

Department of Music Quality Review Quality Implementation Plan

Institutional/Strategic Recommendations

Number	Recommendations	Planned Actions	Person	Short/Long Term Action ¹
S.1	Oct 2016 Arts Strategy Committee Preliminary Report needs to be enacted, especially capital investment.	Department (Dept.) supports the recommendation. In view of the forthcoming development of the new University Strategic Plan, it is advisable to consider the underpinning requirement of the previous Arts Strategy when developing the new strategy (commencement date 2023).	Dean of Faculty of Arts, Celtic Studies, and Philosophy working with the Music Dept. /Head of Dept. (HoD) to progress this item.	Short term.
S.2	University demands on music department are not supported at an adequate level in budget or resources. Extraordinary existing and future potential for dept contributions to the university in public-facing offerings.	Action 1: The Department, liaising with the Dean of the Faculty, can provide the list of events/offering organised by the department and their costing for the Department. Action 2: The Dean will engage in conversation with Finance Office for an initial talk about the Financing of the events (Including Choral Society Concerts, Chamber Choir Concerts, Lunchtime Concerts, and so on). Action 3: A conversation with University Managers/UE (University Executive) will be required then in parallel with recommendation S. 3.	Action 1: HoD. Action 2 and 3: Dean of Faculty will lead the conversation with the Finance Office with the support of HoD.	Short term.
S.3	Subvention fees should be extended to music technology enrolments due to similarity to resource-intensive science/engineering laboratories.	This recommendation will be investigated further. Action 1: HoD can provide information about the impact of the subvention fees to the Department. Action 2: Dean of Faculty will clarify aspects of funding model for the Department in conversation with the Registrar and the Finance Office.	Action 1: HoD. Action 2: Dean of Faculty.	Short term.

¹ Short term actions are those planned to be completed Within one year. Long term actions are those planned to be completed in longer than one year

S.4	Research and industry competitiveness is significantly impacted by lack of resources.	Action 1: Identify necessary resources (see also recommendation S.6). Action 2: A discussion about lack of resources and ways to acquire said resources, should take place in parallel with recommendation S.6, in the context of the new Maynooth University (MU) strategic plan.	Action 1: Dept./HoD/Dean. Action 2: HoD/Dean.	Action 1: Short term. Action 2: Long term.
S.5	One-year leases of campus buildings prevent long-term planning.	The Department agrees with the recommendation and acknowledges that this is something beyond its remit and it should be part of a discussion at UE level.	Dean of Faculty/UE.	Long term.
S.6	Immediately: address access issues in Logic House and adjacent music department spaces, soundproofing and ventilation in practice rooms, and assessments of pre-fabs as fit for purpose.	Action 1: A long-term view to provide fully fit-for-purpose facilities is required. Action 2: This discussion should be connected in the short term to a reframing of the underpinning requirements set out in the Arts Strategy, being used to inform the development of the new MU strategic plan.	HoD or delegate/Dean/Campus Service/UE.	Action 1: Long term. Action 2: Short term.
S.7	Prioritise cultural quarter plans for campus, include professional performance spaces, Investment in Steinway grand piano.	The Department fully supports this and is looking forward to taking part in the conversations surrounding the development of the cultural quarter as part of the new University Strategic Plan. Likewise, the Department suggests that the investment in a Steinway grand piano should be considered as a capital investment, outside of the reach of the Departmental budget and should be discussed in parallel with recommendations S.4, S.6, and S.8.	HoD or delegate /Dean/Faculty/UE.	Long term.
S.8	Need clearer communication channels between management and department stakeholders, esp. Re plans for resources and facilities. More clarity on budgeting matters. More music dept contribution to space planning and to faculty-wide creative practice initiatives.	The Department agrees with the recommendation and is willing to be involved in university wide discussions about plans for resources and facilities in connection with creative practice initiatives (See also, S.4, S.6, and S.7).	HoD or delegate/Dean/Faculty.	Long term.
S.9	Provide office space/secure room for occasional staff who are present in the Department on a regular basis.	The Department agrees with the recommendation and recognise that any solution can be found only through a clear engagement	HoD/Dean/Campus Service.	Short term.

		with University/Campus Maintenance/ Annex Logic.		
S.10	Immediately: 0.5 executive administrative staff post to be filled.	This position has been filled. The post holder started 18 th October 2021. Concurrently, the other 0.5 executive assistant resigned. The University has approved the job, which is currently being advertised.	HoD/Human Resources (HR).	Short term.
S.11	Limited opportunity for promotion and lack of faculty/music department promotion to Assoc, Prof B, Prof A.	The introduction of yearly promotion schemes has increased the opportunities for promotion. Department welcomes the recent changes to the policies.	-	-
S.12	Labour-intensive teaching requirements of music discipline should be recognised and rewarded through institutional means (grants, promotion, etc).	The Department fully agrees with this and recognises the impact that lack of resources have on teaching requirement. The discussion in relation to S.2, S.3, and U.4 would put the department in the condition to provide more support to teaching conditions across the board.	HoD/Dean.	Short term.
S.13	Systemic research bias demonstrated in RIS category of 'Other Publications' that encompass arts-based research.	Action: Liaising with Research Development Office (RDO)/Dean to identify a solution and implement it.	Director of Research (Department).	Short term.
S.14	Research development office consider workshops, support sessions to develop awareness of funding opportunities, contact persons in RDO for music dept.	Action: Liaising with RDO.	Director of Research (Department).	Short term.
S.15	Contract employees (non-permanent) have access to benefits and funds supporting research outputs.	The Department agrees, this point has also been raised at the Equality Diversity Inclusion Forum and reported to Faculty. Action 1: Dean/Faculty Research Committee to investigate/explore ideas and solutions. Action 2. In particular, academic staff on contracts are made aware of, and are supported in accessing the resources and the benefits that are already available to them.	Director of Research through the Faculty Research Committee.	Long term.
S.16	Facilitate regular and up-to-date liaison between university website and social media officers and technicians, with their counterparts in the Department, to enhance the outward image of both, and to	The Department have experienced on many occasions the challenge to update on a regular basis the information on the website. Whilst it is clear the importance of having an overall University format for Departmental webpages, it is difficult to present an image that truly	Faculty/Communication Office.	Short term.

	strengthen the national and international profile of the Department.	represents the Department and sometimes it is necessary to find alternative solutions that requires extra work and time. Communication with the University on this is not always clear (indeed different items on the website fall under the remit of different departments: HR, Communications, Registry, and so on). An engagement at University level/UE is urgent on the issue of websites, with clarity of communications on who is responsible for various areas.		
S.17	Timetabling prohibits cross-faculty student offerings.	This problem has been recognised on multiple occasions at various levels and it is beyond the responsibilities of the Department. A Faculty and University-wide discussion is necessary to 1) determine whether changes are possible, 2) how to implement changes.	Dean of Faculty/Timetabling Office.	Long term.
S.18	Make Core portal more efficient for occasional staff payroll.	The introduction of the online pay system for occasional staff has facilitated the administrative elements, but a continuous revision is necessary to improve the system and simplify a series of administrative actions that still need to be processed in paper form. Action 1: Department identifies areas that could be improved, particularly in relation to the payment of Performance Tutors. Action 2: Department, with the support of the Dean, to engage in a discussion with HR/Payroll to improve procedures.	Action 1: HoD and Administrative Staff. Action 2: HoD/Dean/HR and Payroll.	Short term.

Recommendations to the Department

Number	Recommendations	Planned Actions	Person	Short Term/Long term Action
U.1	Review departmental T&L and curriculum mission to reflect all four sub-disciplines of Music as identified in SAR.; ...addressing also the complementary mission of Music Technology as a distinct UG degree subject.	Undergraduate (UG) committee to work on this to align with creativity/technology/ practise-based research.	Director of UG Committee/UG Committee/HoD.	Short term.
U.2	Refine the department strategy supporting department mission, esp re subject area development within department, aligning faculty work, resources and initiatives prioritised by the strategy.	The Department Strategy will enhance the mission of the Department in creativity and technology, bringing together the main areas of research (Artistic Research, Composition, Musicology, Music Technology, Musicology) along the rising interest at Faculty level for said categories.	HoD/Department.	Short term.
U.3	Newest programmes and components in existing courses esp. in popular music/music theatre/music technology should be prioritised in resource allocation.	In line with U.1, U.2, and U.5, the Department will strategize how to enhance the indicated components.	HoD/Department/ Dean of Faculty.	Long term.
U.4	Devise by consensus an alternative to workload model to facilitate career development of all staff.	The development of a workload model is not considered an initiative that pertains to a single department. Action 1: The Faculty's Athena Swan application (action item 5.6.2) has committed to a requirement for transparency in workloads for all academic units in the Faculty. The Department will address this item in line with the faculty's work as part of the Athena Swan process. Action 2: At department level HoD will initiate discussions about career development with all staff.	Action 1: Faculty/University working group. Action 2: HoD.	Action 1: Long term. Action 2: Short term.
U.5	Recommend rationalisation of existing catalogue of modules offered by the music department.	Both the UG and Postgraduate (PG) committees are currently working on this, for implementation in 2022-2023 and in future years.	Directors of UG and UG Committee/ Director of PG and PG committee/HoD.	Short term.
U.6	Evaluate public-facing events and budget priorities in face of new programme	In line with recommendations U.1, U.2, U.3, U.5, S.3, and S.4, the Department will engage in the suggested evaluation.	Directors of UG/PG Committees, Director of Performance, HoD.	Long term.

	offerings and increasingly diverse student cohort.			
U.7	Faculty could be more strategic in time allocation for pastoral care for students by directing them to other available supports.	The threshold between pastoral care and guiding students through their studies is not always easy to determine. Department knows when to redirect students to support. Action: A document listing all other available supports can be prepared and be circulated among staff as a reminder.	HoD/Music Office.	Short term.
U.8	Implement interim solutions to access issues, e.g., secure drop-box for assignments on ground floor of Logic House.	With the majority of assignment submissions moving online, this recommendation becomes redundant. Action: However, the issue of wheelchair access remains an outstanding problem, which should be resolved at Campus Service/Campus Maintenance Problem.	HoD (plus HoD of Maths)/Dean liaising with Campus Service/Campus Maintenance.	Short term.
U.9	Take advantage of postgraduates and undergraduates in entrepreneurship to assist in promotion, marketing and organisation of department events - paid or for academic credit.	Action 1: Explore and identify possible opportunities for academic credits, including how assessments could include the suggested elements, in discussion with the Coordinator of the Module Music and Entrepreneurship (External Occasional Lecturer). Action 2: Paid collaborations will be considered, but must be evaluated in the context of S.2 and S.3 to avoid a further impact on the Departmental budget.	Directors of UG/PG Committees, HoD.	Short term.
U.10	Leverage university scheduling/booking software (e.g., library, student union, Moodle) to alleviate admin responsibilities in manual scheduling.	The Department tried in the past to co-opt scheduling/booking software already in use in other University offices/Depts, but it proved very difficult and in the end there is a financial impact on the Department (when IT discontinued the platform where our Performance Database was created, no financial compensation nor alternative viable solution were allocated to the Department which was left in a difficult situation). Action 1: Identify areas that would benefit from the adoption of scheduling/booking software.	Action 1: Music Office/HoD. Action 2: Music Office/Dean/ Library Services/IT.	Short term.

		Action 2: Further and renewed conversations with various stakeholders across the University/Faculty can take place to explore if it is possible and how to adapt already existing scheduling/booking software.		
U.11	Evaluate open-source options for music technology software requirements.	Academic Staff in Music Technology are already implementing this.	-	-
U.12	Improve communication between academic and admin staff, and provide opportunities for regular communications and interactions among and with tutors and other occasional staff.	All staff (Academic and Administrative) are invited to suggest items for Board Agendas. Minutes are circulated to everyone and are available on Shared Drive. Any update from University is circulated to all Tutors (in this regards we encourage tutors to use their MU email account as they would be automatically included in the All Maynooth Staff List). Performance Tutors receive regular email communications from HoD, the Director of Performance, and the Department Administrator. The Director of Performance is also planning a meeting per semester with all tutors.	-	-
U.13	Capacity to develop collaborative research further, with units across arts and social sciences, and with national and international institutional and industry partners.	Action 1: In parallel with action 2 in U.4, a conversation at Departmental level, led by the Director of Research, will be initiated, to identify opportunities and discuss what can be done to facilitate the collaborative research. Action 2: Director of Research in the Department will liaise with RDO (see also U.15) to provide support and guidance in the development of collaborative research.	Director of Research/RDO.	Action 1: Short term. Action 2: Short to long term.
U.14	Greater parity across research practice (individual work, collaborative work and PhD supervision) to create more sustainable research environment in the department.	The Peer Review Group (PRG) report specifies that this ‘may require a diversification of research funding sources (...) coupled with international collaboration and industry partners. In addition more staff should be encouraged to seek funding and appropriate mentoring’. Action 1: Discussion can be initiated at Departmental level integral to U.4, U.13, U.15, and U.16.	Action 1: Director of Research/RDO. Action 2: Dean/HR.	Action 1: Short to long term. Action 2: Short term.

		Action 2: The Faculty's Athena Swan application (action item 5.3.1) has committed to an extension of the Early-Career Mentoring Scheme to a Mid-Career Mentoring Scheme. The Department will continue to promote and facilitate staff engagement in existing schemes and in the new scheme as it comes on stream.		
U.15	Take more advantage of supports provided by the research development office.	Action: In parallel with U.13, Director of Research in the Department will liaise with RDO to identify any support available.	Director of Research/RDO.	-
U.16	Formalised mentorship between new faculty and senior academics.	An official mentoring scheme at Faculty level already exists and the Department is involved with staff acting as mentors. At Department Board level it was decided that an official departmental mentoring scheme would result in an increase of meetings which ultimately take times away from teaching and research. Informal discussions are always taking place, with colleagues asking for advice whenever necessary.	-	-
U.17	Front-load teaching to accommodate sabbatical leave with less stress on replacement resources.	<p>Although this proposal is made as an additional provision to facilitate more frequent and longer sabbatical and it has been mentioned several times at Faculty/University Level in the past, there are some objective difficulties linked to timetabling:</p> <p>1) Moving all the modules that colleague X teaches in the second semester to the first semester, for example, means an overloaded first semester timetable for the students, impacting thus the possibility to spread more evenly their modules of choices;</p> <p>2) If we keep the timetable as it is, modules are not freely interchangeable among colleagues;</p> <p>3) Several modules are co-taught, so moving them around to facilitate colleague X, will then impact negatively colleague Y.</p> <p>Action: The conversation on this topic will remain open, but the objective difficulties do not seem to suggest any easy solution.</p>	HoD/Dean.	-

<p>U.18</p>	<p>Develop link with private providers for popular/music theatre and music technology. Potential placement modules. Potential for sharing facilities, placements and return to accredit provider.</p>	<p>Action 1: Identify opportunities with private providers and initiate conversations. Action 2: Placement Modules. A careful evaluation is required at UG/PG committees; particular attention must be given to the amount of administrative work that is required to set up placement modules. Whilst they would be extremely valuable and important for students, they cannot be implemented without risking a work overload for both academic and admin staff. Action 3: Sharing Facilities. A careful consideration can be given to this, but the discussion should consider location (which will inevitably impact students) and costs (which will then impact the department budget).</p>	<p>UG Committee, Director of Performance, Director of Music Studio, MA directors, HoD/Dean.</p>	<p>Long term.</p>
<p>U.19</p>	<p>Develop partnership with CMC to extend beyond composition and musicology (e.g. performance and music tech) and to expand offerings for UG students.</p>	<p>The Department recognises the need to enhance partnership with Contemporary Music Centre (CMC) and other available partners, in parallel with recommendation U.18. Action: Discussions at UG and PG committees to identify opportunities and their feasibility.</p>	<p>Directors of UG/PG and relevant committees.</p>	<p>Short term.</p>
<p>U.20</p>	<p>Develop more professional collaborations with Kildare Co Council beyond Music Generation (composer-in-residence, professional performance opportunities) that enhance community interaction.</p>	<p>Action: Explore possible collaborations and projects with Kildare Co. Council and Arts Council to develop an Artist in Residence Programme (with the support of the Faculty/University).</p>	<p>HoD/Dean/Faculty.</p>	<p>Short term.</p>