

Department of Ancient Classics (MU) Quality Improvement Plan

I. Unit Details

Unit:	Department of Ancient Classics
Head:	Dr Will Desmond
Dates of Peer Review Group Visit:	29 November – 3 December, 2021

II. Introduction and Commentary on Peer Review Group (PRG) Report

The Department of Ancient Classics continues a tradition of classics at Maynooth that goes back to the foundation of St Patrick's College in 1795. The present Department is one of five departments of Classics in the Republic of Ireland. The discipline of Classics embraces the study of all aspects of Greco-Roman antiquity, from the Minoan and Mycenaean civilizations to the beginning of the Middle Ages, and (in more recent years) the reception of Greco-Roman Antiquity throughout later history and down to the present day. This interdisciplinary field cannot be fully represented by a small department such as Maynooth's, but in the past 10 years, the Department has (with its six academic staff) covered an unusually broad range of material, offering three separate degree programmes at the undergraduate (BA degrees in Greek, Latin, and Greek & Roman Civilization) and MA levels (MA programmes in Classics, Classical Studies and (joint with Philosophy) Ancient, Medieval and Renaissance Thought). As in teaching, so in its research and professional service, the Department contributes to the knowledge, understanding, and appreciation of ancient Greek and Roman civilizations, in themselves and in relation to the encompassing ancient Mediterranean milieu, as well as in relation to other humanistic and even social scientific disciplines, both within Ireland and internationally.

The QIP was written by Dr Will Desmond, with some contributions from the other two present permanent staff, Dr Maeve O'Brien and Dr Kieran McGroarty. The PRG makes 18 recommendations, several helpfully specific while a few others are rather broad or generic. The Department will continue to work hard to improve the quality of our offerings, responding to developments within the discipline, the Faculty of Arts, Celtic Studies and Philosophy (FACSP), Maynooth University, and the wider community, as they happen. Without current levels of staff, not all of the 18 recommendations can be given equal or immediate attention. The most immediate priority is to integrate the two temporary staff (one lecturer, one half-time tutor) into the Department and with their help rebuild the BA programme to attract more students and increase FTEs and to preserve teaching of Latin and Greek languages within its revised structure. In this regard, U1-U7 of the PRG Report (pp. 11-13) are most relevant. A more medium-term goal is to secure funding and/or a post to make offering an MA (or MAs) truly feasible. Recommendations U13-14 of the PRG Report (p. 14) are welcome in general, though the Department would have benefitted from more specific advice for how to proceed.

III. Action Plan Responding to Recommendations of Peer Review Group

A. U1-U6. Curriculum and Teaching

U1.

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation U1. Review all module content, titles, course outlines, learning outcomes to ensure that the curriculum is presented to prospective and continuing students in a way that is most attractive and that the transferrable skills that students acquire, via the study of Ancient Classics, are sufficiently apparent that they can articulate them to others.</p> <p>Additional Peer Review Group (PRG Comment): This should include greater explicit articulation of the many transferable skills and dispositions acquired through a Classics degree, both linguistic and non-linguistic.</p>		
<p>The Department acknowledges that ongoing review of modules would be beneficial for presenting modules in ways that will attract more students and help them understand the value of Ancient Classics in terms of transferable skills.</p>	<p>a. The Department will review all modules and revise where necessary.</p> <p>b. Work on Departmental website (so far as this is within Departmental control) and other Departmental publications (i.e. Student Handbooks) to make the Ancient Classics curriculum accessible and attractive to prospective and continuing students.</p> <p>c. Request to University / Curriculum to make Coursefinder more navigable: as presently constituted, one must click through 6-7 times to get information on an Ancient Classics module. This does not facilitate students' choice, or the Departments' visibility.</p>	<p>Priority: High - medium. Schedule: 2022-23 (and on-going). Persons: Head of Department (Desmond) and individual lecturers.</p>

U2.

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation U2. Review (and rename) first year modules to ensure greater coherence in the modules and support wider recruitment to the department.</p> <p>Additional PRG Comment: Where new modules are created from the combination of two or more previously existing modules or where modules are team-taught, work closely to ensure that all transitions are smooth and the content is delivered in a way that is most accessible and engaging for students.</p>		
<p>Work had been done on this for both semesters, particularly for GC151 in Academic Year (AY) 2019-20 and also AY2020-21 (a different presentation).</p>	<p>Review of first-year modules, in consultation with relevant lecturers (inc. new full-time lecturer in ancient history), for AY2022-23.</p>	<p>Priority: High. Schedule: 2022-23 (and on-going). Persons: Whole department but particularly the lecturers responsible for the modules.</p>

U3.

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation U3. Explore the possibility of offering one or more elective modules specifically designed to attract students from across the University.</p> <p>Additional PRG Comment: Ancient Myth is found to be a popular option in many universities. A Classics module in this area might be paired with a module on Celtic mythology offered by Old Irish to create an attractive and exciting elective stream. A unit with Philosophy on the history of Western thought would be another possibility. This may also develop opportunities for micro-credentials with a 10-credit weighting.</p>		
<p>A. A module in ancient myth highly desirable, a version had been proposed in previous years but was not implemented.</p> <p>b. A year-long elective in the History of Philosophy, with Ancient Philosophy in Semester 1 (taught by Ancient Classics), to be combined with existing modules in Medieval (PH204) and Modern Philosophy (see e.g. PH354) would be highly desirable for (a) their intrinsic importance as for (b) reasons of economy (present reduplication of ancient philosophy in GC216 and PH218), and (c) staff expertise (e.g. McGroarty on ancient philosophy, Desmond on ancient and modern philosophy). GC216 is already (in AY2021-22) cross-listed with Philosophy.</p> <p>c. Another possibility is ancient myth and modern English literature: think Homer ~ Joyce, Walcott, Carson, Atwood; modern versions of Greek tragedies; Ovid ~ Shakespeare, Hughes; Virgil ~ Tennyson, T.S. Eliot, Heaney, and much else that forms a basis for academic studies by Feder, Bate, Hardie, and many others.</p>	<p>a. Dr Desmond will teach a new second year module on Ancient Mythology (GC229) in 2022-23, as a first step towards a possible year-long MU elective stream. He has communicated informally with the Head of Philosophy, as well as members of Old Irish, possible ways of combining the second semester with themes interesting to other departments (e.g. theories and modern receptions of ancient myths). He has also communicated with Dean of Teaching & Learning concerning a full Elective Stream in 2022-23 or thereafter. He will communicate further with Heads of Philosophy and/or Old Irish regarding further possible collaboration on this theme.</p> <p>b. Desmond has communicated with Head of Philosophy who has arranged to substitute GC230 (“Greek Philosophy,” Dr McGroarty) for PH218 (“Greek Philosophy,” Dr Edelheit, a module compulsory for philosophy students) in AY2022-23. Desmond to discuss with Head of Philosophy about further collaboration for Elective Stream.</p>	<p>a. Priority: High. Schedule: 2022-23 (to be taught Semester 1 by Desmond), with ongoing work regarding Semester-2 module to make up a possible full-year Elective, either in 2022-23 or (more likely) 2023-24. Person: Desmond.</p> <p>b. Priority: High. Schedule: 2022-23. Persons: Desmond, McGroarty.</p>

U4.

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation U4. Expand and develop existing efforts to engage with other compatible departments on cross-listing of modules.</p> <p>Additional PRG Comment: This approach has already been a success for the Department. It might be worth exploring a ‘Latin for Law’ module, although it would be important to undertake some market research to see whether it would be likely to get a significant uptake.</p>		
<p>Highly welcome by the Department. See also ideas in Commentary for U3 concerning ancient myth/literature and imitations / appropriations in modern English literature.</p>	<p>a. Communicate with Head of Law concerning possibility / desirability of “Latin for Law” module to supplement or replace GC319 Roman Law (offered in 2021-22 and 2022-23).</p> <p>b. Communicate with Head of English to see if cross-listing is possible, e.g. ancient myth and English literature (see U3 above), and/or existing modules such as</p>	<p>a. Priority: Medium. Schedule: 2023-24 (and thereafter). Persons: Head of Department & lecturers teaching Latin.</p> <p>b. Priority: Medium. Schedule: 2023-24 (and thereafter). Persons: Head of Department & lecturers teaching ancient myth and/or literature.</p>

	GC204 (Greek Tragedy), GC309 (Virgil and Roman Epic), GC320 (Ireland and the Classics).	
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U5.

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U5. Explore linguists' versions of literature courses for a more efficient use of teaching resources, i.e. teach literature modules to both non-language and language students together, with a special reading group/seminar for the language students.		
Highly welcome by the Department, this idea had been broached in 2020-21 prior to and during the Quality Review (QR) process but not acted upon.	The new sequence for a Latin minor (20 credits / year) includes 2 modules on prose and poetry of the Republic (Semester 1) and of the Empire (Semester 2). These will overlap to a certain extent with modules in translation so as (a) to free time in language modules for students to focus on language (thematic issues being treated in parallel civilization modules) and (b) to place few mental demands on lecturers, called to teach such a variety of authors and subjects. Further thought will be given to ways to economise use of resources for both students and staff.	Priority: Medium. Schedule: 2023-24 (implementation of new Latin modules, coordinated partly with translation modules) and ongoing. Persons: Head of Department, Dr O'Brien and relevant lecturers in Latin and Roman themes.

U6.

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U6. Consider building upon the successful Rome trip by making it an elective module available to Second and Final Year students, on an alternate year cycle, so that all Ancient Classics students will have the opportunity to participate in it during their programme.		
Highly welcome by the Department: it bears on the Department's proposal, as articulated in its Self-Assessment Report, of credit-bearing Study Trips to Italy / Rome and/or Neoclassical London.	<p>a. Consultation with new lecturer in Roman history about his/her desire to lead a trip to Italy.</p> <p>b. Further research about combining new module on Ancient Mythology (which will include component on visual arts) with visits to British Museum <i>et al.</i> A London trip might work best as part of a year-long Elective Stream.</p>	<p>a. Priority: Medium. Schedule: 2023-24. Persons: Head of Department, new lecturer in ancient history.</p> <p>b. Priority: Medium. Schedule: 2023-24. Person: Desmond.</p>

B. U7-U11: Outreach and Other Student-Related Issues

U7

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U7. Work on building communities within the student body (within and across year groups and involving UG and PG students) to help make students feel more connected to each other and the Department. Additional PRG Comment: This may help improve retention into Second Year and help postgraduates to avoid any sense of isolation.		
<p>A recommendation the Department welcomes.</p> <p>See also U15 below for Commentary and Planned Action regarding social media.</p>	<p>a. Slight increase in number of tutorials to accompany first-year modules, to allow students to interact with each other and with postgraduate students more.</p> <p>b. Possible introduction of free film showings to accompany possible new module on “Classics, Film and Modern Media” (or equivalent). Make these known especially to the Classical Society.</p> <p>c. Re-introduction of in-person seminars/lectures (customarily held on Friday afternoons) with refreshments and socializing afterwards. Covid measures forced these online but in the future they will be hybrid (both in person and broadcast on Teams/online).</p> <p>d. Compilation of subscription list for alumni and other individuals interested in receiving emails with information about upcoming Classics events and seminars/lectures. Contact Alumni Office for their input on this.</p>	<p>a. Priority: High. Schedule: 2022-23. Persons: William Desmond (as Head of Department) and relevant lecturers.</p> <p>b. Priority: Medium-high. Schedule 2022-24. Persons: William Desmond, lecturer(s) willing to offer or contribute to a module of this nature (particularly the new lecturer to be appointed in ancient history), and/or organizers of the Classical Society.</p> <p>c. Priority: High. Schedule: 2022-23. Person: William Desmond (as Head of Department).</p> <p>d. Priority: medium. Schedule: Present and ongoing. Persons: William Desmond and Megan Browne / Sarah Coughlan da Silva.</p>

U8

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U8. Begin to collect data on the gender breakdown of the student cohort by year and in terms of examination results.		
	<p>As part of the Faculty Athena Swan Action Plan this data will be collected on an ongoing basis.</p>	<p>Priority: High. Schedule: Ongoing. Person: Faculty</p>

U9

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U9. Ensure accessibility of all documentation for all students e.g. handouts, Powerpoints. Additional PRG Comment: Undertake further training and liaise with the MAP office for further supports and guidance.		
<p>The Department recognises that this may be an issue and will conduct a review (in conjunction with actions for U1) so that the Department and individual lecturers can use best practice in communicating with</p>	<p>a. Faculty will provide a briefing session of best practice on accessibility of student documentation.</p> <p>b. Liaise with Maynooth Access Programme (MAP), Library and other</p>	<p>Priority: High. Schedule: 2022-23 and ongoing. Persons: Individual lecturers, and Maeve O’Brien (as the Department’s MAP liaison).</p>

students about their modules and programmes. See also U12.	student supports to make sure that all students understand how to navigate these various technologies – and that they have a reciprocal responsibility to engage and to inform themselves how to use available technologies and materials. See also U12.	
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U10

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U10. Maintain and build upon the Careers for Classicists event to stress the employability of Classics graduates to existing and prospective students. Additional PRG Comment: This ties back to Recommendation U.1 above		
A recommendation the Department welcomes.	<p>a. Revise and refresh online advertisement of the Department on the MU website, with employability in mind.</p> <p>b. Liaise with Admissions Office, Career Services, Dean of FACSP, Graduate Studies Office and others to ensure that they continue to advertise the employability of Arts students, and the value of skills and specific content learned in Arts degrees.</p> <p>c. Hold the Careers for Classicists event again in 2022-23.</p> <p>See also U1.</p>	<p>Priority: Medium</p> <p>Schedule: 2022-23 and ongoing.</p> <p>Persons: William Desmond (as Head of Department), lecturers serving as co-ordinators of undergraduate and graduate studies, and Cosetta Cadau (organizer of Careers for Classicists).</p>

U11

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U11. Consider engaging in more outreach activities to local schools to raise a general awareness of the subject and its place as part of the Omnibus Arts degree.		
The Department welcomes the recommendation, with the proviso that outreach activities not detract from the Department's other work, particularly its efforts to market Ancient Classics to students already attending MU.	<p>a. Contact Admissions to request that they continue and even intensify their work of outreach on behalf of Ancient Classics and of the Arts omnibus degree generally (MH101).</p> <p>b. Contact teachers of Classics in schools within the MU catchment area—to build contacts, to inform them of the “Careers for Classicists” event, and ideally to organize a study day with staff on texts / themes / periods related to their Classics classes and/or the Classics Leaving Certificate options. Making this a hybrid event would allow teachers from further afield to participate.</p> <p>c. Ask current tutors, students and/or recent graduates to visit schools to talk</p>	<p>Priority: Medium.</p> <p>Schedule: 2023-24 and ongoing.</p> <p>Persons: Whole department, Admissions.</p>

	about their experiences in MU Ancient Classics.	
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C. U12-U15: Staff Training and Research

U12

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U12. Upskill in digital education and pedagogies, in particular to make more effective use of Moodle. Additional PRG Comment: This would improve accessibility for all students, including the neurodivergent. It would also help in the delivery of Recommendation U.9 above.		
See comments on U9.	Department staff to self-check their use of Moodle to see if there are any gaps that need to be filled.	Priority: High. Schedule: 2022-2023. Persons: Lecturers responsible for module.

U13

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U13. Deepen relationships with other disciplines within and beyond the Faculty, to identify opportunities for collaborative research projects and to contribute to interdisciplinary Masters degrees.		
<p>A recommendation the Department welcomes. See also comments on U3.</p> <p>An interdisciplinary Masters is a good idea, theoretically. There are two crucial issues: (1) as currently constituted, the Department has not been allowed the staff requisite for a proper MA, even with very high levels of teaching in the BA level; the Department cannot be expected to continue all its former work with only 3/4 of the former staff (and 1/2 of the former permanent staff); and (2) as a Department of Ancient Classics, our first remit is to teach the Classics (which is already inherently interdisciplinary, with 2 languages and all that that implies), and that MA students in Classics get a Masters-level knowledge of the field of Classics. The danger of interdisciplinary, cross-departmental Masters degrees is that they are too broad: students will not gain a good knowledge of any one field.</p>	<p>Communicate with Departments such as History, Old Irish, and Philosophy – which have themselves shown interest in collaboration with an interdisciplinary subject like Classics. One interdisciplinary MA already exists (“Ancient, Medieval, and Renaissance Thought”) and could well be strengthened, given its thematic and chronological coherence as well as the combined research strengths of Ancient Classics and Philosophy departments. Other MAs might be possible with Old Irish and/or History.</p>	<p>Priority: Medium. Schedule: Ongoing. Person: William Desmond (as Head of Department).</p>

U14

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation U14. Build on the contacts established via the seminar programme and previous interactions with the Arts and Humanities Institute and Research and Development Office to explore possibilities for collaborative research and funding opportunities.</p> <p>Additional PRG Comment: It may be possible to avail of the Visiting Fellowship scheme to build external research partnerships. Newly appointed staff may be able to apply for funding for early career researchers.</p>		
Highly welcome suggestion. The proposal to avail of the Visiting Fellowship scheme in the Arts and Humanities Institute (AHI) was identified by the Department in its Self-Assessment Report. The Department also calls attention to its high publication rate for the period covered by the Quality Review.	<p>a. Explore possibilities for collaborative research and funding activities, particularly in conjunction with the AHI in relation to organizing colloquia, seminars and visiting scholars.</p> <p>b. Encourage newly appointed staff to apply for funding as early career researchers, if appropriate.</p>	<p>Priority: Medium.</p> <p>Schedule: Present and ongoing.</p> <p>Persons: Head of Department and/or research-active staff.</p>

U15

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation U15. Develop the Department's web and social media presence.</p> <p>Additional PRG Comment: The Departmental Administrator's marketing expertise can be used to help develop this area, which will complement the Department's outreach activities, v. Recommendation U.11.</p>		
The Department maintains a social presence via Twitter, Facebook, and the University Website but acknowledges that social media presence might be developed further.	Consult with current Executive Assistant (Megan Browne) and returning Senior Executive Assistant (Sarah Coughlan da Silva) for ideas on how to grow the Department's online presence: (1) by doing more to reply, retweet and share posts, events, experiences and accomplishments (of MU students, the MU Classics Society, the Department and other Classics departments in Ireland, and of other Classics-related items); and (2) by improving the webpage, inasmuch as this is possible within the framework that is set by the MU website itself.	<p>Priority: Medium-high</p> <p>Schedule: Present and ongoing.</p> <p>Persons: Megan Browne and/or Sarah Coughlan da Silva, Head of Department and/or individual member of staff proficient in social media.</p>

D. U16-U18: Governance and Management

U16

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation U16. Ensure that there is a regular rotation of the Headship to ensure that one member of staff is not overburdened with administrative responsibilities for a prolonged period.</p> <p>Additional PRG Comment: This is essential to prevent a detrimental effect on the research profile of the Head of Department.</p>		
A welcome proposal.	Heads are appointed by the President. Liaise with Dean of FACSP and with President's Office to discuss issues of appointment vs rotation.	<p>Priority: Medium.</p> <p>Schedule: Ongoing.</p> <p>Person: Head of Department.</p>

U17

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U17. Develop a framework for teaching allocation that takes account of engagement in research and service and the diverse interests and priorities of staff.		
Highly welcome.	Develop a transparent framework for teaching allocation that attends to the diverse research, service and priorities of individual staff.	Priority: Medium. Schedule: 2022-23 (for new academic year). Person: William Desmond.

U18

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation U18. Use Teams/Sharepoint more effectively for electronic storage to share information among the department team, and to archive materials. Develop formal procedures for handover and for induction of new staff. Additional PRG Comment: Informal engagement between colleagues and accessibility of senior staff is very important, but the department needs to supplement this with the use of online storage in order to make information readily accessible.		
<p>Microsoft Teams has been used effectively and continuously since March 2020 to store information about modules (syllabi, assessments) and exam results, accessible to all staff as well as External Examiners. The following comments from recent external examiners reflect this: “Despite the logistical difficulties entailed, I had access to a good selection of student work, including some scanned exam scripts from Semester 1 as well as e-submissions of both coursework and take-home exams from Semester 2. ... The Exam Board itself, held via Teams, went remarkably smoothly, with no technical problems, and with all colleagues easily able to participate in discussion”; “The need to commute everything online at short notice was remarkably well-handled: material was generally easy to find”.</p> <p>Electronic storage of other information relevant to the Department’s activities and running have begun, as of 2020-21, to be updated on a shared Classics folder on Microsoft Sharepoint / Onedrive.</p>	<p>a. With regard to electronic storage of information, continue to implement what was already being done prior to PRG visit.</p> <p>b. Develop formal procedures for handover and for induction of new staff – in the form of a schedule and description of typical and necessary tasks, and a list of contact numbers and offices.</p>	<p>Priority: Low. Schedule: Ongoing. Persons: Head of Department, Executive Assistant.</p>

IV. Action Plan Responding to Institutional/Strategic Recommendations of Peer Review Group

S.1

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation S1. Return to live Open Days and Orientation Week talks as soon as public health regulations permit to give members of the department an opportunity to engage with students face-to-face and emphasise the broad-base and critical skills provided by a Classics education before they register for their subject choices.</p> <p>Additional PRG Comment: There is clear evidence from students and staff in other disciplines as well as from Classics itself that these face-to-face opportunities are vital to the recruitment of First Year students.</p>		
Live Open days have recommenced as have live orientation week events.	No action needed.	

S.2

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation S2. Consider whether the planned 1.5 5-year posts offer a realistic level of support to enable the developments needed.</p> <p>Additional PRG Comment: We are concerned that the 0.5 tutoring post in Classical languages would not be sufficiently attractive to outstanding applicants who would bring the additional skills, competences, energy, and enthusiasm needed. While it would almost certainly be easy to fill the post with someone who could do the job, what is really needed is a much deeper injection of activity across the board. We would therefore strongly recommend that the post be advertised as a lecturer post in the field of classical language and literature/culture. The postholder would then be able to contribute in all areas of teaching and curriculum reform, research, and wider outreach and recruitment. Ideally, in terms of the contribution that the postholder could make to the Department, it would be preferable if the post could be made full-time for the five years, but we understand that resources might not permit this.</p>		
The Dean of Faculty recognises and understands the concerns expressed by the PRG in regard to the staffing structure for the next few years. However, having considered this concern following the PRG visit, and consulted at University Executive level, the University has decided to continue with the current plan for staffing.	No action needed.	

S.3

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
<p>Recommendation S3. To ensure that prominence is given to non-school subjects in communications with students at Open Days but especially during Registration and Orientation to try increase attendance at Introductory Talks and to help deliver on the ethos of MU's Omnibus Arts degree.</p>		
The University ensures that equal prominence is given to all subjects at Open Days and Orientation. Orientation is currently compressed because of the late release of Leaving Certificate results, but when the Orientation timetable returns to normal in future years additional slots for some subjects are possible.	<p>a. Possible additional slot(s) in Orientation Week in future.</p> <p>b. Faculty to consider making Orientation/Introduction videos for all subjects.</p>	<p>Priority: Medium.</p> <p>Schedule: Pre-2023 Orientation.</p> <p>Person: Faculty Dean.</p>

S.4

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation S4. Give clear guidance, during the ongoing pandemic, on supporting students with online learning materials for those who are unable to attend campus for health reasons without causing undue increases in staff workload. Additional PRG Comment: Using an audio recording system, such as Lecture Capture, might be worth considering.		
University is now operating in terms of the pandemic being under control and has returned to normal operations.	No action required.	

S.5

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation S5. Improve the provision of IT equipment and support for academic staff.		
These issues have now been resolved by the Department.	No action required.	

S.6

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation S6. Take a strategic decision at University level that provides a framework to encourage larger departments with high FTEs to explore cross-listing opportunities with smaller departments.		
	Faculty Executive to explore ways of cross-listing and co-devising modules.	Priority: Medium. Schedule: 2022-23 and ongoing. Persons: Faculty Dean and Faculty Executive.

S.7

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation S7. Liaise with the department on how to give them effective marketing support to assist in promoting their undergraduate offering internally to incoming students and externally to prospective students in schools.		
	See S3 above.	

S.8

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation S8. Make resources available to allow the Department to create a small number of professional standard videos that can be used on the website and for wider marketing purposes.		
	See S3 above.	

S.9

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation S9. Develop, in consultation with the Department, a plan and broad, qualitative targets for the long-term sustainability of the Department		
Additional PRG Comment: In the first instance, these should be targets for the maintenance of Department of 4.5 academic staff.		
<p>The University recognises that the resource plan for the Department for the next five years sets out the reasons for the plan being in place but does not set out exact KPIs or targets for the Department to be measured by at the end of that period. While it is understandable that such may looked for, the University does not wish to bind itself to future decisions on the resourcing of the Department, given the variables and unforeseen factors which may be involved in future decision-making. Even the broadest of targets may not be able to account for the value of the subject for the University.</p>	<p>The Faculty Dean will continue to monitor the progress of the Department in terms of As Earned Income/Expenditure, FTEs, Staff:Student Ratio (SSR), research output, and grant funding.</p>	<p>Priority: High. Schedule: Annual. Persons: Faculty Dean, Head of Department.</p>

S.10

Commentary	Planned Action	Schedule for completion, priority level (incl. short or long term), Person leading action
Recommendation S10. Make available resources to employ a Senior Classicist to act as a facilitator to act as a critical friend to the Department as it reviews its full spectrum of activities.		
<p>A proposal that the Department theoretically welcomes. Practically, however, the most helpful advice would come from other classicists in Ireland and abroad who already have ties with and/or knowledge of the department, its past and present situation. Current resources would be better allocated to employing temporary teaching staff to teach individual modules, particularly in this moment of transition for the Department.</p>	<p>Rather than formally employ a consultant like this, the Department will leverage its informal networks and relationships within the larger Classics community in Ireland and internationally, aiming to identify best practices being used by similarly-situated departments for optimizing resources and rebuilding.</p>	<p>Priority: High. Schedule: 2022-25. Persons: William Desmond and whole department.</p>