for QI/QA.
- Approve the schedule for departmental/unit QI/QA reviews.
- Approve the composition of the Peer Review Group.
- Receive and consider reports and minutes from Faculty management committees (or equivalent) regarding work in relation to: academic standards; quality assurance; quality improvement.
- Receive and consider reports of review panels concerning academic programmes, departments, administration units and central services, and, as appropriate, make recommendations to the Governing Body and the President for future action.
- Ensure that there are effective procedures in place for involving students, staff, employers and representatives of the local community in quality assurance and improvement processes.
- Provide appropriate guidance on matters concerning the maintenance and enhancement of quality for programme teams and central services.
- Keep under review and recommend to Governing Body the information which should be maintained on taught programmes including: the content of definitive programme documents; documentation requirements for programme approval and review; and the issues which should be addressed in external examiners reports.
- Keep under review and recommend to Governing Body the range of statistical information and indicators, which should inform the quality assurance processes for academic programmes and central services.

- 
- Keep under review quality standards for central services.
  - Liaise with other bodies in the University as appropriate.
  - Report annually to the Governing Body.
  - Report regularly to the University Management Team

### **Constitution**

#### **Ex Officio:**

- President (Chair)
- Registrar & Vice-President for Academic Affairs
- Vice-President for Support Operations
- Bursar
- Director of Quality Promotion (Secretary)
- President of Students' Union

#### **Nominated Members:**

4 Academics – 1 from each College

3 representatives from administration and services

2 external members of Governing Body

#### **Casual Vacancies**

The Governing Body has delegated authority to the Committee to fill any casual vacancies that arise during the lifetime of the Committee.

## Appendix 2

### Quality Review Schedule

2007-2014

*All Degrees and Diplomas and Certificates offered by a Department/  
School are included in the review of an academic department*

#### 1. Finalised Schedule: Quality Reviews 2007/08 – 2010/11

##### Quality Reviews 2007/08

Chaplaincy  
Department of Classics  
Department of Economics  
Department of German  
Drama & Theatre Studies Programmes  
Student Health Department  
University Dental School & Hospital

##### Quality Reviews 2008/09

Department of Government  
Research Quality Review – 15 Panels covering all  
academic departments (65) and research institutes  
in UCC

##### Quality Reviews 2009/10

College of Medicine & Health  
Department of Chemistry  
Department of Food & Nutritional Sciences  
Office of Corporate and Legal Affairs  
School of Clinical Therapies

- Occupational Therapy
- Speech & Hearing Sciences

School of English  
School of History

- History
- History of Art

School of Pharmacy

##### Quality Reviews 2010/11

Centre for Policy Studies  
College of Arts, Celtic Studies & Social Sciences  
Department of Computer Science  
Department of Food Business & Development  
Department of Physics  
Food Industry Training Unit  
Ionad na Gaeilge Labhartha  
Office of Buildings & Estates  
School of Mathematical Sciences

- Applied Mathematics
- Mathematics
- Statistics
- Statistical Consultancy Unit

School of Music  
School of Sociology & Philosophy

- Philosophy
- Sociology

Scoil Léinn na Gaeilge: Gaeilge, Béaloideas, Léann  
Ceilteach

- Early & Medieval Irish
- Folklore & Ethnology
- Modern Irish

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**Draft Schedule 2011/12 – 2012/14 – Approved by QPC on 20th April 2009**

**Note: the QPC approved the extension of the second review cycle from that originally approved to allow for the research quality review to be conducted in 2008/09**

**Quality Reviews 2011/12**

Centre for Architectural Education

College of Science, Food Science & Engineering

Department of Accounting, Finance & Information Systems

Department of Human Resources

Department of Law

Department of Management & Marketing

Information Services

- Library
- Computer Centre
- Audio Visual Services
- Support for e-learning

Office of VP Research Policy & Support

- Research Office
- Technology Transfer Office

Office of VP Teaching & Learning

- Centre for Adult Continuing Education
- Ionad Bairre
- Including a Thematic Review of the quality of teaching & learning strategies, policies and delivery

School of ZEPS and Geology

- Geology
- Zoology, Ecology & Plant Science

**Quality Reviews 2012/13**

College of Business & Law

- Faculty of Commerce

- Faculty of Law

Finance Office

Registrar's Office

- Academic Programmes & Regulations
- Academic Secretariat
- Admissions
- Graduate Studies
- International Education
- Student Records & Examinations
- Systems Administration
- Language Centre

School of Applied Psychology

School of Applied Social Studies

School of Education

- Education
- Sports Studies

School of Engineering

- Civil & Environmental Engineering
- Electrical & Electronic Engineering
- Microelectronic Engineering
- Process & Chemical Engineering

School of Languages, Literatures & Cultures

- French
- German
- Hispanic Studies
- Italian

School of Nursing & Midwifery

Office of the VP Student Experience

- Student Support Services
- Access

- Disability Support
- Mature Students
- UCC Plus

- Accommodation & Student Activities
- Student Careers Service
- Chaplaincy
- Counselling & Development
- Student Health Department
- Physical Education & Sport
- Student Centre
- Student Union
- Student Clubs and Societies

**UCC Institutional Review - site visit November 2012**

This is determined by IUQB. The review will be of the QA procedures of the University and the effectiveness of the quality assurance measures, along with a consideration of compliance with the ESG (European Standards and Guidelines for Quality Assurance in Higher Education). The review will incorporate a review of the Quality Promotion Unit. Detailed guidelines will be determined by IUQB. Preparation for the review will take place in the academic year 2011/12.

**Quality Reviews 2013/14**

Department of Religious Studies

School of Asian Studies

- Chinese
- Korean

School of Human Environment

- Archaeology
- Geography

School of Life Sciences

- Anatomy
- Biochemistry
- Microbiology
- Pharmacology
- Physiology

School of Medicine

- All clinical disciplines

**Interdisciplinary Programmes to be assigned to a review year**

<b>Programme</b>	<b>Participating Disciplines</b>
Applied Linguistics	English, French, German, Modern Irish
BComm Degrees	All Departments in Faculty of Commerce plus Law and language departments
BSc Degree (Environmental Sciences & Environmental Studies)	15 Departments in Science and Law
Contemporary Chinese Culture & Business	Chinese, Economics, Food Business & Development, Government, Law, Management & Marketing
Drama & Theatre Studies (completed 07/08)	Education, English, French, German Italian, Music, Hispanic Studies
Early Childhood Studies	Applied Psychology, Applied Social Studies, Education, Paediatrics
Film Studies	Computer Science, English, French, German, Hispanic Studies, Italian, Music, Philosophy, Sociology
Language & Cultural Studies	All Disciplines in the College
MA Contemporary Migration & Diaspora Studies	Applied Psychology, Applied Social Studies, Geography, Law, Sociology
MPlan and Sustainable Development	Applied Social Studies, Geography, Sociology
Politics	Government, History, Philosophy
Women's Studies	Applied Social Studies, Folklore & Ethnology, French, Hispanic Studies, History, Irish/Gaeilge, Italian, Law, Philosophy, Sociology





