



School of Art History and Cultural Policy

Quality Improvement Plan (QIP)



Quality Review Process 2017-18

June 2018

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Timeframe: To be implemented within one year (b)

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Section 1:

Recommendations
concerning academic,
organisational and other
matters entirely under
control of the unit

Timeframe: Already implemented (a)

1.1.a Establish a finance committee

2.16 The School is encouraged to establish a small finance committee chaired by the Head of School and reporting to staff meetings, in order to provide the Head of School with assistance in financial monitoring and

Action taken:

Since the visit of the Review Group a School sub-committee on Finance has been established, comprising Kathleen James Chakraborty, Pat Cooke, John Loughman, Nicola Figgis, and Elizabeth Varley. The Finance sub-committee met on 4 December 2017 and 12 February 2018. Kathleen James Chakraborty and Nicola Figgis met with the College Finance Officer to discuss 5 Year Staff and Budget plans on 20 March 2017. Nicola Figgis and Elizabeth Varley attended a Finance Training workshop on 26 September 2017, and attended further training sessions on 16 November and 7 December 2017. The sub-committee will meet with the College Finance Officer on receipt of each fee income census, and as otherwise required, to support the Head of School and incoming Head of School both in budget monitoring and future budget planning. The Committee will report, via the Head of School as Chair, at regular Staff Executive meetings. A Financial Strategy Group is also being set up at College level which will be of benefit to the School.

1.2.a Close the student feedback loop

7.8 As already implemented in Cultural Policy, a transparent closing of the student feedback loop across the School is recommended whereby issues

Action taken:

In 2016-17 issues emerging from student feedback were discussed at the Staff/Student Consultative Forum, comprising Class Representatives for Stages 1-3, who are responsible for communicating with their classes. Meetings of the SSCF were held on 10 November 2016 and 6 April 2017, and any issues which were not responded to directly by staff at the Forum, were brought to the attention of the School at Staff Meetings held on 23 November

2016 and 7 April 2017 respectively. Once issues had been addressed, SSCF minutes were sent out to the class representatives, with further opportunity for discussion at the subsequent meeting, under 'Matters Arising from the Minutes'. In the academic year 2017-18 meetings of the SSCF were held on 31 January and 18 April 2018 and issues arising were discussed both individually with staff and at the subsequent Staff Meetings.

1.3.a Revisit staff planning strategy; implement succession plan for Cultural Policy; develop strategic staff recruitment policy

3.14 The School should revisit its staff planning strategy as articulated in its SAR and 2015 Strategic Plan. This staff planning process should include succession plans for key appointments, identifying prioritized area(s) for enhancement and growth that are aligned to the vision of the School, College and University. Key performance indicators should be linked to these objectives, and posts prioritized with associated timelines and monitoring mechanisms. Any post increases should be linked to student numbers and a strategic recruitment plan that addresses the needs and mission of the School in the context of College and University priorities. It is important for success in this process that the School works closely with College administration in formulating and implementing a strategic blueprint that articulates the need for these investments and the expected value to be gained from them. Proactive generation of such strategic material by the School would minimise reliance on assumptions about staffing in dealings between SAHCP and both the College and University.

3.15 The School should create and implement a succession plan for the key academic staff member in Cultural Policy. The plan will ensure continuity

Action taken:

A sub-committee, comprising Kathleen James Chakraborty, Pat Cooke and Nicola Figgis, met to produce a staff planning report in Autumn 2017, which includes staff succession planning for those who will be retiring within the next 5 years (3.14-17) such as a replacement for Pat Cooke at Associate Professor level in advance of his retirement in December 2020. Details of the following key asks are outlined in a later section of this document. Although in 2017-18 we devoted time to the recruitment of a new 0.5 position in Cultural Policy, the decision to proceed on this was deferred at College level due to budgetary

constraints. Continuing Professional Development for staff in Art History includes participation on a number of training courses offered by UCD such as Leadership training modules (Head of School, summer 2017); financial training (Head of School and Elizabeth Varley, September, November and December 2017) and training with online facilities and resources (Carla Briggs).

Regarding Cultural Policy, it is essential that people working in this field retain the capacity to be fully engaged and contributing members of the European Network of Cultural Administration Training (ENCATC). Established in 1992, ENCATC is a network of more than 100 member institutions and professionals in over 40 countries active in education, training and research within the broad field of cultural management and policy. Attendance at ENCATC conferences is the most effective way for the director of Cultural Policy and Arts Management at UCD to network with fellow professionals and to stay fully up-to-date on developments in the field across Europe, to identify potential research collaborators, and potential partners for EU-funded research projects. Membership of this body was discontinued in 2010 for cost reasons, but the subscription will be renewed from 2018 through OBRSS funds.

1.4.a Address concerns with externally delivered Cultural Policy modules

5.19 In addition, there is a need for the School, possibly in consultation with the College, to identify a solution to the recently arisen risk that 15 Cultural Policy credits previously taught on a pro bono basis may soon need

Action planned:

Relating to the crucial input of UCD Business School's academics into the MA in Cultural Policy, an interim solution was found for 2017-18, by assigning John O'Brien to handle the Business Planning module. The Management module was taught by a member of the Business School's academic staff, Dr. Annette Clancy. Regarding the input of the Law, in light of unsatisfactory interim arrangements put in place following the departure in 2015 of Linda Scales as the long-standing lecturer on the Law module, discussions were initiated this year with the School of Law to see if they could provide a solution. As a result of those discussions, the Law School ran this module, beginning in the second semester of the 2017-18 academic year, with

consequent decrease in 2.5 FTEs for the School of Art History and Cultural Policy.

Timeframe: To be implemented within one year (b)

1.5.b Review and identify opportunities to grow student numbers; achieve higher profile; maximise website

2.18 The RG recommends that the School continues to review and identify opportunities to grow student numbers and to build on current successes. The School should work with the incoming College Marketing and Communications Manager in raising the profile, reputation and impact of its programmes as well as identifying opportunities for collaboration and growing student numbers.

2.19 The School is exhorted to examine how it might achieve a higher profile for its active participation on committees and projects across the University and beyond. It should seek opportunities to lead on these initiatives and, using its website and other means of communication, to

Action planned:

The School will consult with UCD Foundation and its newly formed Alumni Group to identify possible opportunities with the aim of achieving a higher national and international profile. Kathleen James Chakraborty and Nicola Figgis have met with the incoming College Marketing and Communications Manager, Emer Beesley, and have discussed working with her to identify opportunities for growing student numbers within our control, linked to the School's strategic and business plan. The elimination of electives in the first semester of first level from 2018-19 in the new BA Humanities degree, and losing our principal joint major subject (Archaeology) from the three year degree, are challenges currently faced by the School which will likely result in a decline in student numbers. Cross-College discussion has resulted in postponement of restoration of the joint major with Archaeology, in view of potential conflict with the new BA Humanities pathway (Classics, Art History and Archaeology).

As part of ongoing updating of the School's website, we plan to create a new section to profile the accomplishments and experiences of our staff, our students and our graduates, within the parameters of the UCD web template. Initially, we intend to add a section in which a member of the School staff is

regularly highlighted for an external activity. The School will use the School website for two-way communication and to maintain its national and international profile. Links to such profiles will be posted on our Facebook page (which exceeded 1,000 followers in September 2017) and Twitter account and form the basis of a newsletter that could go out electronically to alumni and friends once a year. The School will continue to open its Research Seminar series and symposia to its Alumni and the wider public by way of outreach. Emily Mark-FitzGerald will build on the success of her arts management blog which currently has 5,000+ followers and is the most visited resource in Ireland for careers in the Arts. Anecdotal evidence also confirms the importance of the Art History MA blog in bolstering student recruitment to the course. The School is active in its representation on University and College committees but will seek to identify further opportunities for School staff both internally and externally. Recent internal appointments include Kathleen James Chakraborty to the UCD Gender Equality Group (as Deputy Head) and Lynda Mulvin to the UCD Europe Steering Group and UCD Programme Board. Externally both Lynda Mulvin and Nicola Figgis have recently been invited to serve on the international judging panel of the UA Awards (International Undergraduate Art History essay awards).

1.6.b. Develop formal mentoring and training programme for tutors

7.9 While double-marking of assessment submissions graded by tutors is

Action planned:

The School's Tutor Co-ordinator (Carla Briggs) meets with all new tutors and introduces them to the practicalities of the School's teaching resources, which is covered in a School information booklet, supplied to all tutors. In advance of the new academic year, all tutors meet with Carla and the relevant module co-ordinators to discuss their role and approve their intended classes in line with the related lecture module. Carla advises them to attend the Teaching and Learning Tutor Induction course and to date all tutors have availed of this opportunity. Over the course of the semester, module and tutor co-ordinators continue to liaise regularly with the tutors, to give guidance on teaching and assessment. The School has begun consideration of more formal mentoring and training programme for tutors, which will be incorporated into our current

curriculum review plans. All new tutors will submit a selection of marked essays to a supervising lecturer, before these are returned to students.

1.7.b Review teaching, learning, and assessment approaches on an ongoing basis

4.17 The School is encouraged to keep its teaching approaches under review and to engage proactively with new teaching software, evaluation methods, and other emerging developments in order to make what is already an effective pedagogical environment even stronger and more flexible.

Action planned:

Róisín Kennedy, as current Teaching and Learning representative has undertaken to report to us once a semester on what is available to us, and explored alternative methods of assessment at a meeting with all staff in Semester 1, 2017-18. Róisín Kennedy and Conor Lucey participated in a Linking Assessment, Feedback and Learning Symposium, a UCD wide Teaching and Learning initiative, and Roisin reported back to school at Staff Meeting on 25 September 2017.

1.8.b Offer enhanced careers and transferable skills support

4.23 The School is encouraged to consider how best to support its students at various levels in their career planning so that they gain awareness of career options both within and outside Art History and Cultural Policy & Arts Management. Such information should not be confined to senior undergraduate and MA students. It should highlight transferable skills acquired during the degree programme without deflecting from core disciplinary objectives. In developing a response to this need the School is encouraged to engage proactively with relevant College initiatives and the Career Development Centre.

Action planned:

The existing annual career seminar which is held for third level students will be open to all levels from 2018-19. These careers seminars were established to highlight options for postgraduate study, alongside career opportunities. In

this they acted as an important recruiter for the School's MA programmes, and will continue to do so. On 5 September 2017 and 14 May 2018, both the outgoing and incoming heads of the Art History MA met with Meeta Dutt, and Michelle Coen (respectively) of the University's Careers Development Office as a prelude to further discussions on how to stage relevant events in conjunction with the Careers Office. The School will positively promote the subject's ability to foster a wide range of transferable skills, including writing, presentation skills and critical thinking. The Head of School will also be proactive regarding School implementation of initiatives developed at College level, and has already agreed to join the Alumni mentoring system which will be of help in providing vocational focus to students. A College based Teaching and Learning working group will be considering employability and this will feed into our School strategy.

1.9.b Continue ongoing programme and curriculum review

5.14 The School should continue the practice of ongoing programme and curriculum review. As part of its review the School should involve alumni and

Action planned:

The School is continuing its ongoing programme and curriculum review in 2017-18. It will set up an advisory committee comprising our adjunct professors, alumni in the Cultural sector, Kathleen James Chakraborty, Lynda Mulvin and Nicola Figgis and develop a formal consulting process as part of its ongoing programme and curriculum review. The formation of an advisory committee consisting of senior cultural sector practitioners is planned to ensure that the curriculum of Cultural Policy remains relevant to the cultural policy environment and changing management needs of the cultural sector. A Strategic Review of Cultural Policy at College level is planned for December 2018.

1.10.b Explore the potential to develop new postgraduate programmes

5.22 The School should explore the opportunities and challenges of developing new programmes, especially an MA stream, to capitalise on the synergies arising from its blend of Art History and Cultural Policy expertise in

Action planned:

A new MA in Art History with a component in curatorship will be launched in September 2018, replacing an existing Masters. It offers advanced postgraduate academic training in the history of art, with a special focus on collections and curatorial practice. The MA offers the opportunity to hone skills in the interpretation, critique, and analysis of works of art and architecture, developing the knowledge and capacity to pursue future careers in research, writing, and curatorship. Course modules will be taught by School staff with expertise in art history, curating and arts management, including Dr Róisín Kennedy (former Curator of the Yeats Collection at the National Gallery of Ireland) and Dr Emily Mark FitzGerald (who teaches across the spectrum of Art History and Cultural Policy programmes already offered by the School). This MA is intended to provide a foundation for future careers in art historical research and writing, and prepares students for further study in either higher

level academic research at MLitt/PhD level, or specialized curatorial training programmes.

1.11.b Enhance communication of School's achievements with internal units at the University, informed by external models

6.5 In order to address the perceived shortage of recognition for its research merits, the School is recommended to initiate discussions with College and University authorities, with a view to finding common ground in this area and developing strategies of communication both internally within the University and more broadly outside the University. As part of this process the School needs to articulate the value of its research to promoting the stated goals of the College and University while also framing its position in terms that are meaningful in its own disciplines.

6.8 Bearing in mind that models for articulating the value of humanities research already exist, SAHCP should look at how research values have been framed elsewhere, notably by Art History and Cultural Policy units at

Action planned:

The School meets regularly with Emer Beesley, College Marketing and Communications Manager. In order to foreground staff publications, we aim to highlight a new publication regularly on the webpage (rotating through the staff) which will be subsequently archived on the web. We will work with our colleagues from across the college to develop a better understanding of the distinctive character of excellent humanities scholarship, including in our case of museum publications that are not necessarily peer reviewed. The framing of the School's research values will fold into the College KPI strategy (6.8). The School will consult with our counterparts in the US and Germany about the framing of their research values. Kathleen James Chakraborty has been made a member of a newly formed College Research Committee, investigating framings of research values in Dutch and North American models, as benchmarks.

1.12.b Maintain and expand leadership roles nationally and internationally

9.11 The School is recommended to maintain and expand its leadership roles nationally and internationally in order to maximise its strategic influence on cultural institutions and the development of its relevant

Action planned:

The School will work better to highlight its expanded leadership roles nationally and internationally in order to maximise its strategic influence on cultural institutions and the development of its relevant disciplines.

1.13.b Improve marketing, alumni development and engagement strategy

3.30 The School is very active in its use of online facilities, resources and social networking to communicate with students, alumni and friends of the School. The School should seek to explore opportunities to build on its impact and outreach as a means of marketing its programme offerings and strengthening its links with alumni.

9.9 The School is recommended to develop a proactive strategy around alumni development and engagement. Drawing in part upon the database that Cultural Policy has long maintained of its graduates and working with the Friends Group it plans to establish, the school hopes to trial with the central administration a more comprehensive means of tracking its graduates and remaining in touch with them.

Action planned:

In addition to forming an advisory committee (see 5.14), the School is in the process of setting up an alumni friends group under a former doctoral student, who will lead this group in Autumn 2018. Nicola Figgis and Carla Briggs met with Jennie Blake, College Alumni Liaison Officer, on 3 October 2017 to discuss participating in the College mentoring programme, as well as how to maximise support from the Alumni Office for publicity of School events. The School will also feed into the Alumni framework which is being set up at College level.

1.14.b Strengthen and formalise collaborations with NCAD

9.12 The RG considers that the emerging collaboration and links with the National College of Art and Design, which seem to depend heavily on one member of staff in the School, need to be cultivated in a more orchestrated manner by the School at different levels from governance to teaching and research.

4.20 The School is encouraged to seek out already available resources—such as UCD’s Polycam system, run by IT Services—that could facilitate

Action planned:

We will continue to develop links with National College of Art and Design but there is no NCAD/National Museum link of which we are aware (4.20). The emerging collaboration of the School with the NCAD depends heavily on two members of staff (Kathleen James Chakraborty and Emily Mark-FitzGerald) and there is also College level commitment to reinforce the collaboration. With two recent crucial senior appointments now in place at NCAD (including its new Director, and Head of Visual Culture), a new UCD+NCAD committee is in the process of being formed to examine strategic future collaborations, on which the School will be represented. Emily Mark-FitzGerald met with NCAD Director Sarah Glennie on 29 April 2018, and then again on 16 May 2018 with Glennie, Head of Research Siun Hanrahan, and Head of Visual Culture David Crowley, to discuss areas of research and programmatic overlap between the School, College and NCAD. Four initial areas identified for development were joint doctorates, bids for joint postdoctoral programmes, re-instituting a shared MA level module in Visual Culture/Art History, and shared staff research projects. Following on from this meeting, a current shared practice-based doctoral application is being considered as a test case for how joint doctorates might be facilitated and encouraged.

1.15.b Explore possibilities of shared professional training delivered through the Cultural Policy MA

9.14 Explore new relationships with other schools across campus with a view to a shared offering of professional training in the Cultural Policy MA.

Action planned:

The transfer of the Law Module in the MA in CPAM to the School of Law is a good example of an emerging relationship with another school (see 5.14

above). The School hopes that this will become a model for cross-college teaching collaborations, which at present remain challenging to implement.

1.16.b Deepen involvement of current students in the activities of the School

9.16 The School is recommended to develop the next generation of alumni by promoting the involvement of current students in common interests beyond the classroom and across the School.

Action planned:

DRAWSOC already involves current students beyond the classroom, but we can do more, and the alumni group will help here (9.16, 9.17). The School has agreed to participate on the College mentoring programme with Alumni.

1.17.b Pursue a School level Athena Swan Award

3.19 The School should consider applying for a School Athena Swan Award following the recent Institutional Athena Swan Bronze Award.

Action planned:

The School will apply at the next opportunity at College level for an Athena Swan Bronze Award, but whether we get further is beyond our control.

Timeframe: To be implemented within five years (c)

1.18.c Address impending staff retirements and need for staff growth

3.17 With two [correction: three] upcoming retirements in Art History staff over the next decade it is critical that the current complement of Art History staff is maintained. The Review Group would also support School growth in

Action planned:

As stated above, a sub-committee produced a staff planning report in Autumn 2017, which includes staff succession planning for those who will be retiring within the next 5 years (3.14-17). The director of the MA in CPAM is happy to work with colleagues to facilitate an orderly transition towards his retirement from the post in 2020.

1.19.c Proactively address challenges and opportunities of the new four-year BA

5.17 The School should be strategically proactive in the development of the new four-year BA programme, so that the associated challenges and opportunities are fully understood both by the School and the College

Action planned:

The School will await the first intake of students to the new four-year BA programme, in September 2018 to see how the budgetary and staff implications work in practice (5.17). The School is already involved in two of the new BA Humanities pathways, and will consider a range of future combinations such as with Film Studies, Architecture or Business.

1.20.c Conduct a strategic review of Cultural Policy

5.18 A strategic review of the MA in Cultural Policy is recommended, with specific attention to budget, staffing, future leadership and future development, in order to ensure the sustainability of this highly successful

Action planned:

There are plans to have a strategic review notwithstanding short term budgetary constraints. This will take place in Semester 1, 2018 as a College Review of the Cultural Policy subject area, and will include an external critical friend on the review panel.

1.21.c Address workload concerns in Cultural Policy programme

5.20 One means of reducing workload in the Cultural Policy programme is to review the curriculum and its assessment, possibly offering options of a thesis, shorter major research paper, or perhaps even an entirely course-

Action planned:

A review of the Cultural Policy programme will be undertaken via the external review at College level (see 1.20.c).

1.22.c Identify internal and external funding opportunities to augment the use of visiting lecturers and field trips

4.19 The School is recommended to identify funding opportunities from internal and external resources in order to augment the use of visiting lecturers and to support field trips within Ireland and abroad.

Action planned:

The School will continue to apply for grants from the College and to approach potential external sources for additional funding. The School is developing a Friends and Alumni network, which will help with obtaining funding for this purpose. The School will consult with the UCD Foundation and College Marketing Manager to help identify funding opportunities.

1.23.c Continue to pursue externally funded research awards

6.10 The School should continue to build on its current success in attracting externally funded research awards in line with University strategy.

Action planned:

Since the review, two applications have been filed for substantial European, and one for substantial Irish funding.

1.24.c Pursue independent measurement of research against units overseas

6.6 As a means to advance the process of recognition, the School might consider exploring the possibility of having its research measured

Action planned:

This is being planned as an initiative at College level.

1.25.c Create a School Advisory Committee

9.10 The appointment of a School advisory committee is strongly recommended, capitalising on the excellent relations enjoyed with former students and other stakeholders in positions of experience, influence and innovation. Such a committee should be lean and might include representation from the public and private sector as well as School staff in the person of the Head of School, School Development Officer and possibly a third person to ensure representation from both disciplines. It could be

Action planned:

Professor Kathleen James Chakraborty, who will head this committee, has been on research leave (Semester 2, 2017-18) and will set up this committee at the beginning of the academic year 2018-19, along with Nicola Figgis and Lynda Mulvin, School Development Officer. The main aim of this committee will be employability and internships for our students, particularly in relation to the BA Humanities students. The committee will include external representatives such as former students, and cultural policy representatives with possible links into the business environment, who can advise on strategy in the longer term.

Timeframe: Recommendations which will not be implemented (d)

1.26.d Review current workload model

2.17 The School recognizes the need to review its current workload model and the RG would support this.

Rationale for non-implementation:

A new university model is currently under discussion and development. Following its rollout the School will consider the proposed model and adapt to its specific needs.

1.27.d Explore possibility of online and/or blended learning offerings

5.16 The School is encouraged to explore the possibility of creating an online course and/or blended courses in order to reach students who may not be able to attend individual modules in person. In addition to being attractive to overseas students, online delivery of selected modules would also enrich the experience of on-campus students through blended learning

Rationale for non-implementation:

The School has consulted with Naomi McAreavey, VP for Teaching and Learning and understands that this type of learning is in its infancy in the College, such as in History, in connection with wider access students. Art History is strongly of the opinion that blended learning is not appropriate at this time. Students register for degrees because they want the hands on attention of small group teaching and field trips. It is not a subject that lends itself to blended learning, and there is very little market for it here or anywhere else in our field.

Section 2:

Recommendations concerning shortcomings in services, procedures and facilities which are outside the control of the unit

Timeframe: Already implemented (a)

2.1.a Enhance College-level promotion of SAHCP

6.7 Noting the planned creation of a dedicated marketing and communications role at College level, designed to promote SAHCP and other Schools in the College, the RG recommends that the School should

Action planned:

The School of Art History and Cultural Policy was the first School in the College of Arts and Humanities to meet with Emer Beesley, the new College Communications and Marketing Officer after she took up her appointment in September 2017. We have already begun to develop a strategy for this including publicity for staff research and publications, as well as media opportunities and ideas for the website. She is actively publicising the School's research events taking place both nationally and internationally such as the CMEC launch of *Crossroads* by Lynda Mulvin in Amsterdam on 9 September 2017 and the two lectures that Kathleen James-Chakraborty gave at South China University of Technology (8 September) and Guangzhou Academy of Fine Arts (7 September) following the recent translation of her book *Architecture since 1400* into Chinese. The lecture at South China University of Technology was the opening keynote address for the seventh International Conference on World Architectural History Teaching and Research.

Timeframe: To be implemented within one year (b)

2.2.b Develop spatial strategy and address teaching, research, and office space concerns

3.25 As a matter of priority the School needs to develop a spatial strategy document that articulates its needs, especially in terms of student growth in enrolment, and the priorities set by the College and the University. While the spatial strategy will be developed in conjunction with College and University authorities, the School is encouraged to take a lead in articulating the value of the initiative in terms that align with College strategy, and keeping the issue on the agenda thereafter.

3.26 The first issue to address is whether the present location of the School is fit for purpose in terms of visibility, spatial organisation and capacity. Out of this analysis will come a decision on whether to renovate the existing space or seek re-location to a more suitable space.

3.27 If the School intends to remain in its current location it should be innovative in renovating space use in line with present instructional needs and future capacity. Simultaneously it should examine spaces elsewhere that might augment the current SAHCP space.

3.28 The School is recommended to be proactive in its approach to the Newman Building redevelopment both in terms of contribution and benefit.

3.29 The Review Group recommends that the School engage actively in ensuring its continuing access to Newman House as a teaching and event

Action planned:

Kathleen James Chakraborty and Nicola Figgis met on 23 October 2017 with the College Principal and Cormac Reynolds and Kieran Brassil of the UCD Estate Office to discuss options available to the School; we are awaiting a post-visit report. The School has already put in place a Space Planning Committee, comprising Kathleen James Chakraborty, Lynda Mulvin and Conor Lucey, which produced a Space Plan in November 2017.

The School Space Planning Committee has identified the following needs in its report. We currently have 9 offices and have a requirement for 13 offices

to accommodate 2 new members of staff (Cultural Policy and Islamicist) as well as room for 4 postdoctoral students and an improved tutors' office. The School needs more visibility and has identified the existing Common Room in the Newman Building as a very suitable space for School offices and a potential gallery, if it becomes available. In the report it will be pointed out that two valuable spaces have been taken in the recent past to the great distress and discomfort of the School:

1. A medium sized classroom (E114) which had been especially fitted out for our needs, which was taken over without consultation by another School. At present we have only one small seminar room and the use of Theatre N that offer adequate projection facilities, neither of which are suitable for classes of 30-40 students. The re-conversion of E114 into a shared teaching space should be examined at College Level.
2. Paula Murphy's office was lost to the School on her retirement; one member of staff is currently occupying a very small office in light of this loss, and there is no room for expansion.

We intend to utilise the Space Plan as a means of advocating for provision of new spaces and a review of existing facilities at College level.

2.3.b Address library needs, particularly disciplinary-based

4.21 The School should proactively work with the UCD Library to ensure the School's library needs are fully and constantly on the library administration's radar (see 8.12 below).

8.13 The School is recommended to work strategically with UCD Library to ensure continuing access to relevant journal holdings and as much as possible to improve the availability of new publications on which disciplinary

Action planned:

Nicola Figgis and Carla Briggs met with Jenny Collery, library liaison, and Ailish Brady, collections librarian for the School, on 24 October 2017 and 12 April 2018. We have arranged to meet once a semester to keep communication channels open (4.21).

The School will send wish lists of required books for both research and teaching and the library liaison will remind colleagues on a regular basis to make library requests. Nicole Black of the UCD Foundation has advised the School that the Library is supplied with alumni fund monies to be spent across disciplines rather than for individual schools. The School will lobby for additional funds for the Library (8.13).

2.4.b Explore future plans and potential of Newman House

4.22 The School should work closely with Newman House to explore the full potential of the School's involvement with the House for mutually beneficial purposes. Newman House is a UCD city centre setting already used by the School for classes but greater stability might be achieved by formulating a strategic plan setting out a vision for the proposed involvement

Action planned:

The School will meet with Ruth Ferguson, who continues to show support of the School's activities, during the development of the building, to discuss its ongoing involvement with Newman House. The Head of School and the College Principal will meet with Margaret Kelleher and Simon O'Connor in relation to potential School related activities at the new Museum of Literature (MoLi). Emily Mark FitzGerald and Conor Lucey met with Simon O'Connor (its new director) on 19 February 2018 to discuss the possibility for curating of temporary exhibitions by students of the new MA in Art History, Curating and Collections.

2.5.b Address noise concerns in Newman Building

4.24 In order to address the issue of disruptive noise from the open area outside lecture theatres in the Newman Building, solutions should be explored with UCD Estates and the College to minimise the impact on

Action planned:

The sub-committee on spatial planning and space used by the School met with Cormac Reynolds of UCD Estates on 24 October 2017 to point out the level of disruption and seek how this might be addressed in practical terms. The level of noise outside Theatre N, continues to be a subject of

complaint, and was raised again at the Staff Student Consultancy Forum in April 2018.

2.6.b Ensure greater level of budget transparency

8.11 The recommended School Finance Committee (see 2.16) is encouraged to work with the College Finance office to try and ensure a

Action planned:

As discussed in Section 1, the School Finance Sub-committee will meet in relation to outturns of the budget with the College Finance Officer.

2.7.b Improve mechanism to establish new Erasmus exchanges

8.14 The School is recommended to work proactively and strategically with UCD International in order to bring about improvements in the mechanism to

Action planned:

The Head of School and Erasmus co-ordinator met with Douglas Proctor and Selena Daly on 1 November 2017 to discuss strategies to bring about improvements in the mechanism to establish new Erasmus exchanges. Plans for a new Erasmus exchange with the University of Amsterdam are in progress, subject to the overall Erasmus review.

2.8.b Enhance international student recruitment and improve supports

8.15 The School is recommended to engage actively with UCD International to drive targeted overseas student recruitment and to ensure effective supports are in place for international students on arrival.

9.13 Expand activity in international exchange and engage with UCD

Action planned:

Nicola Figgis, Pat Cooke, and Conor Lucey met on 1 November 2017 with Douglas Proctor and Dr Selena Daly, VP for Global Engagement in the College of Arts and Humanities, in order to obtain better understanding of the more targeted tactical support that his team can provide, in line with the School's aspirations. Development work in this area is ongoing, and the

further integration of international recruitment/enrolment into the annual planning process will enable increased active engagement.

Section 3:

Recommendations
concerning inadequate
staffing, and/or facilities
which require recurrent or
capital funding

Timeframe: Already implemented (a)

3.1.a Address short-term staffing needs for Cultural Policy

3.16 In the short term the School needs an immediate second post for cultural policy to secure the programme, but over the medium term this should be underpinned by a further appointment. Hiring should be at sufficient stature not just to replace current staff on retirement but also to

Action taken:

In the short term a temporary solution has been found in relation to the Business Planning module. By employing an occasional lecturer for Semester 1, 2018-19, the module will not have to move to the Business School. A 0.5 appointment in Cultural Policy has received approval (July 2018) and it is intended to have the position filled in time for Semester 2, 2018-19.

Timeframe: To be implemented in five years (c)

3.2.c Address future staffing needs in area of Irish art and architecture

3.17 With two [correction: three] upcoming retirements in Art History staff over the next decade it is critical that the current complement of Art History staff is maintained. The Review Group would also support School growth in the following areas of expertise: Modernist Irish ...

Action taken:

We will be seeking to replace the existing part time position with a new full time position in Modern Irish Art at Lecturer level, to commence in September 2019, as this is an area which is particularly in demand at both undergraduate and postgraduate level.

3.3.c Address future staffing needs for Cultural Policy

3.16 In the short term the School needs an immediate second post for cultural policy to secure the programme, but over the medium term this should be underpinned by a further appointment. Hiring should be at sufficient stature not just to replace current staff on retirement but also to maintain the reputation of the programme. To satisfy capacity properly, Cultural Policy should consider expanding academic staff to 2 full-time and 1 half-time posts.

5.21 As noted elsewhere in the report, the School should prioritize in the short term the appointment of at least one new post in Cultural Policy so that the programme can respond to the demand for places and plan the next

Action taken:

A strategic review of Cultural Policy will be carried out and the points made will be taken on board. With regard to the longer-term strategy of having 2.5 members of staff dedicated to CPAM, the objective will be to ensure that at least one member of staff has the academic research background and networks to drive the research agenda, and that the others, while actively contributing to the research process, also possess a mix of academic and practitioner experience to secure the reputation and drawing power of the masters programme, and possibly develop other offerings.

The strategic priority will be how to develop capacity and research impact, availing of new opportunities such as Creative Ireland Programme for funding, as well as providing expertise on advisory panels. We will be seeking to employ a replacement for the current Director of Cultural Policy to commence in 2020 at Associate Professor level. This post should focus on consolidating expertise within the School (as indicated under 3.16), so that more content can be delivered from in-house resources, new offerings can be delivered on, and doctoral numbers and research profile can be enhanced.

3.4.c Expand content of curricula to include non-Western material, including a new staff appointment

3.17 With two [correction: three] upcoming retirements in Art History staff over the next decade it is critical that the current complement of Art History staff is maintained. The Review Group would also support School growth in the following areas of expertise: [Modernist Irish and] Islam.

5.15 The School should explore ways of introducing more non-Western material into the undergraduate and graduate curricula. A proposed

Action taken:

The splitting of the cost of an appointment in non-Western art with Trinity College will be considered under the staffing plan, in accordance with UCD HR guidelines. We will be seeking to have a half time appointment in Islamic art in place by September 2021. Staff planning, fund-raising and staff grants will help to introduce more guest speakers on non-Western material, as well as topics covering wider global art histories.

Timeframe: Recommendations which will not be implemented (d)

3.5.d Address future staffing needs for Cultural Policy

3.16 In the short term the School needs an immediate second post for cultural policy to secure the programme, but over the medium term this should be underpinned by a further appointment. Hiring should be at sufficient stature not just to replace current staff on retirement but also to

Action taken:

Following the 0.5 appointment in Semester 1 2018-19, further staff needs will be discussed at the Strategic Advisory Meeting of Cultural Policy in December 2018. The School's ambition is to develop a strong research agenda in the Cultural Policy area, with a view to instituting a centre for Cultural Policy studies with the capacity to draw upon Irish and European level research funding opportunities, including the new Creative Ireland Programme revenue 2018/19.

Section 4: Prioritised Resource Requirements

1. Staff

- (a) A new part time Lecturer position in Cultural Policy to be advertised in August 2018 for commencement in January 2019. *For costing: Top Point of Lecturer/Assistant Professor (Below the Bar) salary scale is €58,178 + 20 - 30% employer's costs depending on whether or not the role is core or non core funded. This would be on a 0.5 basis as the role is part time.*
- (b) A full time position in Modern Irish Art at Lecturer level to be advertised in January 2019 (to replace the existing part time position) with commencement in September 2019. *For costing: Top Point of Lecturer/Assistant Professor (Below the Bar) salary scale is €58,178+ 20 - 30% employer's costs depending on whether or not the role is core or non core funded.*
- (c) Either existing position to be upgraded, or a Chief Technical Officer II position to be advertised, in June 2019 (to replace the existing Slide Librarian position, currently at Senior Librarian Assistant level) to commence in September 2019. *For costing: Top Point of Chief Technical Officer II salary scale is €65,000 + 20 - 30% employer's costs depending on whether or not the role is core or non core funded.*
- (d) Either existing position to be upgraded, or an Administrative Officer II position to be advertised, in July 2019 (to replace the existing Senior Executive position) to commence in September 2019, with particular emphasis on developing undergraduate and graduate internships for both Art History and Cultural Policy. *For costing: Top Point of Administrative Officer II salary scale is €52,649 + 20 - 30% employer's costs depending on whether or not the role is core or non core funded.*
- (e) A full time replacement for the Director of Cultural Policy at Associate Professor level to commence in November 2020, with overlap until December 2020. *For costing: Top Point of Associate Professor salary scale is €91,265 + 20 - 30% employer's costs depending on whether or not the role is core or non core funded.*

- (f) A part time position for a Lecturer in Islamic Art to be shared with Trinity and to commence in September 2022. *For costing: Top Point of Lecturer/ Assistant Professor (Above the Bar) salary scale is €79,197 + 20 - 30% employer's costs depending on whether or not the role is core or non core funded. This would be on a 0.5 basis as the role is part time.*

2. Lecturing space

- A. We have an urgent requirement for a medium sized theatre to replace E114, a room previously used heavily by the School, which was removed several years ago from shared College teaching space without any consultation.

3. Office space

- A. Removal of part or all of the office space to the existing Common Room area, should it become available.
- B. 4 new staff offices are required: one for the new part time position in Cultural Policy another for the other for the Islamicist as well as two shared offices for postdoctoral students who will be paid from expected IRC funding.
- C. If we retain the existing corridor in Art History, leading to the Françoise Henry Reading Room, the tutors' room would need to be improved.