QUALITY IMPROVEMENT PLAN (QIP)

CONTENTS

CONTEXT

Maynooth University's overall policy on quality assurance and quality enhancement is set out in the Maynooth University Framework for Quality Assurance and Enhancement. The typical model for all quality reviews consists of five phases: self-assessment; peer review group (PRG) report, quality improvement plan (QIP) outlining how the Unit plans to address recommendations made in the PRG report; publication of the PRG report and the QIP; then follow up and ongoing monitoring.

Note for the purposes of this document a unit is interpreted in a broad sense and is defined in the University's Framework for Quality Assurance and Enhancement as "an academic department/school, research institute, administrative unit, support unit or an amalgamation of units such as a Faculty. It may also be a programme (e.g., an omnibus degree programmes), a set of programmes (e.g., taught postgraduate programmes in a Faculty), a specific initiative (e.g., reform of the first year curriculum) or a theme (e.g., quality and impact of Maynooth University research)"

This current phase, the production of a Unit's QIP, involves a number of steps (outlined in Appendix 1). Provision for consultation within the Unit and with senior members of the University is incorporated into the process. Once finalised, the Unit sets about addressing the various recommendations according to the plan it has laid out in its QIP. 12 months later a report on progress made in addressing the recommendations is submitted to the Quality Office.
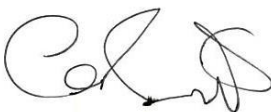
1. QUALITY IMPROVEMENT PLAN SUBMISSION FORM

Section 1: Unit details

Name of Unit	Research Development Office (RDO)
Subunits, if any, within Unit[1], that formed part of the review	RDO Finance
Head of Unit	Dr Carol Barrett
Dates of Peer Review Visit	28th/29th June 2023

Section 2: Stage of QIP

Delete as necessary[2]	FINAL

Section 3: Sign off

Head of Unit (NAME): *Dr Carol Barrett*	***Signature:***	***Date:*** 22nd May 2024

QIP Discussion meeting:	16th April 2024

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[1] *For a School, this would include the departments/subject areas, etc. For a support or service unit, this would include the various service or support subunits that make up the operating unit so for example Registry would list student records & registration, examinations, etc.*
[2] *Indicate whether a draft or a final version of the QIP. Are classified as drafts when submitting to the QIP review meeting (see appendix 1).*

Section 4: Introduction/Commentary (max. 2 pages)

Outline the process followed in developing the QIP including details of Unit staff involvement and how they contributed to the QIP preparations

RDO quality review and improvement plan working group (Deirdre Clayton, Dr. Kim Reilly, Dr. Noreen Lacey, Dr. Miriam Ryan) worked collectively to draft an initial first response to recommendations for consideration at *unit level*, *strategic recommendations*, and *operational effectiveness.* The Quality Improvement Plan was discussed with all RDO team members at a weekly RDO meeting. The whole RDO team were subsequently invited to review this draft, available through Microsoft teams, and include their comments/amendments on drafted responses to all recommendations of the peer review group. Together the working group discussed and agreed a final draft Quality Improvement Plan that was reviewed, updated, and finalised by RDO Director.

The Director of Research Development (DOR) and the Vice-President for Research and Innovation (VPRI) drafted a paper to propose a re-structure of the unit and the overall research support functions across the Graduate Research Academy (GRA), Maynooth Works (MW) and the Research Development Office (RDO) over the Summer of 2023. This paper was brought to the University Executive (UE) in August 2023. UE approved the paper and work has commenced on reviewing the current research support functions. The aim is to bring a draft new structure to UE early in 2024.

Many of the actions therefore proposed in the QIP will be implemented once the restructuring has begun therefore, we would advise that we update the QIP through 2024 to assign tasks to individuals at that point.

Recommendations for consideration at unit level-*for completion prior to QIP discussion meeting*

Recommendations for Improvement for the Unit

Recommendation U1
Review the current approach to external research communications to engage stakeholders, drive research impact and raise the profile of research in conjunction with communications or marketing department
Additional PRG Comment
There seems be a lack of clarity about linking specific types of communications to specific audiences (for example, for the attraction of new staff, to cultivate further research partnerships, to intervene in public and policy debates).
There is perhaps a case for developing communication tools for PIs as well as for targeted programme of strategic activity linked to beacons/themes within new Strategy.

Brief Commentary[3] *(Optional)*	*Planned Action[4]*	Short[5]/ long term action	Person in Unit leading action.[6]	Priority Level *(High/Med/Low)*
Profiling and Communication of Research.	RDO to engage with the Communications Office to strengthen the profiling and showcasing of research (*Also in the 2016 QIP incomplete*) and develop a longer term Communications Strategy for research including reference to communication to specific audiences. Organise regular meetings with the Communications Team both in the Comms office and the Office of the President to develop workable solutions in line with the new strategy.	Long Term.	DOR and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.).	High.
Stronger engagement of RDO with funding bodies.	DOR to continue to work with the IUA (Irish Universities Association) Directors group to liaise with Government departments and	Long Term.	DOR and RDO staff member to be appointed subject to the output of current re-structure	Med.

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[3] *Where relevant indicate alignment to University Strategic Plan and/or Unit plans/strategy.*

[4] *For some actions, engagement with unit(s)/key post holder(s) outside your own unit may be required. Indicate those, against an action, where already identified.*

[5] *Short term actions are those planned to be completed **within one year**. Long term actions are those planned to be completed **in longer than one year**.*

[6] *For e.g., Head of Unit, Deputy Head of Unit, Chair of Unit T&L Committee etc.*

	funding bodies. At a national level the RDO is very well networked with the main national funders – Irish Research Council (IRC), Science Foundation Ireland (SFI), and the Health Research Board (HRB) with networking groups set up by each funder and at a minimum quarterly meeting held. In fact, the Chair role for the SFI Research Office Networks sits currently with Maynooth University. The recent establishment of the IUA Research Officers EU funding subgroup is a welcome initiative and the RDO will continue to engage with this group. The HERCG (Higher Education Research and Contracts Group) on which the Legal and Contracts Officer (LCO) represents the University, meets with various funding bodies e.g., SFI, HRB, NCPs (National Contact Points) etc. when legal issues arise that could cause delay research activities. This group will continue to liaise the IUA Directors and VPR (Vice President Research) groups. RDO EU Team /LCO to continue to liaise with the Enterprise Ireland Horizon in-person networking events, with the National NCP Network, the Arqus Research Officers community of practice, EARMA (European Association of Research Managers and Administrators) and others that may emerge. RDO will encourage Researchers to attend in person Horizon Europe brokerage and Info days. RDO and RDO Finance staff will also attend in order to network and represent MU where appropriate.		which is underway (U4, 1.).	
Targeted Programme of strategic communications activity linked to Beacons.	The new University Strategy launched in October 2023 with implementation plans to follow from key units including VP Research and VP External Affairs (VPEA). Due consideration is currently being given to the implementation of the Beacons and what this	Long Term.	DOR and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.).	High.

	means for both internal and external communication pathways. Engage with the office of the new VPEA to establish working relationship, responsibilities and regular meetings with a view to research beacons being a key consideration in external profiling and communications.			
Research Impact.	Develop a process for collection and promotion of impact case studies in collaboration with the newly formed Partnership unit reporting to the VPEA. External partnerships with charities and other Civil Society Organisations can act as impact activators too and these organisations can showcase researchers, motivate them and lobby on their behalf. Hold the **Research Together event** biannually. Improve our outreach via our own social media channels. RDO to liaise with Associate Deans of Research on faculty level metrics capture and reporting.	Long Term.	DOR, and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.).	High.
Integrated Systems.	The MU Research Information System (RIS) platform has recently been upgraded and it currently links to HR CORE (Human Resources database), JDE (Financial System), MURAL MU open access repository for publications), external publication databases. RDO to further explore other links, e.g., ITS and also to examine ways to capture impact. Review RIS capability for Impact and Metrics capture. Review financial reporting / forecasting tools.	Long Term.	RDO / Research Development Office Finance (RDOF), and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.).	Med.
Provide opportunities to engage with stakeholders to increase internal and external collaborations/partnerships	Establish an MU Research Operational Committee to take a University wide approach to research at all stages of the	Short term.	RDO and RDO staff member to be appointed subject to the output of current re-structure	Med.

| | | research lifecycle, with involvement from all relevant stakeholders.

This is also relevant to recommendations S2, S4, U2, U3, U5, SU3, SU4 (Research Culture, promoting /celebrating outputs, best practice, compliance, engagement with other units for strategy delivery).

Create opportunities for internal collaboration with academic and non-academic functions / departments / staff within MU. Strengthen existing collaboration with operational functions within MU, e.g. Human Resources. | | which is underway (U4, 1.). | |

Recommendation U2
Review internal communications to better articulate the support along the research lifecycle in line with the remit of the RDO
Additional PRG Comment
Including better use of internal and external websites Linked to this is the need for the provision of research data information to key stakeholders to support business decisions/strategy, including how the production of information can be automated (i.e. via RIS) and how it can be deployed across the Research lifecycle to optimise support activity.

Brief Commentary[3] *(Optional)*	Planned Action (s)[4]. *(In brief)*	Short[5]/ long term action	Person in Unit leading action.[6]	Priority Level *(High/Med/Low)*
Stronger support for engaged research and diversification of funding opportunities.	Set up a working group with the newly formed Partnerships Office, and the MU Foundation to explore more diverse funding opportunities in research area. Consider whether any of these may contribute to co-funding requirement across national / EU funded strategic programmes.

Internal Funding Schemes to support MU led network building and collaboration are already in place. There is an opportunity to re-launch these, reflecting not only the new areas that may be identified as part of the new Strategic Plan, while also considering a refocusing of these supports to include support of MU academics in joining/engaging with existing consortia. | Short Term. | Strategic Research Officers and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.). | Med. |
| Review internal communications to better articulate the support along the research lifecycle in line with the remit of the RDO. | RDO and RDO Finance to offer overview sessions on support we can give, with supporting sign posting document- rotate these through the departments on the ground throughout the year. Set up Interdisciplinary Research Workshops (both bottom up and top down). | Long Term. | RDO/ RDOF/ MW and GRA. | Med. |

	Establish easy to navigate website and include resources, signposting, guidance documents and videos, etc. Website to clearly explain the remit of RDO and RDO Finance teams, Legal and Contracts team, GRA etc. Run regular workshops for departments to explain processes and policies in place, including operational. Create a suite of thematic workshops for departments / institutes / centres, in collaboration with Associate Deans for Research. Research Induction workshop to be run regularly and added to Employee Self Service (ESS) training programme. Starter and advanced level to be considered, pre and post award focus. Develop financial workshop with focus on post award administration, compliance and audit – aim to run regularly and incorporate into training programmes offered via ESS.			
RIS communication plan.	Develop a robust data dashboard to provide access to reliable research data. Provide training for users that enables accurate and effective use of the dashboard. Disseminate information with respect to the interpretation of research metrics. Develop a communication plan.	Long Term.	Strategic Research Officer and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.).	Med.

Recommendation U3
Examine the engagement between RDO and other professional units to develop an integrated programme of support for strategy delivery.

Additional PRG Comment
The support of HR and VPRI will be critical. In particular, instigate regular strategic level meetings between RDO and other key service delivery units namely HR.

Brief Commentary[3] *(Optional)*	Planned Action (s)[4]. *(In brief)*	Short[5]/ long term action	Person in Unit leading action.[6]	Priority Level *(High/Med/Low)*
Examine engagement between RDO and other professional units to develop integrated programme of support.	RDO to develop an MU Research Operational Committee - all University approach to oversee the governance and operations of research- bring together all relevant stakeholders across the research lifecycle, bringing all perspectives to better support each other and achieve strategic goals.	Long Term.	DOR and Head of RDOF and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.).	High.
	RDO Finance to engage with Bursar's office and to propose regular financial meetings with other heads of finance units etc. to ensure that research is considered when developing new financial policies, strategies, reporting tools etc.	Long Term.	Head of RDOF.	
	RDO and LCOs to engage with Data Protection Office (DPO) to establish a clear process for Data Processing Agreements (DPAs) and associated agreements required for research activity.	Develop Standard Operating Procedure (SOP).	LCO.	Med.
HR/Recruitment Support.	Liaise with HR regarding the policies and procedures related to recruitment of research staff and HR supports for such. DOR to meet with Director of HR to discuss.	Short Term.	DOR, Director of HR.	High.

Recommendation U4
Examine how far university functions including RDO, MW and Foundation have the capacity and capability to maximise the opportunities

Additional PRG Comment
With the ambition to grow and diversify research awards – particularly from industry - examine whether university functions including RDO, MW and Foundation have the capacity and capability to maximise the opportunities.

Brief Commentary[3] *(Optional)*	Planned Action (s)[4]. *(In brief)*	Short[5]/ long term action	Person in Unit leading action.[6]	Priority Level *(High/Med/Low)*
Build capacity through re-structure and re-alignments of the research support functions (also S1 below).	Review the structure and staffing levels across the Research Support Services functions RDO, MW and the GRA to develop a longer-term strategy for support and management of roles to remove 'single points of failure and ensure the structure will meet the needs of the strategic plan (also S1 below).	Short Term.	DOR, VPRI, Director MW and RDO.	High.

	Hold workshop with Staff to determine what is required across the research support services function to meet the requirements.			
Carry out a review of the Research Incentivisation Fund (RIF) to ensure sufficient supports to enable research activity.	RDO/VPRI to review and revise the current RIF policy to ensure that sufficient funding is available to support the further develop and increase research activity aligned with the strategic plan. Carry out a consultation of the research community via survey. Better communication of RIF policy may also be required so researchers can see the opportunities it represents.	Short Term.	DOR, VPRI, Head of RDOF.	High.

Recommendation U5				
Review the policies, processes and system needs to support compliance and legislative requirements (including export control)				
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action[6]**	**Priority Level** *(High/Med/Low)*
Establish structures to manage and mitigate against risks associated with compliance with relevant polices and legislation. Manage risk associated with non-compliance with export control legislation.	Establish a Research and Innovation Risk and Compliance Committee. RDO to maintain a list of relevant policies and updates as required. Develop an Internal Control Framework for export control. Implement training and a process for generating awareness of responsibilities related to export control. Develop a new module in RIS to automate implementation.	Short Term. Short Term.	DOR and Director of MW and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.).	High.

Recommendation U6					
Review and potentially enhance the service provision around legal and contracting within RDO					
Additional PRG Comment					
There is a risk regarding the single point of failure in relation to legal and contracting support within RDO. Undertake urgent review of the capacity and capability requirements. We heard that new resource is coming soon, but that this is seen as a significant area of risk					
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*	
Lack of qualified support for LCO currently causing a bottle neck in the system and long delays for researchers in bringing contracts to completion.	Seek to address capacity in the first instance within RDO to sufficiently cover contracting process and eliminate single point of failure with specific experience related to Data management, sharing and processing agreements.	Short Term.	DOR.	High.	
Integrated Systems.	Explore the development of a legal module with the RIS vendors. RIS platform has recently been upgraded and it currently links to HR CORE, JDE, MURAL, external publication databases.	Long Term and subject to resources.	DOR, LCO and Vidatum.	Med.	

Recommendation U7					
Create capacity and opportunity for RDO staff development – training, professional support, succession planning					
Additional PRG Comment					
Consider the use of mentoring and the value of cultivating external networks					
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*	
RDO staff development – training, professional support, succession planning.	Review MU internal training offered via the Staff Learning and Development programme for "fit" with the needs of RDO- RDOF staff, Legal and Contracts team in terms of expertise and skills development, and explore options to add new courses for any gaps identified. Carry out a review and GAP analysis of Internal Staff Development Training. Encourage RDO, RDOF and Legal and Contracts staff to apply for schemes, training and courses including free online and in person training offered by funders such as Horizon Europe;	Long Term.	DOR and RDO.	Med.	

	Legal training such as Praxis Auril, the Aurora scheme, EARMA courses and others that may arise under Action 17 projects such as Research Managers Roadmap and Career CARDEA (Career Acknowledgement for Research Managers). and other professional Research Manager networks. Develop clear career progression pathways for individual RDO roles, so that training offerings can be specific to the individual be considered strategically by Research Officers to avoid an ad-hoc approach to training. **RDO support club**- RDO member presents/provides training to other RDO members on a defined aspect or identified need to the full RDO team. Overview of funding agency etc.			

Recommendation U8				
Develop and use data about the university research performance to underpin strategic business decisions				
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*
Key performance indicators.	Key metrics to be decided in line with the new Strategic Plan and actions to be developed as part of the Implementation Plan. Include this element as part of the Research support services overall review as outlined in U4 1.	Short Term.	DOR and RDO staff member to be appointed subject to the output of current re-structure which is underway (U4, 1.).	Med.

Recommendation U9				
With the establishment of Graduate Research Academy, agree how and where support will be provided and the role that the RDO will perform. ***Additional PRG Comment*** *The PRG would note that research students are a major element in the development and promotion of the research endeavour*				
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*
GRA and where support will be provided and the role that the RDO will perform.	GRA recently established with the newly appointed Director of the GRA to start in January 2024. Approval and hire of new staff to manage the development of the Research Skills Development Programme, the Human resources Strategy for Researchers (HRS4R) accreditation and student onboarding. VPRI Director of GRA and DOR to review and develop structures. Clarify for stakeholders the roles and responsibilities of RDO and GRA.	Long Term.	Director of GRA.	High.
Early career researchers require enhanced supports, including mentorship, training, career development (falls under the HRS4R mandate).	Develop and enhance the current Research Skills Development programme with the addition of soft skills training. Review current training and mentorship option in collaboration with HR. Review the implementation plan for the HRS4R and develop new initiatives for support for early career researchers.	Short Term.	Director of GRA, DOR and GRA Team.	High.
With an expected increase in postgraduate numbers, the full suite of supports offered to PhD students requires enhancement.	As above.	As above.	As above.	High.

Recommendation U10				
As a unit put in place approaches to document the level of additional responsibilities given the evidence about the inability to undertake strategic elements of activity and/or individuals to take leave.				
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*
Outputs of national Research Office benchmarking exercise to be communicated to DOR and mapped against MU RDO structures.	As per U4 and S1.	As per U4 and S1 below.	As per U4 and S1 below.	High.

Strategic Recommendations -

<table>
<tr><td colspan="6">Recommendation S1
Examine structure, roles and responsibilities of the current RDO structure to ensure it is fit for purpose in terms of service delivery, including whether the name of RDO accurately reflects its support focus.

<i>Additional PRG Comment</i>
<i>Urgently examine structure, roles and responsibilities of the current RDO structure to ensure it is fit for purpose in terms of service delivery. In this context consider if the name of RDO appropriately reflects the nature of services delivered. This should include:</i>
<i>- Reviewing the leadership roles within RDO to provide a more stratified leadership structure.</i>
<i>- Examining contract conditions for current staff to ensure appropriate recognition of their current responsibilities, particularly in comparison with comparable roles within the University,</i>
<i>As a unit put in place approaches to document the level of additional responsibilities given the evidence about the inability to undertake strategic elements of activity.</i></td></tr>
<tr><td>Brief Commentary[3]
<i>(Optional)</i></td><td>Planned Action (s)[4].
<i>(In brief)</i></td><td>Short[5]/ long term action</td><td>Person in Unit leading action.[6]</td><td colspan="2">Priority Level
<i>(High/Med/Low)</i></td></tr>
<tr><td>Structural review of the research support services function to specifically address strategic elements of support.</td><td>Review the structure and staffing levels across the Research Support Services functions RDO, MW and the GRA to develop a longer-term strategy for support and management of roles to remove 'single points of failure and ensure the structure will meet the needs of the strategic plan.</td><td>Short term.</td><td>DOR, Director of MW and VPRI.</td><td colspan="2">High.</td></tr>
<tr><td>Review current structure to develop leadership roles across the research support function and examine current grades of staffing to reflect responsibilities.</td><td>Complete the National benchmarking of other institutional RDO support structures to inform decision making.</td><td>Short term.</td><td>DOR, VPRI, Director of MW Strategic Research Officer.</td><td colspan="2">High.</td></tr>
<tr><td></td><td>Host a workshop for all the research support function units to feed into the development of a new structure that will support the implementation of the strategic plan.</td><td>Short term.</td><td>RDO, MW, GRA.</td><td colspan="2">High.</td></tr>
</table>

<table>
<tr><td colspan="6">Recommendation S2
Review the remit of RDO and develop an evidence base to demonstrate the resourcing needs to support delivery

<i>Additional PRG Comment</i>
<i>In the context of implementing the new Strategic Plan review the remit of RDO and develop an evidence-base to demonstrate the resources needed to support delivery – including where are there gaps in support in areas beyond grant capture, such as illustrating research impact, addressing research culture, and promoting research outputs. In developing these new areas for support avail of best practise support from peer institutions nationally and internationally.</i></td></tr>
<tr><td>Brief Commentary[3]
<i>(Optional)</i></td><td>Planned Action (s)[4].
<i>(In brief)</i></td><td>Short[5]/ long term action</td><td>Person in Unit leading action.[6]</td><td colspan="2">Priority Level
<i>(High/Med/Low)</i></td></tr>
<tr><td>As S1 above.</td><td>As S1 above.</td><td>As S1 above.</td><td>A S1 above.</td><td colspan="2">High.</td></tr>
</table>

Recommendation S3
In the context of the development of the Strategic Plan, consider the governance and management framework for the research implementation plan.

Additional PRG Comment
The framework should include the development of metrics for service delivery, outcomes and outputs, how the university should measure success beyond grants/awards and what success would look like? This should be within the context of the Responsible Use of Research Metrics.

Brief Commentary[3] *(Optional)*	Planned Action (s)[4]. *(In brief)*	Short[5]/ long term action	Person in Unit leading action.[6]	Priority Level *(High/Med/Low)*
A management and governance structure is in place with management lines to the VPRI and the RDO. A governance structure comprising of two committees of Academic Council, the Research Committee and the Graduate Education Committee, is also in place together with a Director of GRA.	RDO maintains a set of key service delivery metrics that are reported on annually to the VPRI.	Short term.	DOR	High.
Responsible use of Research Metrics.	Contribute to the development of a statement on responsible metrics use for MU.	Short term.	RDO member on Open Access/Open Science working group.	High.
A set of KPIs will be decided as part of the development of the Strategy implementation plan.	Implementation Plan is developed that will continue to be updated as needed with a set of key KPIs established that align to the new Strategic Plan.	Short term.	VPRI.	High.

Recommendation S4
Examine how the university takes account of research activities beyond research grants and then how it recognises and embeds research into the broader culture.

Additional PRG Comment
The PRG noted that other RoI institutions use impact case studies to demonstrate the importance of and celebrate the work of research. In addition, the apparent lack of a celebration of research outcomes (beyond research grants) was noted.

Brief Commentary[3] *(Optional)*	Planned Action (s)[4]. *(In brief)*	Short[5]/ long term action	Person in Unit leading action.[6]	Priority Level *(High/Med/Low)*
Profiling and Communication of Research (as for U1).	RDO to engage with the Communications Office to strengthen the profiling and showcasing of research. RDO to engage with communications office (and other units e.g. office of the President) to ensure better and consistent	Short Term.	DOR and RDO staff member to be appointed subject to the output of current re-structure	High.

| communication of the role of RDO in successful grant outcomes with the objective of continually reinforcing the visibility of the research agenda at senior management level.

Develop a culture and process for the generation of impact case studies starting with the establishment of an impact group.

Review research awards framework to ensure other forms of research are included. | | which is underway (U4, 1.). | |

Recommendation S5 **Ensure clarity at university level of the roles and responsibilities of Faculty, Institutes, Department and RDO for the delivery of support for postdoctoral researchers.** ***Additional PRG Comment*** *Consider appointment of a dedicated resource to support the delivery of the HR4SR (HR Strategy for Researchers)*				
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*
Early career researchers require enhanced supports, including mentorship, training, career development (falls under the HRS4R mandate).	As U9 above.	As U9 above.	As U9 above.	High.

Research Development Office Operational Effectiveness

Recommendation SU1 **Review use of different email inboxes to manage communications**				
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*
Unit currently uses several email addresses.	Move to use of research@mu.ie to manage primary communications across the RDO unit and minimise use of other email addresses.	Short Term.	RDO and GRA team.	

Recommendation SU2					
Review the role of the Director in reviewing Tier 1 ethics and consider that whether role might be better undertaken at Faculty or Departmental level, such as by research leads or the new Deputy Deans for research ***Additional PRG Comment*** *Consider that this role may be better undertaken at Faculty or Departmental level, such as by research leads or the new Deputy Deans for Research. This would reduce the burden on the Director and as these were low risk projects, would not carry a risk for the institution*					
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*	
Tier 1 reviews by DOR.	Review current Ethics Policy governance sections with a view to streamlining Tiers 1/3 and seek options for easier review while maintaining the integrity of the process. Discuss the current process for review of Tier 1 applications as part of this review. Review current workload as part of overall structures.	Short Term.	DOR and Research Ethics Committee.	Med.	

Recommendation SU3				
Consider ways to raise awareness of and celebrate research activities beyond research grants success				
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*
As per U1 above.	As per U1 above.	As per U1 above.	As per U1 above.	Med.

Recommendation SU4				
Develop ways to work with grants that have not been successful, with a view to reusing the ideas and work for submission to alternative funders				
Brief Commentary[3] *(Optional)*	**Planned Action (s)[4].** *(In brief)*	**Short[5]/ long term action**	**Person in Unit leading action.[6]**	**Priority Level** *(High/Med/Low)*
Repurpose unsuccessful grant submission.	Develop a standardised approach to assessing non-successful proposals with a view to re-purposing applications with a focus on strategic areas of research.	Short Term.	RDO.	Med.

2. APPENDIX 1

There are several steps involved in the Quality Implementation Plan as part of the Quality Review process.

1. The Quality Office shares the finalized Peer Review Group (PRG) report with the Unit and is asked to submit a draft QIP.
2. The Unit discusses the recommendations and drafts a Quality Improvement Plan (QIP) addressing each recommendation.
3. The draft document is used to inform discussions at the QIP Review Meeting between the President, the VP Academic and/or Dean of the Faculty/Head of Administrative Area with responsibility for the Unit, the Director of Quality and the Head of the Unit.
4. Following the meeting, the Head of Unit updates the draft QIP if and as needed.
5. The final QIP is submitted to the Quality Office.
6. The final QIP document is submitted to the Quality Committee and Academic Council for note.
7. The QIP is published on the website of the Quality Office.
8. 12 months post finalisation of the QIP a follow up report is submitted to the Quality Office from the Head of Unit outlining progress made with actions outlined in the QIP.