



School of Languages, Literatures & Cultures



Fheabhsú Cáilíochta  
Quality Enhancement

**Quality Enhancement Plan**  
**School of Languages, Literatures and Cultures**  
**December 2021**

FOR COMPLETION BY QEU	
Date of Peer Review visit: 2 <sup>nd</sup> - 3 <sup>rd</sup> December & 8 <sup>th</sup> – 10 <sup>th</sup> December 2020	Head of Unit: Dr Patrick Crowley
Link to Panel Report published on QEU website: <a href="https://www.ucc.ie/en/media/support/qualityenhancementunit/reports/cacsss/SchoolofLanguages,LiteraturesCultures%20-%20PeerReviewGroupReport2020-21.pdf">https://www.ucc.ie/en/media/support/qualityenhancementunit/reports/cacsss/SchoolofLanguages,LiteraturesCultures%20-%20PeerReviewGroupReport2020-21.pdf</a>	Date QEP considered by Quality Enhancement Committee:  18 <sup>th</sup> February 2022

The School welcomes the positive commendations contained within the Panel Quality Enhancement Report (Section 2.2). We look forward to undertaking the QEP in order to realise UCC2022 Strategic Plan and to support, review and develop the culture and practices of the School as cited and listed in Appendix 1 below.

Item No	Panel Recommendation	Actions Planned <sup>1</sup>	Responsibility for Action <sup>2</sup>	Resource Implications <sup>3</sup>	Implementation Schedule <sup>4</sup>	Effectiveness/Impact <sup>5</sup> <i>To be completed as part of follow-up</i>
1	School to develop an explicit and more comprehensive organogram than the one initially supplied. This should	Organogram to be designed	Head of School	HoS workload	1/10/2022 Organogram to	

<sup>1</sup> May include actions planned within the unit or those that require interface with other parts of the university

<sup>2</sup> E.g. Head of School, School Manager, all staff, specific committees etc

<sup>3</sup> Resources – the financial or human resources required to implement the recommendation

<sup>4</sup> Interim milestone dates can be included here (e.g. within 6 months, within 12 months, within 3 years etc.)

<sup>5</sup> **To be completed as part of follow-up 12-15 months post publication of QEP** - Recognising the need to reflect on the effectiveness of actions undertaken, and to what extent the actions have achieved their intended outcome

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	describe School governance structures and lines of reporting in practice, including an indication of how the existing School Committees (Research, Graduate Studies and Teaching and Learning) fit in.				reflect new structures and rules as indicated below.	
2	To restructure School Executive Management Committee as outlined in 2.3.1	New SEMC structure to be discussed by SEMC and School Assembly. New rules to be approved by SEMC and CEMC	HoS, SEMC and staff	Workload – additional meetings to discuss best practice	Ongoing. SEMC discussions took place 12/11/21 and 26/11/21. School Assembly discussions 9/12/21. New rules by 1/7/22	
3	To develop an action plan for the development and implementation of appropriate School, rather than departmental, committees	To engage with HoDs and SEMC on finding the right balance of Departmental and School committees. To establish Graduate Studies Committee along with the T&L Committee and Research Committee already in place	HoS and SEMC	Workload – additional meetings to discuss best practice	Ongoing. SEMC discussions took place 12/11/21 and 26/11/21. School Assembly discussions 9/12/21. New committees to be established by 1/7/22	
4	To work on a School Strategic Plan, mapped to the University Strategic Plan, Academic Strategy and recently issued Strategic Pivot. This strategy document should include a clear vision, mission and values statement for the School	To revise the current School Strategic plan to that it aligns with the University Strategic Plan	HoS, SEMC and consultation with School. Liaise with CACSSS senior management.	Workload – additional meetings to discuss best practice	The revised School Strategic plan will be completed by October 30 2021	

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5	To appoint a fully representative Self-Assessment Team and advance Athena Swan application	To consult colleagues, constitute a SAT, liaise with EDI unit in particular Ann King. Athena SWAN Project Officer	HoS, SAT	Workload – additional meetings and administrative load. The administrative burden will need to be addressed at a supra-School level as the School does not have a School manager	Ongoing. A SAT has been constituted. Discussions are ongoing with Ann King. A provisional submission date of November 2023 has been agreed.	
6	To communicate School identity by using branding artefacts	To circulate electronic version of School logo for PPT presentations, letter head etc. Need to liaise with Nancy Hawkes and colleagues in Marketing and Communications in relation to UCC policy on branding	School administrator	Workload for School administrator	1/2/2022	
7	To establish connection with CACSSS Alumni & Development officer	To liaise with Oonagh O’Driscoll, Head of Development CACSSS & the Library	HoS.	HoS workload – additional meetings	Ongoing. Initial meeting scheduled for 15/12/2021	
8	To review curricula, assessment and delivery of teaching linking same to the Academic Strategy (e.g. Connected Curriculum and Graduate Attributes)	To initiate and support such a review to be undertaken by the T&L Committee	School T&L Committee	Workload – additional meetings and administrative	An in-depth review requires time and thought. Review to be completed by 1/12/2023	

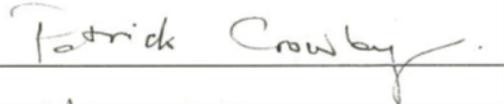
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				load for staff on this committee		
9	To review Student Feedback processes, including closing the loop, across the School	To undertake an audit of student feedback practices across the five departments	HoDs and HoS	Workload – additional meetings and administrative load for HoDs and HoS	To be completed by 1/10/2022	
10	To reinforce the School's pursuit of the Graduate Attributes and Employability agenda	HoS to work with HoDs and Programme Directors. HoS to liaise with Graduate Attributes Unit and Careers	HoS, HoDs and Programme Directors	Workload – additional meetings and administrative load for HoDs, Programme Directors and HoS	HoS is a member of the University Action 3.1.4 Working Group for UCC 2022.  Ongoing discussions with Adel Coleman (now with Graduate Attributes Unit) and her replacement in Careers on employability and professional development	
11	To adopt a unitary Workload Allocation Model	To liaise with HoC and CACSSS senior management to develop a set of underlying workload modelling principles at College level. Once basic framework is in place, SEMC will	HoS and SEMC	Workload- additional meetings and correspondence	1/12/2022	

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		work to adapt it meaningfully to the specificities of language departments.				
12	To review School Mentoring scheme and optimize periodic Staff Performance Management and Development review process	To introduce a double support process of mentoring. HoD and HoS to review applications for progression and promotion across all staff categories	HoS and HoDs	Workload-additional meetings and correspondence	Ongoing. SEMC discussions took place 12/11/21 and 26/11/21. School Assembly discussions 9/12/21.	
13	That the HoS, in conjunction with SEMC make a compelling case to the Head of College for additional space in the O’Rahilly Building, to maximise their cohesive physical configuration and academic synergies	Engagement with HoC and College Manager	HoS and SEMC	Workload-additional meetings and correspondence	Ongoing. Additional office space created 1/9/2021. More required . On strategic importance of space further SEMC discussions took place 12/11/21 and 26/11/21. School Assembly discussions 9/12/21. These discussions were in relation to space for language hub.	
14	To create a Language Learning Hub with a self-access centre for students	To draft a plan and prepare budget. To make the case to	HoS and SEMC	Significant resourcing required. Initial	June 1 2025	

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		HoC, CACSSS Manager and CACSSS Financial Analyst		meeting with Oonagh O'Driscoll		
15	That the HoS and SEMC consider replication of successful exercises, such as the Human Capital Initiative bid	To develop the HDip in Languages and Global Software Business as an MSc in Languages and Global Software Business in partnership with the Department of BIS. Liaise with APAR and CACSSS Financial Analyst.	HoS and representatives from Department of BIS	Workload-additional meetings and correspondence	The programme to be approved by UPAP/APAR in advance of academic year 2023/24	
16	That the HoS and SEMC, with the support of the HoC, makes a compelling case for adequate funding to be allocated to the SoLLC for the provision of library information resources	To liaise with HoC and Boole library	HoS and SEMC	Workload - additional meetings and correspondence	30/6/2022	
17	HoS and SEMC to liaise with Alumni and Development for securing coverage of successful SoLLC graduates	To liaise with Oonagh O'Driscoll, Head of Development CACSSS and & the Library. Creation of graduate spotlight profiles on Department websites	HoS and HoDs	Workload - additional meetings and correspondence	Ongoing. Initial meeting with Oonagh O'Driscoll scheduled for 15/12/2021	
18	To review existing lines of communication with current students and staff and devise and implement an effective and agile School communication plan	Liaise with Systems Administration on creating a single distribution list for students. Review of website. Devise and	School Administrator to liaise with Systems Administration. HoS and SEMC to devise	Workload - additional meetings and correspondence	Initiate contact with Systems Admin 1/02/2022.	

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		implement communication plan	communication plan.		Devise plan by 1/07/2022	
19	To develop income-generation plans through philanthropy and internationalisation, to ensure the long-term financial sustainability of the School's activities	Annual review of student recruitment. Development of new MSc in Languages and Global Software Business. Support Springboard programme. Liaise with CACSSS Associate Dean Global. Liaise with Head of Development CACSSS & the Library as above	HoS, HoDs, SEMC	Workload - additional meetings and correspondence	Annual review of recruitment by HoDs. Annual Programme review by Programme Directors. Initial meeting with Oonagh O'Driscoll scheduled for 15/12/2021.  Initial meeting with CACSSS Associate Dean Global, CACSSS Financial Analyst and International Student Recruitment Manage 27/11/2021.	
20	To establish an Advisory Body with External Stakeholders	Research Advisory Board for CASiLaC already in place. Advisory Board for School to be established	HoS and SEMC	Workload - additional meetings and correspondence	To be established by 1/7/2022	

**For completion by Unit**

Head of Unit: Patrick Crowley	Signature: 	Date: 15/December/2021
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Head of College/Functional Area:	Signature: 	Date: 1 February 2022
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## Appendix 1

Commendations contained within the Panel Quality Enhancement Report (Section 2.2) are listed here:

- Agility in creating new programmes in response to government initiatives (e.g. Human Capital Initiative; Springboard) and industry stimuli;
- Rapid and effective adaptation of the School's Teaching, Learning and Assessment practices to a virtual environment in the aftermath of the Covid-19 pandemic;
- Excellent examples within the School of individual work ethic, an overall sense of global citizenship, extraordinary informal commitment to students and responsive teaching in both their own programmes and other programmes across the Institution;
- Remarkable informal collegiality and solidarity among staff members across the School;
- Evidence of cross-School engagement and commitment to developing new approaches to Teaching, Learning and Assessment, including interdisciplinary engagement with the development of transferable skills in students, as presented in the session on 'Enhancing the Student Learning Experience';
- Evidence of pro-active and committed engagement with the Academic Strategy 2018-22 and collaboration with Graduate Attributes Programme Office (Graduate Attributes and Employability);
- Academic success of SoLLC students: internal and external awards (e.g. Quercus/Mary Ryan Scholarships, NUI Dr HH Stewart Literary Scholarships and Prizes and others);
- Thriving and growing community of doctoral and post-doctoral researchers, with a good proportion of externally funded scholarships (i.e. Irish Research Council);
- Excellent peer esteem of School staff and students by colleagues and professionals, both internally and externally to the University;

- Wide and vocally expressed recognition of the critically important role of languages for students and graduates in developing their language and intercultural skills within the University, industry, NGO, public and private sector;
- Clear appetite for formalised and enhanced strategic engagement from external local stakeholders;
- Positive track record of engagement with partner schools in the College of Arts, Celtic Studies and Social Sciences and College of Business and Law;
- Clear evidence of research excellence within the School in specialist areas, despite the high teaching and administrative workload, and notable recent uptick in competitive research funding;
- Steady increase in student enrolment (FTE);
- Outreach activities conducted by School's staff and students, such as initiatives promoting languages and literature among community audiences, as well as the cross-School commitment to issues of social justice, equality and inclusion.