

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

Quality Improvement/Quality Assurance

Peer Review Group Report

Department of Philosophy

Academic Year 2004/05

Date 13th April 2005

MEMBERS OF THE PEER REVIEW GROUP

Mr. Joseph Ruane, Department of Sociology, UCC (Chair)
Professor William Smyth, Department of Geography, UCC
Professor William Lyons, Department of Philosophy, TCD
Professor Jonathan Wolff, Department of Philosophy, UCL, UK

TIMETABLE OF THE SITE VISIT

The timetable is attached in Appendix A. The timetable as organised by the QPU was adequate and suitable. The reviewers met with staff, students, Officers of the university and past graduates. More time for the meetings with individual staff of the department would have been helpful to the reviewers, although this was not something that could have been known in advance.

PEER REVIEW

Methodology:

We followed the guidelines for Peer Review and take collective responsibility for our findings. The reviewers would like to have met with more senior officers of the university. The PRG did issue an invitation to the president who was unable to meet with the reviewers at such short notice.

Site Visit:

All aspects of the site visit were very well executed.

Peer Review Group Report:

The Peer Review Group Report was put together collectively, via a series of meetings on site and then, afterwards, by email.

OVERALL ANALYSIS

The importance of philosophy for this or any College is clearly indicated by the fact that Philosophy has been made a core part of the new programmes of ‘The Broad Curriculum’ (TCD) and ‘Horizons’ (UCD) whereby universities have been urged to make bridges between the two cultures of arts and sciences. This recognizes the intellectual importance of the mental discipline of rigorous objective logical argument, conceptual critique and clear thinking, that is at the core of philosophy, as well as the cultural importance of studying the classical philosophical texts (such as Plato, Aristotle, Descartes, Hobbes, Locke, Kant, Wittgenstein and Popper) which form a major segment of the disciplinary core of our western culture including both arts and sciences.

Self-Assessment Report

The present review takes place at a critical time for the Department. At present there are five permanent members of staff, and four others on differing temporary contracts. This contrasts with the situation in 1999 when there were eight permanent members. Furthermore the three senior members of staff will retire in the very near future; one at the end of this session. At the time of writing permission has been granted for a three-year contract post only. The practice of replacing permanent posts with temporary appointments has created an atmosphere of uncertainty within the department. Despite this, the solidarity among the staff is impressive as is their commitment to the programme and the students and their own research activity.

This uncertainty has led to a situation where planning becomes very difficult. Of the five permanent staff, only two can be assured of remaining in post in three years time. Hence although all members of staff are deeply concerned about the future of the department, only a small proportion are in a position to see their own future as bound up with the department.

As a consequence, the department’s self-analysis exercise has only limited reflection upon opportunities for the department. Also the benchmarking exercise was not undertaken in any formal way. This is not surprising, given the department’s sense of lack of control over its own future. Nevertheless over two days of in-depth interviews

the PRG was able to develop a clear understanding of the issues and to draw out a SWOT Analysis, and a rudimentary benchmarking exercise.

SWOT Analysis

Strengths

Given a consideration of its strengths (see below), the department is clearly central to UCC's mission of 'contributing to the cultural, social and economic well-being of Munster, Ireland and the world'. *UCC Strategic Development Plan 2000-2005*.

- Important contributor to education of students from wide range of areas
- Growing interest in philosophy throughout Europe and the western world
- Extraordinary range of teaching for such a small department
- Enthusiastic, research active staff
- Good, co-operative relations between staff
- Effective informal administrative procedures
- Well-received teaching, enthusiastic appreciative students, quality confirmed by external examiners' reports
- Natural place for people in region to study
- Increasing FTEs
- Good numbers of JYA students
- Innovative and effective MA programme
- Very active conference and visitor programme
- Good community relations within university and region

Weaknesses

- Large number of contract staff, which impedes University's mission of developing international research capacity and PhD programmes.
- Unbalanced staff structure
- Historically poor (although improving) library resources
- Impending retirement of all senior staff
- Need for improved long term strategic vision/planning
- Unresolved nature of governance of Politics degree

Opportunities

- Appoint new permanent staff to renew department and plan for future
- Institute annual review process of programme as a whole
- Become anchor department for Politics
- Consider possibility of direct entry degree
- Expand MA as a catalyst for PhD programme
- Consider international PhD programme in co-operation with overseas institutions
- Consider developing new joint or combined programmes
- Development of a four-year degree will create opportunities to expand programme
- Explore new sources of funding for research
- Consider developing recruitment materials for use in schools
- Produce Careers Guide to inform first year students and help retention rate
- With increased staff numbers, maintain and develop wider presence through teaching professional ethics, especially in health care.
- Make use of new library opportunities, such as holdings of the ‘Transmission and Transformation of the Ancient World’ project
- Encourage development of *e*-resources to supplement library holdings
- Review periodical holdings to make most effective use of budget
- Use income from JYA students to further enhance research in the department

Threats

- Department vulnerable to collapse (retirement of senior staff etc)
- No succession planning evident for replacement of senior staff with possible negative implications for leadership of department
- Delay in replacing Chair in two years time would lead to major difficulties
- Student numbers (retention rates, MA recruitment) need careful monitoring
- Imminent retirement of very popular lecturer may have serious impact on first year programme and inter-disciplinary relations, and thus retention rates.
- Part-time teaching budget may not be adequate to future needs.

Benchmarking

The department is of medium to small size, with a small number of senior staff facing retirement over a short period. This is a situation that a number of Philosophy Departments in the UK have faced over recent decades. It is natural that this situation can provoke feelings of crisis and panic, but there are examples of how this has been well handled.

In very recent times the Department of Philosophy at the University of Birmingham provides an interesting point of comparison. For some years it has had a fairly high turnover of staff, and had made a number of temporary appointments to fill gaps. The retirement of one Professor and the sad early death of another led to a situation where there were only two members of staff who had been in the department for any period. The administrative burden falling on these highly research active people made them resentful and prepared to consider offers from elsewhere. This was taken advantage of by the University of Nottingham which was looking to strengthen its research profile in Philosophy, and was able to recruit both of these people. Consequently at the start of this academic year the department had four people left, none of whom had been in post for more than a few years. At this point the University convened a review group to consider the department's future, and no option, including closure, was ruled out. Accordingly morale in the remaining department was very low. However the review group was persuaded that no ambitious university could afford to do without a Philosophy department, noting that the Universities of Exeter and Surrey, which had closed their departments in the 1980s, were now going to the cost and trouble of rebuilding them. It was also persuaded that student recruitment in Philosophy is potentially very strong at graduate level as well as undergraduate level, as long as a stable senior staff can be maintained, and proper attempts are made to market the strengths of the department. Accordingly, at the time of writing, the University has just announced that it is advertising for a Chair, a Senior Lecturer and two other lecturers.

The Philosophy Department at the University of Reading provides an even more appealing model of what can happen. In the late 1980s the Department faced a number of retirements, and there seemed a serious threat that the department would be disbanded. Eventually the University decided to maintain the department at

reduced strength. It then had the good fortune to recruit a new member of staff who was able to convince the administration that, at the time, there was a great weakness in the teaching of moral philosophy at research level in the UK, and by recruiting some senior people in this area the Department could plausibly become a major research leader in the field. The University bravely followed this advice, recruiting a Professor and later a Lecturer from Keele. This led to the recruitment of highly talented graduate students to the Department (encouraged by small scholarships) to the point where the University decided that it was worth investing in senior staff in other areas too. Consequently, having once faced closure it now has 13 staff, of which 6 have published in moral and political philosophy. 6 of these staff are now Professors. It is ranked in the top 10 of UK Departments of Philosophy, and the top 2 or 3 for moral philosophy. Indeed it is ranked in the top 20 in the English-speaking world for moral philosophy, and is internationally respected. (Rankings from the Philosophy Gourmet Guide). Hence with intelligent use of market opportunities and good quality support from the central administration it is possible to build up a world-class department within a decade or so even from close to a standing start.

FINDINGS OF THE PEER REVIEW GROUP

Departmental Details

Currently the department is characterised by nine academic staff and one administrative staff member. All three senior academic members [1 Professor: 1 Senior Lecturer: 1 College Lecturer (above bar)] are due to retire within three years. There are no staff members between the ages of 40 and 60. There are two recently appointed permanent College Lecturers (below bar) and three temporary College Lecturers (1 on a 3-year contract, and 2 on 1-year contracts). (One of the 1-year contracts comes from an IRCHSS fellowship). Three of the academic staff are female. The department is provided with one Seminar Room and one Department Staff room; all staff are provided with state-of-the-art PCs.

Gender balance within the department is, therefore, reasonable, but the demography/age structure of the academic staff is greatly imbalanced and a threat to the future of the department. The department had eight permanent staff in 1999; now it has only

five (with three nearing retirement) and a further two contract posts. At the same time a significant increase in student FTEs has occurred, some of which is attributable to the introduction of the cross-disciplinary subject Politics.

The department is, therefore, characterised by (i) an erosion of staff at the senior level (five retirements since 1999 being replaced by two permanent College Lecturers, (ii) over reliance on (and related discontinuities of) junior contract staff and (iii) a severely imbalanced general age structure – all of which constitute a threat to the future of the department.

Many of the mainstream courses are in the hands of junior, inevitably transient, contract staff who are still learning their craft. There are also difficulties in the supervision of PhD students for such junior staff. Given their own career concerns temporary staff cannot be expected to be fully involved in planning within the department. Discontinuities in contract staff also create discontinuities in the teaching programme. Likewise, it is always more difficult to attract and recruit high quality staff to contract positions. It is inevitable that the pool for a contract post will be smaller and at times the calibre will perhaps not be as high.

At the other end of the staff spectrum, the imminent retirement of three staff members threatens a serious crisis for the leadership, and the direction as well as the reputation of the department (and that of the university).

The Peer Review Group views this staffing situation with the utmost seriousness and recommends (a) that the planning for the replacement of the Professor commence in sufficient time to ensure an effective handover and (b) more permanent positions be established forthwith within the department.

Re premises: A dedicated lecture and seminar room to facilitate up to 40 students (size of both second and third year philosophy classes) would be of great advantage to the department and might be provided in the next building.

Department Organisation and Planning

Department organisation is characterised by a strong presence of the Head of Department, a high level of informal contact among all members of staff, a democratic, participatory ethos, and concern to ensure an equitable distribution of workloads. The department has a relatively simple decision-making structure: a Departmental Staff Committee which meets 5 or 6 times a year; a Postgraduate Studies Committee which meets once per term; a Staff-Student Committee which meets once a term. There is also an Annual Roundtable Committee but this appears not to deal with department business in the usual sense of the term. The impression conveyed by the Self-Assessment Report of very good informal communication was borne out in the interviews with staff members. The relatively small size of the department facilitates this but does not guarantee it. We saw a real commitment at all levels of the department to good communication and maintaining good relations. This extends also to relations with students. In addition to having designated hours for meeting with students, the staff operate an ‘open door’ policy towards students. The impression communicated by the Self-Assessment Report of an open and democratic ethos was borne out in interviews with staff; a notable example of this is the chairing of Staff-Student Committee meetings by a postgraduate student rather than a staff member.

Given the high level of informal contact the department’s committee structure is more than adequate to deal with year-to-year organization and planning. Interviews with staff confirmed better than the Self-Assessment Report that there is a high level of on-going reflection on practice that feeds back into decisions about programmes and courses. However, the Review Group felt the department could devote more attention to long term planning and that this would be possible even with the current difficult staffing situation. One way of doing this would be to have annual ‘away days’ to address longer term issues.

The Review Group noted one area where information does not flow freely: budgetary information. Here knowledge and decision-making appear to be the sole reserve of the Head of Department. Staff noted this, but did not appear to be unduly concerned by it. However, the Review group considered that more widely disseminated information, particular on the consumables budget, would be a positive development.

Teaching and Learning

The Philosophy Department at UCC contributes to three undergraduate degrees - BA Arts, BA Social Sciences and BA Politics. The overall number of FTEs for these courses has risen year by year from 2000-1 (with FTEs at 153.08) to 2004-5 with FTEs at 182.05. The department's *Junior Year Abroad* numbers, which are so important for College income, also increased significantly, from an FTE of 8.25 in 2000-1 to an FTE of 13.33 in 2004-5. The MA numbers have oscillated between 14 and 7, and have averaged 10. There were 2 students taking the MPhil in 2004-5 (with no figures for previous years). PhD registrations were 1 in 2000-1 and 2 in 2004-5. Two students finished their PhD theses and graduated during the years 2000-2004.

To sum up, while the undergraduate intake is increasing, the department should seek ways to increase the "retention rate" of students by attracting more students from the large first-year introductory courses into the second and third years. This is most pressing in regard to the main BA Arts philosophy intake where philosophy is just one option among four. This might be achieved by the department's taking more care to ensure that the content and delivery of the introductory courses are well suited to the majority of students who are coming straight from school into a non-school subject. The review committee realizes that achieving this has been hampered in recent years by the department's having to make do with a transitory population of young lecturers, most of whom are temporary and just beginning to acquire their teaching skills.

Digging deeper, the department might think of improving fifth and sixth year school students' knowledge of what philosophy entails by producing a DVD/Video about philosophy, together with a brochure giving the details about course structures and contents. The DVD could be made readily available on loan to careers guidance officers in the Munster area and, via them, to individual school students, as well as be part of the Philosophy input to College Open Days and "Choosing Your Courses at Third Level" visits to schools.

Given that the College itself is in a process of radical restructuring, the department might like to consider the possibility of obtaining its students through direct-entry

degrees, with their own CAO code numbers, as is already the case at UCD and TCD. The numbers could be controlled by using quotas. One benefit of this is that those applying for these degrees would be making an informed choice to study Philosophy rather than "something in Arts but I don't really know what I want to do", and so the "retention rate" would be close to 100%. Thinking even more radically, the department might consider bridging C.P. Snow's "two cultures" and, as a "trial offer", offer at least one degree in philosophy and science (e.g. 'Philosophy and the Life Sciences', 'Philosophy and the Earth Sciences' or 'Philosophy and the Physical Sciences'). This sort of degree, of course, is common, and has been so for a very long time, in Canada, the United States, and Australasia. The benefits of this for UCC would be two-fold. The College would immediately gain considerable kudos by being the first in the whole of Ireland to have done this. Second, the department would become the darling of the HEA (and perhaps be able to draw upon special funding in consequence) by helping to bring more students into science at third level.

The key to obtaining more PhD students is most likely to lie in first securing a larger intake into the MA programme. In turn securing a larger intake into the MA programme is almost certainly associated with a higher "retention rate" of students passing from the first introductory year into the second and third years (see all the points made above). However an additional path to obtaining more MA students might be to allow non-philosophy students on to the MA programme, given that they have completed a non-philosophy undergraduate degree and are willing to undertake a probationary year which consists in their taking the existing third-year single-honours philosophy course (suitably modified to their needs and background - for example, some third-year options might be made compulsory "core courses" for them), and do so to a satisfactory standard.

The department might like to consider the possibility of joining with another department, either in Ireland or elsewhere in Europe, in order to produce a combined graduate programme. Talks are already underway between two philosophy departments in Ireland with just such an end in view. One advantage of such a move would be the possibility of pooling resources and, since it would be attractive both to the HEA and the EU, of gaining resources. There would, of course, be a number of bureaucratic hurdles to jump, such as joint admissions and the awarding of joint

degrees, but none of them seem insurmountable. On the other hand, the gains for an historically small department in a relatively remote part of Europe might be considerable in terms of attractiveness of programme, better resources and international prestige.

The PRG noted that the two external examiners' reports made available were both highly complimentary of the philosophy programme at UCC. The PRG were in agreement with that judgment and were particularly impressed by the structure of the one-year MA programme that was divided into three parts: course work, followed by supervised "literature review", followed by the writing of a small thesis. Nevertheless, to take a few minor points, the PRG felt that the department might consider having more formal and regular discussions about such matters as syllabus, feedback from student questionnaires, and standardizing the allocation of marks between the essay and exam requirements for each undergraduate course (especially those at one level, say third-year). Given a significant increase in the retention rate of their undergraduate numbers, the department might then like to consider introducing tutorials for second and third year students.

In order to obtain a fresh view of all these matters, and given that transatlantic flight costs continue to come down, the department might think seriously of seeking permission from the Dean to employ, at least once in a while, an external examiner for the undergraduate degrees from either Canada or the United States rather than always drawing them from these islands. It is never a good thing to be presented with just one approach to one's subject and the teaching of it.

Research and Scholarly Activity

For the years 2000-2005 the Philosophy Department has listed 53 single-authored published or forthcoming papers in journals, entries in encyclopediae and contributions to edited collections. Given that two research-active members of the department, recently departed for permanent posts overseas, also published papers during that period and these were not listed, the total should in fact be higher. The department also gave a total of 47 invited papers at conferences and colloquia, while 29 persons made research visits to the department, mostly to give papers at the department's admirable fortnightly Visiting Speakers Research Colloquium.

Members of the department also engaged in regular editorial and refereeing work, and earned research grants totaling €155,727 during that same period. In short the department is indubitably research active. This is especially commendable given the uncertainties caused by the transitory and temporary nature of much of the department's staffing during that same period.

The library holdings in philosophy, though improving rapidly with the help of the dynamic new subject librarian, are still such as to force members of the department to rely heavily on costly and time-consuming research visits to the copyright library at TCD and on library inter-loans. However the PRG suggests that the department might seek to advertise better the very impressive library holdings in ancient, medieval and Renaissance philosophy recently accumulated via the "Transmission and Transformation of the Ancient World" project. This would attract overseas scholars on research visits, who might then contribute to the department in various ways, as well as attract graduate students.

Finally the PRG also suggests that, in seeking to replace the current chair-holder as soon as possible after his retirement in about two years time, the department should give careful consideration to the research area or areas that they themselves wish to emphasize for the department's future. But such an appointment should not obviate the need also for a small research committee within the department that would regularly review the department's research progress and suggest ways of improving it, as well as offer guidance to young researchers, organize the sabbatical rota and explore ways of gaining additional research funding.

Staff Development

Despite the staffing difficulties outlined above, the department of Philosophy at UCC has sustained a very good esprit de corps and clearly seeks to encourage and facilitate all staff in the development of their career paths. There is a sustained policy to ensure that at least one staff member avails of sabbatical leave in each academic year. Normally this is achieved by other staff members taking up the brunt of the vacated core teaching modules although a staff member taking leave for the calendar year allows for some essential teaching to be carried out by such a staff member. Likewise, staff are encouraged to avail of all sources of research support (in both this

academic year and the previous year, IRCHSS Fellowships were won, in turn, by two staff members). Also, department funds are used to defray the expenses of necessary trips to libraries away from Cork. The department has a far-sighted policy of both ensuring regular visits by international scholars to the department and vice versa, thus stimulating wide-ranging debates and seminars about new directions in the discipline. The department is unhappy about recent changes in sabbatical leave arrangements. However, this is a matter that needs resolution at the College-wide level. An effective informal mentor system operates in the department between the senior and junior staff.

External Relations

This is an outward-looking department both at the level of UCC and the national and international scholarly community. The two most senior members of the department have a strong profile in the College and contribute on a regular basis to discussions at faculty. Most department members are members of at least one faculty or college committee. There is strong, long-standing commitment in the department to the Women Studies programme.

The information provided in the CVs of the staff needs to be combined with that presented in Appendix G to obtain a full picture of the activity of the department at national and international levels. Overall it is impressive, in the sense of there being many contributions to international conferences, much participation in international associations and bodies, a number of series editorships with international publishing houses, and a considerable amount of hosting local events for outside scholars.

The department is involved in Socrates/Erasmus programmes, though the numbers of students taking advantage of the scheme is less than the numbers agreed, with the deficiency overwhelmingly on the Irish side. Compared to other comparable departments (ie those lacking a specifically ‘Irish’ appeal), the department gets a significant number of JYAs (13.17 FTEs).

Support Services

The department is highly appreciative of the Office of the Dean of Arts Faculty, the Disability Support Service, the Examinations Office and the International Education

Office. There are mixed responses to the Audio-Visual Equipment, the General Computer Centre and Maintenance Services as well as parking arrangements. However, there is a rather critical view taken of the Department of Human Resources. While Library staff at the individual level are greatly valued, this department – given its current and future teaching and research commitments – sees major problems with the under-funding of the Library, (See PRG section under Teaching and Learning for further comments).

Methodology

The Departmental Quality Review Co-ordinating Committee comprised four staff members (Professor as Chair, two other academic representatives and the administrative staff member). It formally met twice and engaged a facilitator to assist the department in putting together the SWOT analysis. During PRG interviews, it was also clear that given the intimate scale of the department and its informal way of doing business, that quite an amount of the preparation of the department self-assessment was achieved and inspired by this esprit-de-corps. However, it is the view of the PRG that more regular formal planning meetings – involving all the staff – could and would have further enhanced the overall goals of the Quality Review.

RECOMMENDATIONS FOR IMPROVEMENT

It is now essential:

1. That the retiring senior lecturer, Dr Dolores Dooley, be replaced immediately by a permanent appointee.
2. That College plan and work towards an establishment of 5 permanent members in post when the Chair and other senior positions are vacated. Without this, the department faces the risk of being unable to deliver its programme, putting UCC in danger of failing to meet its contractual obligations to students.
3. That the process for replacing the Chair should commence 18 months before the vacancy falls due, in order to conduct an international search to find a replacement of

suitable standing who can take up the post immediately it falls vacant. This is especially urgent given the retirement of all senior staff in the same period, and to give the department a much-needed senior figure to draw post-graduate students and to represent the department within the wider university.

It is highly recommended:

4. That the department formulate a plan for its own development which commands wide consensus among current staff and presents a sound way through the critical transition period ahead. The progress of this plan should be reviewed annually.
5. That the department should now begin reflection on the type of department they wish to be after the transition period is completed.
6. That the department monitor student numbers and review strategies for consolidating and improving retention rates. In this context, the department should consider the possibility of direct entry degrees and College the development of a philosophy and science degree option.
7. That the department consider ways of developing and marketing the MA programme as a catalyst for strengthening the PhD intake. In this context, there should be serious consideration of a joint international PhD programme.

The following are also recommended:

8. That the department consider its role as anchor department for the Politics degree.
9. That the department consider developing recruitment materials for use in post-primary schools.
10. That the department consider the production of a "Careers Guide for Philosophy Graduates" to better inform intending students or first-year students and so help retention rates.

11. That the department consider expanding even further the income from JYA students to further support staff research.

Appendix A

Timetable for conduct of Peer Review Visit

Department of Philosophy

Sunday 6th March 2005

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

Monday 7th March 2005

- 08.30 Convening of Peer Review Group in Staff Room, Department of Philosophy, 2 Lucan Place, UCC

Consideration of Self-Assessment Report

- 09.00 Professor Desmond Clarke, Head of Department
- 09.30 Meeting with all members of the department
- 10.30 Tea/Coffee

Meetings with members of staff.

- 10.45 Jane McConkey
11.00 Tony O'Connor
11.15 David Hemp
11.30 Julia Jansen
11.45 Dolores Dooley
12.00 Vittorio Bufacchi
12.15 Oliver Ranner

- 13.00 Working private lunch for members of Peer Review Group

Representatives of 1st Year Undergraduate Students

- Aidan Healy, 1st Philosophy
Daniel McCarthy, 1st Philosophy
Deirdre Lyons, 1st Social Science
Catherine Patricia Madden, 1st Social Science
Niall Fitzgerald, 1st Politics

Representatives of Postgraduates

- Sabrina Cooke, MA
Katy Dineen, MA

Pascal Saker,MA

15.30 Representatives of 2nd and 3rd Year Undergraduates

John Finucane, 2nd Philosophy
Richard Crean, 2nd Politics
Roseanne Kelly, 2nd Politics
Christine Stacke, 3rd Philosophy
Janne Bach Hansen, 3rd Philosophy

16.15 Mr. Michael F. Kelleher, Secretary and Bursar & Vice-President for Finance and Administration

17.00 Representatives of recent graduates

Venue: Staff Common Room

Dr. Sinead Murphy
Mr. Ciaran Fitzpatrick
Mr. Ciaran O Conaill
Mr. John Power
Mr. Michael McElroy
Ms. Lynn Crean

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

Tuesday 8th March 2005

08.30 Convening of Peer Review Group in Staff Room, Philosophy Department, 2 Lucan Place, UCC

08.45 Consideration of issues by PRG

09.30 Visit to Boole Library, meeting with Mr. Cathal Kerrigan, Subject Librarian

10.30 Ms. Áine Foley, Finance Office

10.45 Coffee/Tea

11.15 Ms. Patricia Carroll, Executive Assistant

11.30 Professor David Cox, Dean of Faculty of Arts

12.00 Consideration of issues by PRG

13.00 Working private lunch for members of the Peer Review Group

14.00 Professor Desmond Clarke, Head of Department

14.30 Preparation of first draft of final report

17.00 Exit presentation made to all staff of the Department by Professor J. Wolff, summarising the principal findings of the Peer Review Group.

The presentation was followed by a reception for staff and members of the PRG.

- 19.00 Working private dinner for members of the Peer Review Group to complete drafting of report and finalisation of arrangements for speedy completion and submission of final report.