



University College Dublin

Quality Improvement Plan

UCD School of Nursing, Midwifery and Health Systems

June 2020

UCD School of Nursing Midwifery and Health Systems



Quality Improvement Plan, 2020

Introduction

The periodic quality review provided the School with a good opportunity to take stock, through reflecting on developments and achievements since the previous quality review. The process enabled the School to identify examples of good practices across the School, to evaluate those aspects of School practices that require development and improvement, and to critically analyse the School's challenges and their potential solutions. The process also provided the School community with an opportunity to contribute to wider strategic and operational questions and the whole School community demonstrated enthusiastic and active engagement in the development of the SAR Report. The School is very grateful to the Review Group for its comprehensive and helpful Report, which in much part, reflects the School's own analysis and endorses the School's stated plans for effecting ongoing quality enhancement.

The School has now carefully considered the recommendations of the Review Group Report and has prepared this Quality Improvement Plan (QIP). The School had already taken steps to address some of the recommendations made in the Review Group Report, and these are set out in the actions taken. This Quality Improvement Plan is presented on the understanding that circumstances for both the School and the University have dramatically altered since the Review Group presented its report in September 2019. Specifically, the COVID-19 crisis has resulted in a major impact on the budgetary position of the University, and the School will undertake the necessary savings that it is required to make on the instructions of the University Bursar. Notwithstanding these new constraints, through this Quality Improvement Plan, the School will seek to demonstrate its total commitment to quality enhancement and to show that quality will remain at the centre of all its activities in the uncertain years ahead.

Methodology¹

Follow-up is an integral part of the quality review process. The decisions on improvement, which are made in the follow-up to self-assessment and review, provide a framework within which the School can continue to work towards developing and fostering a quality culture in the University. The School is also required to implement the recommendations of the Review Group Report, having regard to the resources available, or unless it would be unreasonable or impractical to do so.

This Quality Improvement Plan (QIP) takes the form of short summaries of the action taken and/or planned, or if actions are not being taken, an explanation provided. The QIP incorporates the School's response to each recommendation.

In preparing the QIP, the School adopt a SMART approach, such that actions are presented that are Specific (S), Measurable (M), Achievable (A), Realistic (R) and Timed (T). We have presented responses that are succinct, yet with a sufficient level of detail to be measurable.

Recommendation categories

Each action already taken or planned has been categorised according to one of the following categories:

1. Recommendations concerning academic, organisational, and other matters which are entirely under the control of the School
2. Recommendations concerning shortcomings in services, procedures and facilities which are outside the control of the School
3. Recommendations concerning inadequate staffing, and/or facilities which require additional recurrent or capital funding.



Professor Gerard Fealy
Dean of Nursing and Head of School

¹ Source: UCD Quality Office

UCD School of Nursing, Midwifery and Health Systems
QUALITY IMPROVEMENT PLAN, 2020



PRIORITISED RECOMMENDATIONS FOR IMPROVEMENT

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
Priority Rec 1	<p>As part of the strategic plan for the next 5 years the School should revisit the management/ leadership structure with a view toward a more devolved structure for faculty management. This should include the uncoupling of the role of Head of School and Dean and the articulation of more precise job descriptions for each post; the recognition that leadership is citizenship, and should be factored into workload plans i.e. those assuming major administrative roles should be allowed a reduced teaching load; and the filling of the position of School Director of Teaching and Learning as a priority. Using upcoming P4G to support these changes is important.</p> <p>[This should include] the recognition that leadership is citizenship and should be factored into workload plans i.e. those</p>	2	<p>Statute 25 of the University stipulates the mechanism for appointing a Head of School and the Terms of Reference of the SNMHS Programme Board requires that ‘the Head of the School of Nursing, Midwifery and Health Systems shall normally serve as Dean of Nursing’. Accordingly, the School considers that it is not its prerogative to articulate new or amended role descriptions for either role.</p>	Head of School		
		1	<p>In the case of those faculty in key leadership roles, the Head of School will continue to review their teaching duties and research activity on an annual basis, using the standardised <i>Faculty Role and Contribution</i> form, and will adjust teaching, as</p>		June- July 2020	Ongoing

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
Priority Rec 3	The RG would recommend that the Director of Research should have a deputy director and that the Research and Innovation Committee should meet more frequently with active working groups.	1	<p>Since the Associate Dean for Research, Innovation and Impact has overall responsibility for the School's graduate research programme, the post of 'deputy director' is already represented in the role of Director of Graduate Research.</p> <p>The School Research and Innovation Committee recognises the need to meet more frequently and has commenced a series of virtual Committee meetings, due to COVID-19 restrictions. In addition, the Committee has established a working group to develop the School's research themes, as part of the development of the School Strategic Plan, and a working group to examine research funding opportunities.</p>	Associate Dean for Research innovation and Impact	April 2020	Ongoing
Priority Rec 4	A review and streamlining of the School's curricular portfolio should be undertaken to align graduate taught offerings with strengths, strategic needs, and research themes. Consideration on reducing the number of graduate programmes by 25%, exploring teaching opportunities with other schools e.g. Physiotherapy, social work, psychology and especially Medicine, and development of empirical research opportunities for undergraduates.	1	The School's current curricular portfolio is likely to change, on the assumption of possible reduced health service funding for continuing professional development among nurses and midwives in the immediate post-COVID-19 period. The School will aim to reduce the number of graduate programmes by 25 per cent, but without reducing the number of students FTEs, by combining two or more taught-graduate programme majors into single programme majors, with distinct pathway options. A sub-committee of the School's Taught Graduate Programmes Committee will investigate how this can be achieved.	Associate Dean for Taught Graduate Subject Heads	June 2020	August 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
Priority Rec 5	<p>Teaching excellence should be acknowledged and valued through promotion with mentoring and support of junior teaching-focused faculty on maximising their chances for promotion. Research-active faculty should have strategic advice and support on publishing and applying for grants etc.</p> <p>A sabbatical leave policy should be incorporated into School planning (that is compatible with University policy) for all research-active faculty.</p>	1	<p>The School will appoint a Director of Staff Development from among its senior faculty to mentor and support junior faculty in developing their researcher role. The Associate Dean for RII will continue to facilitate workshops on writing for publication and grant writing.</p> <p>The School will review its capacity to facilitate the operation of the current <i>Research Sabbatical Leave for Faculty</i> policy in light of the new fiscal position of the School.</p>	<p>Head of School</p> <p>Associate Dean RII</p> <p>Head of School</p>	June 2021	End of term of current Head of School
Priority Rec 6	<p>The School should continue developing a culture and social environment through increased opportunities for cross-school communication to enhance transparency about news, events, resource allocation, and strategic initiatives.</p> <p>A part of the School’s planned expansions the creation of a dedicated common room for faculty and staff should be undertaken, along with an improved recognition and celebration of faculty, staff, student and alumni achievements.</p>	1	<p>The School will continue to enhance its internal communications to ensure that the whole School community is informed of key developments. It will do this through regular targeted communications, the School online Newsletter and through other media.</p> <p>At this time, the School does not consider that a dedicated common room is either a priority or is achievable, given the limited space in the UCD Health Sciences Centre and given the savings that will be required in the coming three fiscal years.</p> <p>The School will continue to celebrate achievements through events, social media posts and internal communications.</p>	Head of School and Director of School Office	June 2020	Ongoing

ORGANISATION AND MANAGEMENT

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
2.7	As part of the University's strategic plan from 2020 the School, together with the College, should embark on a new strategic process to identify a set of clear goals and objectives for the next five years. This should include reviewing the achievements and KPIs of the School's current strategic Plan, 2015-2020.	1, 2, 3	In conjunction with this QIP, the School will commence the process of developing a School Strategic Plan, 2020–2024. While the plan will, of necessity, be responsive to the post-COVID-19 budgetary constraints, it will be ambitious in its proposals in key KPIs associated with the student experience, teaching and learning, graduate recruitment, global engagement and research impact.	Head of School; Associate Deans and Programme Directors Director of School Office	July 2020	Oct 2020
2.8	While the School is clearly successful on any number of evaluative standards, succession planning needs to be addressed at all levels. This should involve consideration of different positions from the top down i.e. Head of School and Deputy School roles to Senior research-active faculty to teaching-focused recruiting, to Post-doctoral, PhD, MA and Undergraduate students.	1, 2, 3	While the College Principal will be responsible for succession planning in relation to the Head of School position, the current Head of School, in consultation with the School Executive, will set targets for staff recruitment to meet the needs of its core business of undergraduate and graduate taught programmes, research and other key functional areas of the School.	Head of School	June 2020	End of term of current Head of School

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
2.9	<p>It is clear to the RG that in order to achieve <i>Nursing, Midwifery & Health Systems 2.0</i>, as part of a strategic plan for next 5 years, it is recommended that the School revisit management/leadership structures with a view toward a more devolved organisation for faculty management.</p> <p>Leadership is citizenship and should be factored into workload plans, to incentivise.</p>	1	<p>In March 2020, to maintain effective governance and operational management, the Head of School reviewed the current School Management Team and made some changes in light of faculty changes and the COVID-19 crisis. This included re-instituting the role of Associate Dean for Teaching and Learning and appointing a new Associate Dean for Global Engagement. In the review, the position of Associate Dean for External Relations was rendered non-extant, and thereafter, the Head of School assumed responsibility for this portfolio.</p> <p>In the case of those faculty in key leadership roles, the Head of School will continue to review their teaching duties and research activity using the standardised <i>Faculty Role and Contribution</i> form, and will adjust teaching, as appropriate, to ensure equitable distribution of workload</p>	Head of School	March 2020	End of term of current Head of School
2.10	The role of School Director of Teaching and Learning is vital and as a top priority it should be filled as soon as possible.	1	The position of Associate Dean for Teaching and Learning was re-instituted in March 2020.	1	March 2020	End of term of current Head of School

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
2.11	The RG recommend that the School should benefit from a more devolved committee structure to include the office of a Marketing and Communications Committee. With other structures such as Sub-Committees of the Executive Committee should be developed as part of the Alumni and Careers Development sub-Committee, the Graduate sub-Committee, the Undergraduate sub-Committee. Ethics and Teaching and learning committees should feature University mandated committees include the Research Committee and the Teaching and Learning Committee.	1	<p>Budget permitting, the School will recruit a Director of Marketing and Communications in autumn 2020. This role will incorporate responsibility for managing alumni relations at the level of the School.</p> <p>With the re-institution of the position of Associate Dean for Teaching and Learning, the School re-constituted the School Teaching and Learning Committee.</p>	<p>Head of School and Director of School Office</p> <p>Head of School</p>	<p>Sept 2020</p> <p>June 2020</p>	<p>August 2023</p> <p>Ongoing</p>
2.12	It would be desirable for the School to develop a longer-term staffing plan to prioritize the areas of the School most in need of support. This would ensure that additional or new revenue generated by the School be retained and invested in key priority posts.	1, 2, 3	In consultation with the School Executive, the College Finance Officer and the HR Partner, the Head of School will develop a revised staff plan, to reflect the need to focus on income generation in key areas, notably in sustaining current levels of undergraduate and postgraduate recruitment and securing new global partners for its Study Abroad and Summer School programmes.	Head of School and Director of School Office	May 2020	June 2021
2.13	Sabbatical leave should become a feature for research active staff.	1, 2, 3	The School will review its capacity to facilitate the operation of the current <i>Research Sabbatical Leave for Faculty</i> policy, in light of the new fiscal position of the School.	Head of School	Jan 2020	June 2021

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
2.14	The RG recommends the School, in collaboration with the College, engage in longer-term planning to benefit from a multi-year budgeting framework.	1, 3	In collaboration with the College Finance Manager and HR Partner, the School will engage in longer-term budgetary planning, with reference to the School's needs in the areas of senior leadership positions in Nursing and Midwifery.	Head of School and Director of School Office	May 2020	April 2021
2.15	Consideration should be undertaken by the School to recruit a marketing and communications staff member.	1, 3	Budget permitting, the School will recruit a Director of Marketing and Communications in summer 2020.	Head of School and Director of School Office	Sept 2020	Sept 2020
2.16	A mentorship system should be set up to aid and improve recognition of faculty, staff, student and alumni achievements.	1	The Head of School routinely appoints senior faculty to mentor new junior faculty when they are recruited, and the School Director also routinely appoints a mentor to new professional staff. The School will explore a model for mentorship that will aim to meet the development needs of all staff grades. (see also 3.23).	Head of School	July 2020	Oct 2020

STAFF AND FACILITIES

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
3.15	As part of the strategic plan for the next 5 years it is recommended that the School revisit its management/leadership structure with a view towards a more devolved structure for faculty management (see also Section 2: Organisation and Management).	1	<p>In conjunction with this QIP, the School will commence the process of developing a School Strategic Plan, 2020–2024 (see section 2 above).</p> <p>While the School considers that it is not its prerogative to articulate new or amended role descriptions for either Head of School or Dean, the School Management Team (SMT) will review current leadership structures to ensure that there is greater devolution of responsibility with associated authority for decision making. This will include consideration of a Deputy Head of School and/or an Executive Vice-Dean role during the trimester-long transition period from current to new Dean and Head of School.</p> <p>Through enhanced devolved leadership structures, the School will seek to ensure better visibility of leadership roles and promotional grades. This will enable role modelling to help faculty prepare to assume a leadership role in the future. The School will continue to publish up-to-date organisational and governance organograms to ensure leadership roles and reporting relationships are explicit and visible.</p>	Head of School and SMT	May 2020	Sept 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
3.16	Leadership is citizenship and should be factored into workload plans, i.e. specific teaching reductions should be associated with specific tasks and activities.	1	<p>The Head of School will review the standardised <i>Faculty Role and Contribution</i> form to ensure that it is fit for purpose in capturing the range of roles and duties, including leadership roles and will adjust teaching, as appropriate, to ensure equitable distribution of workload for those in leadership positions. Faculty will be required to submit the form annually.</p> <p>To achieve greater transparency, the School will develop a short form version of the current <i>Faculty Role and Contribution</i> form (FRC-SF), which can be completed and updated online and published on the School staff ethernet. Leadership roles will form a key part of conversations in the P4G process.</p>	Head of School and SMT All faculty	Sept 2020	Jan 2021
3.17	The School should fill the School Director of Teaching and Learning post as a priority.	1	The Head of School instituted the position of Associate Dean for Teaching and Learning and appointed a member of faculty to the position in March 2020.	Head of School and SMT	March, 2020	End of term of current Head of School
3.18	The School should use the upcoming University P4G to support faculty and staff development within the School.	1	The School engaged fully with the P4G process in Summer 2019. With the temporary suspension of the P4G process in 2020 due to COVID-19, the Head of School, the School Office Director and relevant principal investigators will monitor faculty, staff and research staff development needs and will address self-identified development needs. In the absence of the P4G process and in accordance with good	All staff	May 2019	Ongoing

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>practice, each staff member will meet with their line manager at least once annually to review progress and discuss workload and receive feedback.</p> <p>The School will appoint a Director of Staff Development from among its senior faculty to mentor and support junior faculty in developing their researcher role.</p>	Head of School	Sept 2020	End of term of current Head of School
3.19	Consider staffing categories of “teaching-focused” and “teaching & research” for equitable teaching load assignments.	1, 3	The School will carefully review this recommendation, with reference to workload distribution. However, this recommendation has wider import beyond the School. As a research-intensive University, UCD requires all faculty to be research active and the School cannot diminish that core faculty responsibility. Moreover, there is no explicit College policy on the assigning faculty to either “teaching-focused” or “teaching and research” focused faculty categories, and creating two distinct categories would greatly reduce opportunities for faculty promotions within the current Faculty Development Framework. (see also 4.15).	Head of School and SMT	July 2020	June 2020
3.20	The RG recommends that succession planning now needs an operational plan.	1	While the College Principal will be responsible for succession planning in relation to the Head of School position, the current Head of School, in consultation with the School Executive, will set targets for staff recruitment to meet the	Head of School and SMT	June 2020	Sept 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>needs of key functional areas of the School. Budget permitting, the focus of recruitment will be on recurring posts where vacancies arise (e.g. faculty retirements) and on strategic recruitment of senior faculty at professorial level in both Nursing and Midwifery.</p> <p>Succession planning to replace retiring faculty will focus on identifying prospective individuals and on identifying bespoke career development pathways and pre-appointment mentoring for such individuals to ensure that they are best placed to assume new faculty positions as they emerge. In terms of succession planning for School leadership roles, the Head of School, SMT and line managers will identify those individuals with talent and future potential to assume leadership roles. With the current suspension of the P4G process, such individuals will be supported through mentoring and by shadowing other School leaders, and where warranted, will be supported in staff development opportunities for future leadership roles. Hence, identifying clear career pathways for prospective School leaders will be essential for succession planning.</p>	Senior faculty	Ongoing	
3.21	The RG recommends that clearly defined career pathways are needed for not only for staff and faculty, but also for UG and PG students to see.	1	As set out above, the School will identify career pathways for prospective new faculty and for prospective School leaders. The School will continue to identify those high-performing	Head of School	July 2020	Ongoing

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>undergraduate and postgraduate students and recommend bespoke career development pathways for them.</p> <p>Through promoting its suite of taught-graduate offerings, the School will offer career pathways to newly qualified graduates. This will be done through the School's graduate fairs.</p> <p>The School will continue to promote research careers awareness through supporting students in applying for the available undergraduate research scholarships, the Health Research Board (HRB) Student Scholarships and the Dean's Student Summer Scholarships.</p> <p>The School will identify career pathways for professional staff through the University Job Families Framework.</p>	<p>Associate Deans for UG and TG</p> <p>Director of School Office</p>		
3.22	Teaching excellence needs to be recognized and valued through promotion or other rewards.	1	<p>The School will continue to valorise and promote teaching excellence through encouraging faculty to elicit student feedback and seek nominations for teaching awards. Through the Teaching and Learning Committee, the School will identify teaching innovation and excellence and will support faculty in applying for teaching awards.</p> <p>To promote teaching excellence and pedagogical scholarship, the School will host an</p>	Head of School and Associate Dean for T&L	June 2020	Ongoing

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			annual Teaching Innovation showcase event, at which faculty will be invited to submit abstracts. <i>(linked to 4.15)</i>	Associate Dean for T&L		
3.23	A mentorship system should be re-established.	1	The Head of School routinely appoints senior faculty to mentor newly recruited junior faculty and the School Director similarly appoints senior administrative grades to mentor new professional staff. The School will explore a model for mentorship that will aim to meet the development needs of all staff grades. The P4G process will remain a key framework for identifying mentors and mentees. <i>(linked to 2.16)</i> .	Head of School Director of Staff Develop. Director of School Office	Sept 2020	Dec 2020
3.24	The School's recruitment policy should continue to reflect that of the University's on equality, diversity and inclusion.	1	The School will remain fully committed to the principles of equality, diversity and inclusion in its recruitment and selection practices. The School already appoints Boards of Assessors (BOA) for staff appointments with reference to gender balance and will seek to broaden the opportunities for faculty and professional staff to act on BOAs. In May 2020, the School submitted an application for the Athena Swan Bronze Award. <i>(see also 3.25)</i> .	Head of School Associate Dean for EDI Boards of Assessors	May 2020	Ongoing
3.25	A School EDI Officer position should be established with clear roles and responsibilities and should be a full member of the School Executive Committee.	1	In 2019, the Head of School appointed the School's most senior female faculty as Associate Dean for Equality, Diversity and Inclusion (EDI), thereby demonstrating its commitment to embedding EDI as a strategic leadership function within the School.	Head of School	Summer 2019	End of term of current Head of School

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
3.26	We recommend the creation of a three-year post focused on marketing, business development and alumni engagement, to take over and coordinate existing efforts among other faculty and staff. Such a person would not only work with stakeholders, but would also work with students, with a view to ensuring longer-term collaboration with some of them after they leave the School.	1, 2, 3	The School had previously sought and had been granted approval to appoint a Director of Marketing and Communications. Budget permitting, the School will recruit to this post in autumn 2020. This role will incorporate responsibility for managing alumni relations at the level of the School and promoting the School through an enhanced web and social media presence. The School will conduct a needs analysis of the requirements of the role and will prepare a job description on that basis. The School will aim to attract experienced and high calibre applicants.	School Director and SMT	Sept 2020	August 2023
3.27	The School should progress its Athena Swan Bronze award application.	1	The School appointed a Self-Assessment Team (SAT), jointly chaired by two members of the School Professoriate and the application for the Athena Swan Bronze award was submitted in mid-April 2020. The application incorporates a Gender Equality Action Plan (GEAP) that proposes a range of actions to address gender disparities where they exist. The School will work with the College Principal and the whole School community in ensuring that the proposed measures are actively pursued and will embed the GEAP actions into the School Strategic Plan 2020–2024.	Chair and members of the School SAT Associate Dean for EDI	April 2020	2024
3.28	Within the context of planned expansions, create a dedicated common room space for faculty and Staff.	1, 2, 3	At this time, the School does not consider that a dedicated common room is either a priority or is achievable, given the limited space in the UCD. Health Sciences Centre and the savings	SMT, All staff	June 2019	Ongoing

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>that will be required in the coming three fiscal years.</p> <p>All available space in the School premises and in the wider Health Sciences Centre will be prioritised for teaching and desk space requirements. In any planned expansion of the building footprint, the inclusion of a dedicated common room for all building users will be considered. Current plans for interior refurbishments and space repurposing include breakout spaces for collaboration.</p> <p>The School Committee has identified other activities that could be used to fulfil the need for a 'common room'.</p>			
3.29	The School should work with the College Committee looking at maintenance of the Building and space needs on future student growth.	1, 2, 3	Three School staff members represent the School's interests on the Health Science Building Committee. The Committee Chair is working with all the building stakeholders to establish each school's space needs. The three School representatives will provide regular updates on progress through the School Committee meetings and School Newsletter.	Head of School, School Director, School faculty and staff	June 2020	Ongoing

TEACHING, LEARNING AND ASSESSMENT

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/staff/group	Start Date	Planned Complete Date
4.13	Prioritize filling the position of the School Director of Teaching and Learning.	1	The Head of School instituted the position of Associate Dean for Teaching and Learning and appointed a member of faculty to the position in March 2020.	Head of School	March 2020	End of term of current HOS
4.14	Teaching excellence needs to be recognized and valued through promotion or other rewards.	1	<p>The School will continue to valorise and promote teaching excellence through encouraging faculty to elicit student feedback and seek nominations for teaching awards. Through the Teaching and Learning Committee, the School will identify teaching innovation and excellence and will support faculty in applying for teaching awards.</p> <p>To promote teaching excellence and pedagogical scholarship, the School will host an annual Teaching Innovation showcase event, at which faculty will be invited to submit abstracts. It will also encourage teachers to apply for funding for research on teaching and learning and encourage publications on aspects of educational innovations. (<i>see also 3.22</i>).</p>	<p>Associate Dean for T&L, All faculty</p> <p>Associate Dean for T&L, All faculty</p>	Ongoing	Ongoing
4.15	Consider staffing categories of “teaching-focused” and “teaching and research” for equitable teaching load assignments.	1, 3	The School will carefully review this recommendation, with reference to workload distribution. However, this recommendation has wider import beyond the School. As a research-intensive University, UCD requires all faculty to be research active and the School	Head of School	May 2020	June 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>cannot diminish that core faculty responsibility. Moreover, creating a ‘teaching-focused’ category would greatly reduce opportunities for faculty promotions.</p> <p>Faculty contracts require goals to be met in relation to teaching and learning, contribution and research. While these expectations need to be fulfilled, the Head of School will discuss with School faculty and with College Principal the appropriateness of identifying faculty categories as “teaching-focused” and “teaching and research”. (see 3.19).</p>			
4.16	<p>Grade distributions: The School needs to urgently review grade distributions across its modules so as to ensure consistency of standards and learning outcomes. The RG suggest that this review include the following modules:</p> <p>10020 Human Body had A (38%) and B (38%); 10090 History of Irish Healthcare had A+ (50%), A and A- (14%), and B (17%); 10100 Health had A (51%) and B (43%); 10490 Psychology had A (63%) and B (17%); 20060 Interpersonal skills had A (50%) and B (32%); 20070 Women’s and Men’s Health had A (45%) and B (35%); 20410 Psychology had A (53%) and B (32%).</p>	1	<p>The School will communicate to all faculty this recommendation and will review grade distributions in the modules listed. The School will institute a sub-committee of the Teaching and Learning Committee to monitor and review assessment type, timing and grading, to ensure consistent standards are maintained across UG and TG programmes.</p> <p>The School Review Boards will request module coordinators to account for their grade distribution patterns for their respective module. For modules that indicate poor grade distribution and skewness, module coordinators will be required to present an action plan to the Assoc Dean for T&L to address the matter.</p>	<p>Dean; Assoc Dean Undergrad. Studies, Assoc Dean for T&L Heads of Subject</p> <p>All teaching faculty</p>	May 2020	Ongoing: Review at each School review

CURRICULUM DEVELOPMENT AND REVIEW

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/staff/group	Start Date	Planned Complete Date
5.11	Align the Graduate Taught offerings with the School's strengths, its strategic needs and clinical partnerships, and its core research themes. Consider reducing the number of graduate programmes by up to 25%.	1	The School will conduct a mapping exercise, linking current programme offerings with existing strengths, strategic needs and partnerships. It will consult with all stakeholders including staff, faculty and partners with a view to rationalising course offerings.	Assoc Dean for TG Studies Heads of Subject All faculty and staff	May 2020	Jan 2021
5.12	Pursue teaching/instruction opportunities with other schools e.g. Public Health, Physiotherapy and Social Science, Social Policy, Social Work and Social Justice, Psychology, and especially Medicine.	1, 2	Currently, the School has faculty who hold a doctoral degree in the disciplines of nursing, midwifery, education, sociology, psychology, public health, equality studies, global health, management, and physiology, and hence has expertise to deliver content in these subjects. Since the Review Group Report, the School has already engaged with the School of Medicine in developing joint programme offerings in topics of neurodiversity and primary care. A College of Health and Agricultural Sciences (CHAS) Education and Training Sub-Committee is also examining the teaching of clinical skills. There is currently a large multidisciplinary group investigating shared teaching and resource use of evidence-based practice, funded by a Learning Enhancement Project award led by Dr Catherine Redmond. The School will examine additional opportunities for interdisciplinary	Assoc Dean for T&L Assoc Dean UG Studies Assoc Dean for TG Studies, Heads of Subject, Relevant faculty and staff	May 2020	Dec 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			teaching. The School will work to build on collaboration with the UCD School of Education in the delivery of a Department of Enterprise and Skills-funded module to Special Needs Assistants to commence in Sept 2021.			
5.13	Thoughtfully integrate health systems, ethics, law and social science (e.g., economics, psychology, sociology) in the undergraduate curriculum, thematically deployed across all four years.	1	The School's four undergraduate majors' directors will review the current teaching of health systems, ethics, law and social science through the Undergraduate Programmes Group, with a view to appropriate integration across all four programme majors.	School Program Directors Heads of Subject	Sept 2020	Sept 2022
5.14	Build graduate research and PhD programmes around core research themes. Section 6 of this report describes the context, commendations and recommendations for the School's Research Activity. We underscore those recommendations and note here that the graduate and PhD programme of study should have the established research themes at their core.	1	To date, the School has built its research activities around the broad themes of social gerontology, health systems, midwifery, women's health, and palliative care. The School also registers students to one of its six disciplinary subjects; however, in response to this recommendation, the School will focus efforts on aligning research students to research themes. (<i>see also 6.8.5</i>).	Assoc Dean for RII, Assoc Dean for TG Studies Heads of Subject	May 2020	Ongoing
5.15	Provide curricular opportunities for empirical research for undergraduates, in order to encourage some of them to the possibility of continuing with graduate research.	1	The School will continue to promote research careers awareness through supporting students in applying for the two available undergraduate research schemes the HRB Student Scholarships and the Dean's Student Summer Scholarships. The School Director of Graduate Research will continue to promote the School's graduate programmes through student career briefings.	Assoc Dean for RII, School Director of Graduate Research.	Sept 2020	Ongoing

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/staff/group	Start Date	Planned Complete Date
			PIs will be requested to consider including undergraduate students as project collaborators.	School faculty		

RESEARCH ACTIVITY

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/staff/group	Start Date	Planned Complete Date
6.8	Growing research capacity ...	1, 2 1	<p>The School will continue to grow research capacity through a range of actions, which are already taking place. These include: hosting weekly 'drop-in' sessions; host fortnightly research dissemination and networking events hosted by UCD Centre for Interdisciplinary Research Education and Innovation in Health Systems(IRIS); hosting a monthly School Research Forum discussing current policy, topics, methods and collegiate peer review; hosting and co-hosting grant writing and funding seminars and networking events at School and CHAS level; hosting visiting scholars and annual visits (attendance or virtual) by visiting professors.</p> <p>The School will continue to support faculty and research staff development through a range of actions, including: disseminating UCD supports</p>	<p>SNMHS RIIC, CHAS RIIG</p> <p>Assoc Dean for RII</p> <p>Director of Staff Develop.</p> <p>Assoc. Dean for RII School professorial faculty</p>	June 2020	Ongoing

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>for research career development; in collaboration with PIs, developing an explicit mentorship programme for research staff; align staff development with School's EDI agenda. In addition, the Head of School will appoint a Director of Staff Development from among its senior faculty to mentor and support junior faculty in developing their researcher role.</p> <p>The School will conduct an annual audit School performance in KPIs related to research, innovation and impact and act to address deficits in performance, where warranted.</p>	<p>PIs</p> <p>Associate Dean for RII</p>		
6.8.1	Build communities of practice around defined and robust research themes, which will also create foci, critical mass and branding for the School (Nursing and Midwifery units in particular). This should include a review of current themes, including consideration given to the sustainability of current foci on children's and midwifery research, in view of the level of funding achieved to date and the inability to recruit at Professorial level to these areas.	1, 3	The School will focus efforts on building communities of practice around defined research themes. This will involve initially mapping existing projects, programmes and topics of interest and methods expertise into broad themes that are coherent in their focus, related to the School's three core disciplines, and responsive to health policy and research funding policy and trends in such areas as One Health and UN STGs. This will involve use of existing databases, such as InfoHub and RMS profiles. Once themes are identified, they will be built into new or existing research groups. Topics that are considered and agreed to be unsustainable will be reviewed and, where warranted, may no longer be pursued.	<p>Assoc Dean RII and the School RIIC Working Group</p> <p>Heads of Subject</p> <p>School faculty</p>	Sept 2019	Dec 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>The School will update its website and will prepare a communication strategy to promote its research themes and groups. This will include the continued use of the Research Bulletin and the preparation of an Annual Report. The School will continue to promote research careers awareness through supporting students in applying for the two available undergraduate research schemes the HRB Student Scholarships and the Dean's Student Scholarships.</p> <p>The School will continue to seek to appoint a Professor of Midwifery, and in the absence of an appointment, will continue to support School faculty in developing research capacity in this area.</p>	<p>Director of School Office School Research Admin.</p> <p>Head of School</p>		
6.8.2	Senior leadership identified for each theme. This may be at Professorial or Associate Professor level. Research leadership appointments may include Professorial appointments through the reactive mode of the Central Pool, as well as a consideration of how-to re-badge the two unfilled Professorial posts. Align all faculty to a research theme and consider line management and faculty development within these themes.	1	<p>The School will appoint a Director of Staff Development from among its senior faculty to mentor and support junior faculty in developing their researcher role and in supporting emerging leaders to be positioned to go forward for promotion.</p> <p>Budget permitting, the School will continue to pursue research leader appointments through the Central Pool Reactive Mode and will examine opportunities for research staff retention.</p>	<p>Head of School, Director of Staff Develop,</p> <p>Head of School and Senior faculty</p>	May 2020	End of term of current Head of School

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			The School will engage in internal discussions on developing the recommended structures, since aligning research themes and line management functions may not be possible, since themes are cross-cutting disciplines and are not easily placed into linear management structures.	Associate Dean for RII		
6.8.3	Within each research theme, more systematic links (more joint grant applications) to other disciplines: notably medicine, Physiotherapy, psychology, and social work. Develop more systematic and strategic links to Trinity and other institutions.	1, 2	The School will continue to engage with other disciplines when recruiting research team members for specific grant applications and will aim to build interdisciplinary teams that are sustainable over time and capable of strengthening School research capacity. This will include engagement across CHAS on networking events, symposia and so forth. The School will also develop support for patient and public involvement and public engagement through the UCD PE Community of Practice.	Heads of Subject, SNMHS RIIC, School faculty	June 2020	Ongoing
6.8.4	Invest in leadership and administrative support for growing and maintaining research, including post award, both by School-funded posts and stronger support from the University centre.	1, 2, 3	The School will strengthen existing School-level support infrastructure for the research grant life cycle. This will include support for grant preparation and maintenance support that is transparent and equitable across PIs and based on agreed standard operating procedures (SOPs). The SASR process will be used to inform role clarity and conduct in relation to research administration support.	Head of School, Associate Dean for RII, PIs School Office Director	Sept 2020	Ongoing

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			The School will identify support and expertise, both internal and external, for key elements of research, including budget preparation, staffing and dissemination and outreach strategies.			
6.8.5	Build graduate research and PhD programmes around core research themes.	1	The School will focus efforts on building communities of practice around distinct research themes. Once themes are identified, graduate recruitment will be conducted with reference to the themes. (see also 5.14).	Assoc Dean for RII Heads of Subject Faculty	Sept 2020	Ongoing

MANAGEMENT OF QUALITY AND ENHANCEMENT

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
7.8	The School, together with the College, should embark on the creation of a new strategic process to identify a set of objectives, goals and benchmarks which are mapped to UCD's strategic planning cycle. This should include a more developed plan for increasing graduate recruitment and ensuring future sustainability.	1, 2, 3	In conjunction with this QIP, the School will commence the process of developing a School Strategic Plan, 2020–2024. While the plan will need to be responsive to the post-COVID-19 budgetary constraints, it will be mapped onto the UCD Strategic Plan.	Head of School	May 2020	Sept 2020
7.9	To introduce steps to support a clear pathway for succession planning and to expand on School leadership roles with clear incentives for staff and faculty to ensure these roles are filled.	1, 2	While the College Principal will be responsible for succession planning in relation to Head of School succession, the current Head of School, will initiate conversations with individuals within the School, to elicit their willingness to assume future leadership roles.	College Principal Head of School	June 2020	End of term of current Head of School

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
7.10	The School should expand the organisational base with more staff in designated areas to enable the maximisation of the many highly ranked achievements of the School. With this in mind the School must enable and devise School strategy to include steps to further enhance aspects of professional development/career development of all staff and administrative and support staff. The School should also seek to engage with and develop further connections with the HR unit as part of this process.	1, 2, 3	<p>The School will seek to secure a critical mass of faculty in key areas, such as mental health nursing, to ensure that the School has the capacity to deliver teaching and research in such areas.</p> <p>The Head of School will appoint a Director of Staff Development in 2020 and will continue to work with its HR Partner in supporting faculty and staff development through the P4G process.</p>	Head of School	May 2020	Ongoing
7.11	School develops a strategy for research which is aligned with UCD's strategy for research, innovation and impact. As Nursing has the potential to contribute to any of the six themes in the latter: agri-food, economy and society, energy, environment, ICT, and health, the rendering of the School's priorities across these themes would assist in focusing on sources of income and would foster further interdisciplinary initiatives. Within this objective there should be a clear pathway to create sustainable funding linked to research and teaching outputs and to adjust the research remit in terms of sustainability with a view to the internationalisation of graduate programmes.	1	Through the School Research, Innovation a Impact Committee (RIIC), the School will review its current research strategy and research groups and associated themes and will continue to engage collaboratively with other disciplines in the health sciences and in the wider College in seeking synergies in research. The development of the <i>UCD Centre for Interdisciplinary Research Education and Innovation in Health Systems</i> (UCD IRIS Centre) will be a locus for interdisciplinary working and will contribute to strong networks and partnerships. Through individual PIs and through a focused agenda of the School RII Committee, the School will continue to focus on the recruitment of more international graduate research students.	Associate Dean for RII, School faculty, Director of Graduate Research	Aug 2020	Oct 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
7.12	Across the School there is great potential to introduce Plans for Alumni Development which can assist in reputation building of the School in the University and Internationally.	1,2, 3	Budget permitting, the School will recruit a Director of Marketing and Communications in summer 2020. This role will incorporate responsibility for managing alumni relations at the level of the School and promoting the School through an enhanced web and social media presence.	Head of School, Director of School Office	Sept 2020	Aug 2023

SUPPORT SERVICES

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
8.9	A classic problem with any school of nursing is the gender balance and under-representation of male students. Currently 85% of the student body is female. In order to dispel the impression that nursing is a “female” profession, we recommend that the School make more effort to recruit male students. (At the same time, as described in Chapter 3, the School should make more effort to recruit male faculty, and to promote female faculty to higher grades, and to executive positions).	1, 3	While the proportion of men in the School’s undergraduate student body, at 8 per cent, is similar to that of the UK (10%) and the US (9%), the School recognises that this constitutes a gender disparity that is associated with socially-ascribed gender roles and gender stereotyping that convey an image of nursing as a distinctly female profession. The School will develop a marketing strategy aimed at increasing male student recruitment by presenting a counter narrative that promotes a more gender-neutral image of the profession. This will include updated images and testimonials on the website and UCD prospectus. The revised prospectus will be available from May 2020.	Athena Swan SAT Associate Dean for EDI School Office staff.	May 2020	Oct 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>We will ensure transparency in the process of appointing faculty by maintaining a record of the gender profile of those submitting applications and those appointed and those constituting boards of assessors. Where candidates are equally matched, in terms of experience, teaching qualifications, research activity, and so forth, we will apply the principle of gender equality.</p> <p>Regarding faculty promotions, the School will establish explicit targets to increase the proportion of female faculty attaining an academic promotion, and we actively support them in meeting promotional benchmarks, by applying a Cascade module approach. We will establish targets that are transparent and achievable, and we will establish a School-level faculty development function, to develop and support a bespoke faculty development programme.</p>			
8.10	The School has clinical skills laboratories which are adequately equipped for the moment. We support the School's deliberation on new investments into higher-fidelity mannequins and the possible use of new VR technology.	1, 2	Based on a review undertaken in 2018, the School has already agreed in principle a proposal to upgrade the simulation laboratories, with an emphasis on building high fidelity supports and infrastructure, including VR and AR. This was based on internal consultations and the plan will be developed through to implementation through further stakeholder consultation.	Associate Dean for T&L, School Director of Simulation, All teaching faculty	March 2019	August 2021

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>The School will appoint a Director of Simulation Education from within its current teaching staff to lead the development of the upgrade of resources and to maintain a strong pedagogical oversight to ensure best practice in simulation education.</p> <p>The School will ongoing consultation with the relevant stakeholders and leaders in the field of simulation education, including educational technologists, AV technician, IT services and clinical simulation experts and with leaders nationally and internationally, In developing the upgraded simulation education resource and to future proof this resource, the School will engage key stakeholders, including the Assoc Dean for Teaching and Learning, the Director of Technology Enhanced Learning, the Educational Technologist and the AV Technician and the Laboratory Mangers. The School Management Team will oversee and actively support these infrastructure developments. The plan will be implemented as discrete work packages that are evidence based.</p>			

COLLABORATIVE EDUCATIONAL PROVISION

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
9.11	We were struck by the relative absence of engagement with the UCD School of Medicine. Given that the graduates of the School of Nursing will be working closely with the graduates of the School of Medicine, and given that the two Schools share a building, we suggest that the undergraduate curricula should be much more integrated. Not only will this lead to cost savings, but it will contribute to a genuinely integrated and mutually trusting relationship for the ultimate benefit of patients.	1, 2	Since the Review Group Report, the School has already engaged with the School of Medicine in developing joint programme offerings topics of neurodiversity and primary care. A CHAS Education and Training Sub-Committee is also examining the teaching of clinical skills. The School will consider the feasibility of shared teaching in topic that can be shared.	Associate Dean for T&L Heads of Subject Teaching faculty	Sept 2020	May 2021
9.12	In a similar vein, we recommend closer and more systematic links, both curricular and research, with the UCD schools of physiotherapy, social work, and psychology.		While links already exist – for example, MSc in Child Welfare and Protection with SNMHS, SMMS and SPSWSJ – the School will focus on developing collaborative links in such areas as simulation education and research supervision.	Assoc Dean for T&L	June 2020	Ongoing
9.13	We were also struck by the relative absence of engagement – both at the curricular level and at the research level – with the School of Nursing at Trinity College Dublin. Given that the Trinity School also did well on the QS rankings, closer and more systematic links would make sense for both, and for the country as a whole.	1	The Head of School will pursue this proposal in communication with the Head of School at Trinity College Dublin, with the aim of exploring the feasibility of greater collaboration. Work through the IUA Heads of School Group to explore collaborations across the wider higher education sector.	Head of School Associate Deans Heads of Subject	Sept 2020	Ongoing

EXTERNAL RELATIONS

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
10.6	We recommend the expansion of the links with the USA.	1	<p>The School will review current links and will discontinue legacy, bespoke, small-scale, low income and complicated arrangements with certain US universities and colleges. Instead it will focus on cultivating current and potentially new strategic partners that are high yielding, in terms of student numbers (≥ 8 students), to both Summer School and Study Abroad programmes. Continue the Study Abroad programme with existing partners that do not require new modules to be developed.</p> <p>The School will avoid developing bespoke modules unless agreement that numbers will maintain or increase over a defined minimum period of three or more years. The School will discontinue Study Abroad offerings involving clinical placements.</p> <p>The School will establish a distinct governance structure for managing international programmes with stable module co-ordination and programme directorship arrangements.</p> <p>Agree on a ceiling of Study Abroad students (e.g. target of 25 per trimester for 2021-22,</p>	Assoc. Dean for Global Engagement School Internat. Progs. Manager	June 2020	Dec 2020

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
			<p>increasing by 5 annually until 50 per trimester is reached in 2026-27).</p> <p>The School will: review Summer School provision with a view to maximising credit load per student and will review the fee structure. Through market research, examine whether modules in addition to those currently provided might be attractive. Engage with third parties, such as API, to explore opportunities to establish new US partnerships. Explore opportunities to create a full international degree programme, most likely at master's level, to leverage interdisciplinary health systems expertise under the auspices of the UCD IRIS Centre. Examples include Global Health, Comparative Health Policy, and Health Systems Leadership. The School will explore with other UCD schools an international bachelor's degree in subjects like social justice, psychology, medicine, and public health.</p>			
10.7	Among the Visiting Full Professorships, there is only one from Continental Europe (Switzerland). We suggest seeking out new professorships there, especially given the Brexit uncertainty that is likely to continue for years.	1	The School has now made Visiting Professor appointments in Community and Public Health Nursing and Advanced Practice Nursing and is proposing a Visiting Professor appointment in Mental Health Nursing.	Head of School, Heads of Subjects	Jan 2020	August 2020
10.8	The joint appointments seem to be working well, and we would recommend	1	The School will carefully consider this recommendation and will focus on those	Head of School,	May 2021	May 2022

RG Report (Paragraph reference)	Review Group Recommendation	Category 1,2 or 3	Action taken/planned	Lead faculty/ staff/group	Start Date	Planned Complete Date
	seeking new ones, especially if the absolute numbers of permanent faculty continue to be limited by the Employment Control Framework.		disciplinary subjects that have the greatest potential for funding.	Heads of Subjects		