

**University College Cork
National University of Ireland, Cork**

Quality Improvement/Quality Assurance

Peer Review Group Report

Department of Physiology

Academic Year 2005/06

17th November 2005

PEER REVIEW

Members of the Peer Review Group:

Professor Peter Jones, Department of Zoology, Ecology & Plant Science, UCC
(Chair)

Professor Gerald Fitzgerald, Department of Microbiology, UCC

Professor Alan Keenan, School of Biomolecular & Biomedical Science,
UCD, Ireland

Professor John Coote, Department of Physiology, University of Birmingham, UK

Timetable of the site visit

The timetable is attached as Appendix A.

The Peer Review Group found the timetable to be perfectly adequate, incorporating a visit to all the facilities of the Department, including the research laboratories in the Biosciences Institute, the undergraduate and research laboratories, the staff offices in the Windle Building and the Physiology Teaching areas in the Brookfield Health Sciences Complex. The visit included meetings with staff and students of the Department and with staff and senior officers of the University.

Peer Review

All members of the PRG participated in all meetings and activities during the site visit. The external reviewers took primary responsibility for leading the discussions on the teaching and research activities; all members participated in discussions on the management and external activities of the Department.

The Peer Review Group Report was drafted during the afternoon and evening of the second day of the site visit by all members of the PRG. The report was finalised via email communications following the site visit and all members of the team agreed with the report.

OVERALL ANALYSIS

Self-Assessment Report

The PRG was impressed by the Self-Assessment Report (SAR). It was comprehensive, with evidence of real intradepartmental collaboration. The PRG were happy that the report reflected clearly and accurately the activities of the department. However, the SAR underemphasized the need for administrative support. While excessive teaching commitments were identified as a major contributor to overloading of staff (both academic and support), less emphasis was placed in the SAR on the effect of the very considerable deficiencies in administrative support. Some additional information was requested by the reviewers on financial matters and this was provided by the university during the site visit. The reviewers commended the staff of the department for their positive attitude to quality review. The reviewers noted the lack of a clear departmental strategy and this issue is addressed later in this report.

SWOT Analysis

The department provided a detailed SWOT Analysis in the SAR. The reviewers commended the Department for their thorough and inclusive preparation of the SWOT analysis.

Strengths

The PRG agreed with the SAR that the strengths of the department include the staff, the broad range of skills and knowledge in the Department and the teaching by the staff of the Department. There is a broad range of skills and knowledge in the Department. Staff have the ability to teach across the full spectrum of physiology courses, and the Department also has specialized teaching skills in newer scientific areas linked to physiology. Research skills are also broad-ranging, from cellular and molecular techniques to whole animal and human studies, and the Department has the potential to develop a broad-based research profile. A strong sense of loyalty to the Department and to 'Physiology' in general was evident. The PRG were made aware of the Head of Department's sympathetic approach to the views of his staff.

Weaknesses

The PRG agreed that there is a lack of strategy, and a lack of structure and systems. There is the perception that workloads of the staff of the department are excessive and that there is a very heavy teaching workload in particular, which makes it more difficult to increase the research output of the Department.

The PRG feel that the staff members have a heavy, but not excessive, contact teaching workload by UCC norms; such a heavy workload does not necessarily preclude research activity. The PRG recognise and appreciate that the nature of physiological research carried out in the Department and the lack of research groups make it difficult if not impossible to maintain research activity in certain areas.

The PRG agreed with the statement in the SAR that there is a weakness in relation to communication with students and that this does, in part, need to be improved, for example, in the provision of feedback to students on assessments and examinations. However the staff point out that communication is maintained by one-to-one communication in laboratory classes and, in the opinion of the PRG, this serves as a highly successful replacement to tutorials. Thus, the issues in respect of communication with students have been addressed very significantly by staff spending more time with students in carrying out laboratory work. In the view of the PRG this is expensive in terms of staff time.

The SAR referred to the ageing profile of the staff as a weakness. However the PRG did not necessarily agree with this. The experience of the staff enables the full spectrum of physiology to be taught. There is a good mix of more and less experienced staff in the Department. The PRG acknowledge that a concern might well be the replacement of these experienced staff by young inexperienced staff in due course.

Opportunities and Challenges

Funding issues:

- (a) The PRG felt that the possibilities for new funding avenues at national and EU levels will be an opportunity for the Department to exploit.

- (b) The PRG agreed that University restructuring provides the opportunity for lobbying for a School of Biomedical Sciences and an opportunity to re-evaluate the role of the Department in the Faculty of Science.
- (c) The PRG agreed that the preservation of Physiology as a discipline is core to the teaching programmes in the College of Medicine & Health. The restructuring offers the opportunity to re-evaluate the position of Physiology in the College of Science, Engineering & Food Science, as well as in the College of Medicine & Health. The PRG were of the view that the restructuring and increases in transparency of funding mechanisms which will be introduced soon in the University will offer opportunities for Physiology to enhance their position in both Colleges.

The PRG recognised that the physical environment of the Windle Building is grossly inadequate in both quality and quantity of space provided to the Department. Any new space allocated will clearly need to be of an adequate standard to support the teaching and research activities of the staff of the Department.

The PRG agreed with the assessment made by the Department in relation to student funding and expectations and considered that there are and will be opportunities to promote the discipline of Physiology as a valuable degree option to undergraduates.

The PRG agreed with the assessment made by the Department in that technology is seen as an opportunity to improve the quality of teaching and reduce teaching workloads. New technologies such as Blackboard and computer-based laboratory practicals are already in use within the Department and this is certain to increase in the future.

The PRG appreciated the concerns expressed by the Department in respect of legal/ethical issues. The PRG acknowledged the increased administrative burden that accompanies compliance with legislation.

The PRG recognised the inherent value of the Molecular Techniques Workshop. However the PRG queried the value to the Department and the individual member of staff who assumes responsibility for the organisation of the Workshop on an annual

basis. No postgraduate of the Department has to date participated in the Workshop. The PRG hope that the Workshop continues in a modified form that provides demonstrable benefit to the postgraduate cohort within the Department, in addition to those who visit UCC to participate in the Workshop.

Other challenges that the Department is facing are the lack of any representation on the College of Medicine & Health Board (previously the Faculty of Medicine & Health Board), and the likelihood of increased and more diverse entry into medical programmes. The Department expressed concerns at its ability to cope, with the present level of resources.

Benchmarking

The PRG considered that the benchmarking exercise was carried out thoroughly by the Department. The PRG commended the Department for the choice of department and university to benchmark against: the University of Bristol. In the University of Bristol the number of students studying Physiology is very similar to that in UCC and the Department delivers a similar portfolio of courses. Thus the PRG thought the University of Bristol an excellent choice. Some similarities between the two departments are evident in as much as Bristol had a dip in its research profile in recent times. They have managed to implement a strategy that has reversed the decline and the PRG considered this a very good model to follow.

The PRG also commended the staff of the Department who travelled to the University of Bristol to conduct the benchmarking exercise and considered that visiting the University of Bristol added real value to the exercise.

FINDINGS OF THE PEER REVIEW GROUP

Departmental Details

The Department of Physiology contributes to teaching programmes in the Colleges of Medicine & Health and Science, Engineering & Food Science. It is very committed to teaching excellence and the welfare of their students is a high priority of the Department's staff.

The Department of Physiology is located in the Windle Building (undergraduate teaching, some research laboratories and staff offices) and the BioSciences Institute (research laboratories). While this dual location of facilities poses difficulties for some of the staff in terms of maintaining effective contact with their researchers, this is well managed and does not cause any significant problems.

The fabric of the Windle Building is very poor and is unacceptable. Refurbishment is an urgent requirement and should be given the highest priority. In addition, the design of the interior of the building in the Windle makes for very poor utilisation of internal space. The PRG noted that the need for a refurbished Windle Building was highlighted in the Strategic Plan for the Medical School published in 2004.

The PRG recommends that, in view of the unacceptable quality of the present building, the University takes measures to rectify this as a matter of urgency.

The fact that the teaching laboratories are relatively small means that many laboratory classes must be repeated for as many as four times. This is a huge drain on resources and staff.

The Department has recently made two replacement academic appointments, utilising the funds released through the departure of Professor Harvey.

Departmental Organisation and Planning

The Department is relatively small and management structures are relatively underdeveloped. Historically, the relatively small number of staff has allowed the Department to function without formal management structures. However, with the increasing commitments over a range of programmes and the accompanying increasing numbers of students, such an approach to managing the Department is unlikely to operate effectively and will place an unacceptable burden on individual members of staff.

Currently there is one Department Meeting held before the beginning of each new session. In addition, there is no staff-student committee. A curriculum review committee has been assembled and plans to meet in the near future.

The PRG recommends that a formal appropriate representative Departmental Committee be established, which should meet at least once a term.

The PRG recommends that a staff /student liaison committee be established.

The apparent poor communication channels between the Department and the decision-making functions, particularly in the College of Medicine & Health, has posed very significant difficulties for the Department and this is an area in which improvement is urgently required.

The PRG recommends that the department/discipline of Physiology be represented at Faculty Board or equivalent decision-making body in the new College of Medicine and Health. Effective communication channels need to be established in order that all relevant decisions be communicated to the Department in sufficient time for the Department to respond.

The very high workload experienced by staff in the Department is due to heavy teaching commitments and also to a very high administrative load. There is one Senior Executive Assistant position to meet the demands of ten academic staff, three technical staff, a part-time technical assistant and 1,200 students from a variety of programmes. There is no doubt that the Department would benefit significantly from the appointment of a Departmental Administrator who would relieve technical and academic staff of many routine administrative tasks. This would release time that could be devoted to supporting research activity.

The PRG recommends that teaching at the undergraduate and postgraduate levels be supported by a senior administrator, to be appointed in addition to the existing Senior Executive Assistant. Such a resource could more likely be provided by an amalgamated structure (see later). The appointment of a senior administrator

would free up technical support time (e.g. through assuming financial management functions which are currently undertaken by a member of the technical staff).

The allocation of duties (teaching and others) to staff should be done in a transparent manner. Relevant staff should report to the Departmental Committee, which should be chaired by the Head of Department.

The PRG recommends that a formal appropriate representative Departmental Committee be established, which should meet at least once a term.

The PRG recommends that the allocation of teaching and other duties be done in a fully transparent manner.

The staff recognised in the SWOT analysis that the Department does not have a current strategic plan. This was also evident in meetings between the PRG and individual staff members. The PRG believes that the formulation of a Departmental Strategic Plan would focus attention on the future direction of the Department, particularly in terms of teaching, research, staff development and curriculum development. This should be given the highest priority.

The PRG recommends that the Department develop a Strategic Plan, covering teaching, research, administration and other aspects such as staff and curriculum development.

It is recognised that the Department is a small one. It has a reputation for excellence in teaching but has a high teaching workload. It is also fully committed to developing a strong research base through nurturing staff in a supportive environment and through adopting a strategic approach to formulating and implementing research priorities. The full evolution of a sustainable research activity will require the development of critical mass that may not be possible within the context of the Department of Physiology alone. The PRG is of the view that issues such as development of critical mass in research, the streamlining of teaching commitments and having a greater negotiating strength within the University structures can be achieved through the

clustering of the Department with other cognate Departments, particularly those in preclinical biomedical sciences.

The PRG recommends that the department give consideration to the potential advantages that would accrue from the clustering of cognate disciplines such as Physiology, Pharmacology and Anatomy.

Teaching & Learning

The department has significant teaching commitments in Medicine, Pharmacy, Clinical Therapies, Dentistry and Nursing as well as in Science.

It was very clear, based on discussions with students, graduates and other stakeholders, that the quality of teaching by all staff in the Department is of the highest standard. Furthermore, the central role of Physiology in the programmes listed above is widely acknowledged.

The PRG was impressed with the appropriateness, scope and content of the Physiology modules delivered to the various programmes and was particularly impressed with the ability to reduce the absolute number of contact hours in some programmes without compromising quality. Staff have shown a very high degree of creativity in coping with large laboratory classes and have very effectively introduced computer simulation as a teaching instrument.

The PRG recommends that in light of the current significant teaching commitments of the staff, the Department may wish to consider further exploiting IT resources for delivery of course material.

However, ever-greater demands are being placed on staff time as a consequence of increasing student numbers and the development of new courses.

The manner in which teaching is currently delivered (i.e. where individual staff each deliver the entire set of modules to specific programmes) has resulted in considerable duplication of effort. The manner of teaching whereby one staff members delivers most of a course may result in a greater commitment of time and effort, especially in

preparation of material, than would be the case if the task was shared. However the PRG also recognised that this could lead to timetable clashes. The reviewers felt that greater efficiencies could be achieved by the Department moving to a systems-based approach for the delivery of teaching, with individual staff taking responsibility for particular systems. This would significantly reduce the workload of staff in that there would be a very significant reduction in the preparation for lectures and laboratory classes. The PRG noted the efforts of the Department to maximise efficiencies by combining of classes, where possible, although noting also that this is not possible in all cases.

The PRG recommends that teaching delivery, currently on a course-wide basis, be replaced with one more focused on a systems-based model. This would facilitate teaching across programmes and reduce duplication of effort.

It is acknowledged that under existing conditions all staff carry a teaching load commensurate with their overall responsibilities, resulting in broadly equivalent workloads for all members of academic staff.

The PRG recommends that any further expansion of teaching commitments be matched by resource allocation to recruit appropriate lecturing staff.

The undergraduate student experience is excellent and students expressed a very high degree of satisfaction with the level of care and consideration shown by staff of the Department. However, concern was expressed by certain groups regarding the lack of feedback following formal examinations and other forms of assessment. This was also acknowledged by the staff.

The PRG recommends that a mechanism be developed to provide feedback to students following examination and other methods of assessment.

Furthermore, students indicated that the identity of the co-ordinators of the different courses in Physiology was not always apparent. Such a situation could compromise effective staff-student communication.

The PRG recommends that all course and year co-ordinators be clearly identifiable to the student body.

Such has been the extent of the commitment to developing courses in the College of Medicine and Health, that the Department has not been in a position to adequately update/modernise the content of its BSc Physiology Degree, particularly in earlier years where the Science students expressed the view that the course was primarily focussed on clinical applications. The PRG is of the belief that priority should be given to addressing this, as such an undertaking will have a major impact in continuing to attract high-calibre students and ultimately postgraduates to the Department.

The PRG recommends that the Department continues to develop its BSc Physiology Degree, into a truly flagship programme that will provide a platform for the expansion of postgraduate-driven research.

Research & Scholarly Activity

The appointment of the new Head of Department and recent new academic appointments of lecturers have led to the establishment of several energetic research programmes, ranging from molecular to whole animal physiology. The high teaching contact workload of several of the longer established staff of the department who are not currently research active, may be a consequence of the extra contact hours that they have adopted due to changes in the department in recent times. As a consequence, some of the more recently appointed staff have been given the opportunity, by dint of relatively reduced contact hours, to establish research programmes.

The breadth of skills among staff of the Department is such that the PRG were of the opinion that there is real potential to develop and establish programmes in translational research. This is likely to be a focus of the new programmes to be announced by Government in the immediate future. The PRG also noted that there are opportunities for the provision of trained researchers to the pharmabio-tech sector, of which the Department is well positioned to take advantage.

The PRG recommends that the Departmental Strategic Plan should take particular cognisance of research opportunities to develop translational research programmes from molecule to man.

The Department has been involved in collaborative research with colleagues in related biomedical departments. The PRG suggests that staff could consider broadening the range of their collaborations and would encourage them to be more proactive in seeking these collaborations. The opportunities to develop collaborative programmes with departments such as Surgery, ZEPS and Institutes such as the Tyndall National Institute and the ERI exist and these Departments/Institutes might well welcome the possibility to develop joint programmes.

The PRG recommends that further encouragement be given to the development of collaborative research, by members of staff, with others in cognate research areas in other departments.

The PRG acknowledged the efforts by staff to maintain and develop research activity. The PRG anticipate that the number and range of publications will increase as an outcome of the increased research and scholarly activity of staff.

The PRG were strongly of the view that the Department needs to develop, as indicated in their Self-Assessment Report, a strategic approach to research and scholarly activity.

The PRG recognises that the research conducted by staff of the Department includes some of high international standing and would hope that the potential to expand and further develop efforts in such research activities will be realised.

The PRG would hope that the research activity in the Department would grow so that the number of research personnel will increase. This will bring benefits to staff and additional support for the provision of final year undergraduate research projects.

The PRG recommends that the Department continues to develop its BSc Physiology Degree, into a truly flagship programme that will provide a platform for the expansion of postgraduate driven research.

Staff Development

The PRG noted that the University provides programmes for staff development and would encourage staff to find opportunities to avail of these, as appropriate.

External Relations

The PRG commended the active engagement of staff of the Department with Learned Societies – in particular the Physiological Society, and the British Pharmacological Society. The value of the Molecular Techniques Workshop, organised annually and available to postgraduates and researchers from within and external to Ireland, was recognised by the PRG. It is evident that some staff have established strong international networks of research collaborators. The PRG appreciate that this is of great benefit to the Department and the University.

Support Services

Examination of the book holdings in the UCC Library revealed that very few books had been purchased in recent times. This is because of the use of the Library budget allocated to Physiology for journal subscriptions, an issue not unique to the Department of Physiology. The Department should investigate alternative sources of funds for book purchase such as the Supplementary Book Fund.

The Department has embraced the use of IT and receives good support from the relevant sections of the Computer Centre.

Departmental Co-ordinating Committee & Methodology employed in the preparation of the Self-Assessment Report

The PRG commended the methodology used by the Department in the preparation for the quality review. The SWOT analysis and benchmarking exercises were carried out in an inclusive manner and were very comprehensive, leading to an excellent overall analysis in the Self-Assessment Report. The Department established a small co-

ordinating committee to oversee the preparation for the review and the documentation and evidence were detailed and thorough.

RECOMMENDATIONS FOR IMPROVEMENT

Recommendations for Improvement made by Department

The primary issues were identified by the Department as follows:

- i) An overwhelming undergraduate teaching workload for academic staff.
- ii) A concern by academic staff that insufficient support and feedback is given to undergraduates.
- iii) A sense by academic staff that research careers are being stifled by the high teaching workloads.
- iv) A lack of investment in technical support, which is exacerbated by the age profile of current staff and the real possibility of loss of valuable expertise.
- v) A weak research base within the Department of Physiology.
- vi) An inability of one Senior Executive Assistant to cope with processing and communicating with the 1200 undergraduates across so many programmes and modules.
- vii) A weak committee/management structure.
- viii) Failure to develop the Molecular Techniques Workshop into a training scheme for Departmental / UCC postgraduates.

The PRG were of the opinion that issues (i), (iii) and (iv) were somewhat over-stated, whereas issue (vi) should have been given more emphasis. The PRG noted the comments of the Department in relation to the teaching workload of staff of the Department and the comparisons made with that of the staff of the University of Bristol, the University against which the Department conducted its benchmarking. However the PRG took into account in its deliberations the fact that the research workload of the staff in the equivalent department in the University of Bristol, and also in cognate departments in UCC, is very significantly higher, with each staff member normally having responsibilities for the supervision of numbers of final year projects, research postgraduates and research groups. The PRG recognised that there are situations where either a medically qualified member of staff has to be in

attendance or an individual with an animal vivisection licence has to be present during the experiment. This does, unavoidably, impinge on the time and teaching workload of academic staff. Thus the PRG, in formulating its recommendations, took into consideration the total workload of the academic staff and not just the teaching workload.

The Department considered that a resolution of these issues could lead to a more effective Department, which could play a more influential role within the Faculties of Medicine & Health and Science. An action plan was devised by the Department to deal with each of these matters and the PRG endorsed the following recommendations.

That the Department:

- i) Examine the possibility of combining students from different streams into common modules.
- ii) Evaluate and utilise commercially available software packages as a substitution for 'wet' laboratory classes.
- iii) Approach College/Faculty with a view to providing funding for a third junior lecturer position to make up deficits arising from these programmes (only if student numbers increase significantly).
- iv) Approach College/Faculty and the University with a view to the appointment of a Departmental Administrator.
- v) Establish a Departmental committee structure with good reporting mechanisms.

Recommendations made by the Peer Review Group

The PRG recommends that:

1. The Department give consideration to the potential advantages that would accrue from the clustering of cognate disciplines such as Physiology, Pharmacology and Anatomy.
2. The Department/discipline of Physiology be represented at Faculty Board or equivalent decision-making body in the new College of Medicine and Health. Effective communication channels need to be established in order that all

relevant decisions be communicated to the Department in sufficient time for the Department to respond.

3. In view of the unacceptable quality of the present building, the University takes measures to rectify this as a matter of urgency.
4. Teaching at the undergraduate and postgraduate levels be supported by a senior administrator, to be appointed in addition to the existing Senior Executive Assistant. Such a resource could more likely be provided by an amalgamated structure. The appointment of a senior administrator would free up technical support time (e.g. through assuming financial management functions which are currently undertaken by a member of the technical staff).
5. All course and year co-ordinators be clearly identifiable to the student body.
6. In light of current significant teaching commitments of the staff, the Department may wish to consider further exploiting IT resources for delivery of course material.
7. Teaching delivery, currently on a course-wide basis, be replaced with one more focused on a systems-based model. This would facilitate teaching across programmes and reduce duplication of effort.
8. Any further expansion of teaching commitments be matched by resource allocation to recruit appropriate lecturing staff.
9. A mechanism be developed to provide feedback to students following examination and other methods of assessment.
10. The Department continues to develop its BSc Physiology Degree, into a truly flagship programme that will provide a platform for the expansion of postgraduate driven-research.

11. The Departmental Strategic Plan should take particular cognisance of research opportunities to develop translational research programmes from molecules to man.
12. Further encouragement be given to the development of collaborative research, by members of staff, with others in cognate research areas in other departments.
13. A formal appropriate representative Departmental Committee be established, which should meet at least once a term.
14. A staff /student liaison committee be established.
15. The allocation of teaching and other duties be done in a fully transparent manner.
16. The Department develop a Strategic Plan, covering teaching, research, administration and other aspects such as staff and curriculum development.

Conclusion

The PRG would like to thank the staff of the Department of Physiology for their cooperation and openness during this review. The PRG hopes that this review and the recommendations made will be of benefit and assistance to the Department and the University in planning the way forward.

Timetable for conduct of Peer Review Visit

Department of Physiology

Monday 17th October 2005

- 17.30 Meeting of members of the Peer Review Group
Briefing by Director of Quality Promotion Unit, Dr. N. Ryan.
Group agrees final work schedule and assignment of tasks for the following 2 days.
Views are exchanged and areas to be clarified or explored are identified.
- 19.30 Dinner for members of the Peer Review Group and Head of Department and Departmental Co-ordinating Committee.

Tuesday 18th October 2005

- 08.30 Convening of Peer Review Group in Human Physiology Laboratory, Physiology Department, Windle Building
- Consideration of Self-Assessment Report
- 09.00 Professor Edward Johns, Head of Department
- 09.30 Meeting with all staff of Department
- 10.15 Tea/Coffee
- 10.35 Time allowed for private meetings of members of the Peer Review Group with members of staff.
- 10.35 Dr. Fionnuala Ní Chiardha
10.47 Dr. Patrick Harrison
11.00 Dr. Elizabeth Gebruers
11.30 Ms. Nora O'Donovan
11.45 Mr. Stephen Dineen
12.00 Dr. Therese Ruane O'Hora
12.15 Dr. Gerry O'Regan
12.30 Dr. Gordon Reid
- 13.00 Working private lunch for members of Peer Review Group
- 14.00 Visit to core facilities of Department, including Windle Building and BioSciences Institute. PRG escorted by Professor Edward Johns and Dr. Patrick Harrison
- 15.00 Representatives of 1st and 2nd Year Students
- Finbarr O'Mahony (1st Dental)
Dave McGoldrick (2nd Dental)

Abdul Hak (1st medical)
Sean McCully (2nd Medical)
Teresa Slattery (Pharmacy):
Johnathon Coleman (2nd Science)
Douglas Nnaemeka (Public Health & Health Promotion)
Brendan Hayes (1st Nursing, Psychiatry)
Mark Mckeon (2nd Nursing)

15.45 Representatives of 3rd and 4th Year Students

Patrick Murphy (3rd science)
Ruth Ryan (4th Science)
Margo O'Neill (4th Science)
Hugh Tobin (4th Science)
Padraig O'Sullivan (intercalated BSc)

16.15 Representatives of MSc and PhD postgraduate Students

Belinda Houghton: 1st Year PhD
Marie Buckley: 1st Year MSc
Lillian Barry 1st Year MSc Biotechnology
Ruth Healy: 1st Year PhD
Evelyn Flanagan: 2nd Year PhD
Claire Thompson: 3rd Year PhD
Rob Gaffney: 3rd Year PhD
Ahmad Ahmeda: 3rd Year PhD

17.00 Representatives of recent graduates, employers and other stakeholders

- Marcella Burke, Science Graduate
- Anne-Marie Daly, Nursing Graduate
- Lynn Marsh, Nursing Graduate
- Dr. Christine McCreary, School of Dentistry, University Dental Hospital, Wilton.
- Kieran McManamon, Biological Services Unit, UCC
- Emma Vahey, Dental Graduate

19.00 Meeting of Peer Review Group to identify remaining aspects to be clarified and to finalise tasks for the following day followed by a working private dinner for members for the Peer Review Group.

Wednesday 19th October 2005

08.15 Convening of Peer Review Group in foyer of Brookfield Health Sciences Campus to be conducted on tour of facilities, including Library.

PRG was met by Professor Edward Johns, Dr. Rob Gaffney, Director of Clinical Skills, School of Medicine and Mr. Cathal Kerrigan, Therapies & Basic Sciences Librarian.

09.00 Venue: Human Physiology Laboratory, Windle Building

09.00 Professor Paul Giller, Registrar & Vice-President for Academic Affairs

09.30 Professor Michael Murphy, Acting Head, College of Medicine & Health/Dean of Faculty of Medicine & Health

- 10.00 Visit to Boole Library, meeting with Ms. Margot Conrick, Head of Information Services and Mr. Cathal Kerrigan, Therapies and Basic Sciences for Medicine Librarian
- 11.00 Professor Eamonn Quigley, Head, Medical School
- 11.20 Time for consideration of issues by PRG
- 11.40 Ms. Carmel Cotter, Finance Office
- 12.00 Professor Peter Kennedy, Vice-President for Research Policy & Support
- 12.30 Heads or nominees of Heads of Schools of Professional Programmes
- Professor Julia Kennedy, School of Pharmacy
 Professor Robert McConnell, Head, School of Dentistry
 Dr. Josephine Hegarty, School of Nursing & Midwifery
- 13.00 Professor Patrick Fitzpatrick, Acting Head, College of Science, Engineering & Food Science/Acting Dean of Faculty of Science
- 13.20 Working private lunch for members of the Peer Review Group
- 14.00 Professor Edward Johns, Head of Department
- 14.30 Preparation of first draft of final report
- 17.00 Exit presentation, to be made to all staff of the Unit by the Chair of the Peer Review Group or other member of Peer Review Group as agreed, summarising the principal findings of the Peer Review Group.
- The presentation is not for discussion at this time.
- 19.00 Working private dinner for members of the Peer Review Group to complete drafting of report and finalisation of arrangements for speedy completion and submission of final report.